Strategizing and Organizing in the Innovation Process: An Innovizing Perspective Applied to a Multimedia Firm

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Introduction

In his seminal article, Whittington (2003) laid the theoretical foundations of a strategizing/organizing (S/O) duality. The term 'strategizing' refers to continuous processes that ensure daily business strategy operations, such as strategic planning, monitoring and resource allocation. The term 'organizing' refers to continuous processes that define and organize the daily operations of a firm, including the efforts of internal resources to maintain, create and develop these activities (e.g., stakeholder coordination, internal structural practices). Whittington viewed strategizing and organizing as two interrelated processes, distinct from traditional approaches that treat them separately. The S/O duality has become a major research challenge in current strategy as practice (SAP). Consequently, Whittington stressed the importance of developing a research agenda to empirically explore the making process of this duality. Considerable research has helped identify the practices and/or practitioners involved in the process of strategizing and organizing. However, many questions remain unanswered. Among these are the making process of this duality, the precise locations of this process in the firm, and the skills or the tools and techniques required.

From this perspective, our contribution aims to analyze practices related to strategizing and organizing within a particular process: the innovation process. The processual approach enables us to explore the dynamics of a particular action and its consequences on the company. In the SAP approach, the link between innovation and strategizing and organizing has not been directly investigated. The few studies which examined the innovation (Dougherty, 1992; Graetz and Smith, 2006; Maitlis and Lawrence, 2003) consider it as a result of the S/O duality and do not explore its role and its impact on this duality. Nevertheless, innovation is a strategic priority for many companies and it is also a complex process that requires specific organization. Thus, it seems relevant to use the innovation process to understand the making process of the S/O duality.

Our research address the following question: How do strategizing and organizing practices work in the innovation process? To answer of this question, we proceed in first by a focus on key practices of strategizing and organizing and the link with the innovation process. Second, we detail the case study, the data collection and their treatment. Third, we present the results, discuss the links among practices of strategizing, organizing and the innovation process, and question the relevance of an innovizing concept which represents the innovation-making process. We conclude on the study's contributions and limits and offer directions for further research.

Strategizing and organizing through an innovation perspective

The SAP has gained considerable momentum in recent years (Jarzabkowski *et al*., 2007). Its objective is to refine the understanding of strategy making, notably through a processual approach of practices (Johnson *et al*., 2003). However, this research agenda remains broad, and the lack of empirical validation marks the main limitation. In addition, research involving practices has focused on strategy or organization, but rarely both, and the arrangement and dynamics of the relationship between strategizing and organizing practices remain unknown. The processual analysis used to study the S/O duality remains also to deepen because, to the best of our knowledge, no study identifies the various stages of the making process of the S/O duality. Thus, to address these limitations, we propose to use the processual analysis (Pettigrew, 1997) by mobilizing the analytical framework of the innovation process.

Innovation has a double strategic and organizational dimension. From a strategic perspective, innovation is a priority for many companies and requires the development of specific strategies focused on innovation (Wang and Zajac, 2007). From an organizational perspective, innovation is a complex process that requires resources (Rothwell, 1994) and a specific organization inside and even outside the firm's boundaries (Chesbrough, 2003). Such complexity comes from the structure of the innovation process, which can be either linear

(Forest, 2001) or turbulent (Kline and Rosenberg, 1986), with an organization of the process phases being closed or open (Chesbrough, 2003). This link between innovation, strategy and organization reinforces the idea that the innovation process can be adapted to analyze the strategizing and organizing practices and understand the making process of the S/O duality.

Strategizing and organizing practices

The SAP approach suggests three strategizing dimensions: (1) the Practice, (2) Practices and (3) Practitioners (Whittington, 2006). The practice refers to the uniqueness of the activity (e.g. strategy) carried out in the situation (Jarzabkowski *et al*., 2007), that can be operationalized through different levels of analysis: 'macro' (e.g. institutional, political) and 'micro' (e.g. process). The practices include tools and objects through which the firm performs strategic activity (Whittington, 2003). Practices provide actors with resources that are necessary for strategizing, such as physical, cognitive, discursive, procedural and behavioral (Jarzabkowski *et al*., 2007). The practitioners are the actors that shape the practice through their behavior, actions and the practices they use to undertake their actions (Jarzabkowski *et al*., 2007).

This research focuses on practices. The collective nature of the strategizing and organizing involves the study of 'usage' practices, which differ from 'individual' practices by their rational use (Johnson *et al*., 2003). We can distinguish three categories of usage practices: episodic, discursive and administrative (Jarzabkowski, 2005). Episodic practices represent management moments (e.g. meetings) during which practitioners interact to concretely develop the strategy and organization. The objective is to implement mechanisms of creation, evaluation, negotiation and selection, in order to change or reinforce the strategy and organization. Used regularly, these episodic practices can have a stabilizing effect, whereas occasional use can lead to significant changes. In discursive practices, practitioners discuss the making process of strategy and organization. Objective is to make sense (Grazzini,

2013). In doing so, they use tools, technological support (e.g. PowerPoint) and a common language (Jarzabkowski, 2004). This language is also useful for creating and developing concepts, tools, procedures, manuals, (etc.). With administrative practices, practitioners are responsible for organizing and coordinating the strategy and organization through, for example, planning and forecasting mechanisms, control systems, budgets and performance indicators. They use these practices regularly and individually (and sometimes collectively). Finally, the purpose of usage practices is not to elaborate the strategy and then the organization but rather to encourage continuous readjustments to these elements depending on the forces and changes related to the competitive environment and the market (Whittington and Melin, 2003) and the management of work (Lavarda *et al*., 2011). Thus, the success of a company depends on its ability to arrange these usage practices (see Table 1).

Table 1. Practices related to strategizing and organizing
(Source: Jarzabkowski, 2005; Whittington, 2003)

Practices	Strategizing	Organizing
Episodic	- Meetings - Executive Committee - Strategic Seminar	- Meetings - Working Group
Discursive	- Strategic discourse - Tools - Supports Technologies	- **Organizational** discourse - Tools - Supports Technologies
Administrative	- Strategic Planning - Resources allocation - Forecast - Budgets - Control Systems - Performance Indicators - Objectives	- Coordination - Task Scheduling - Division of labor - Budgets - Control Systems - Performance Indicators - Objectives

In conclusion, the types of usage practices that create considerable similarity between strategy and organization are often interdependent (this reinforces the idea of an S/O duality). That is, they operate in similar ways, but they can be used differently by practitioners.

Innovation process: issues and challenges for strategizing and organizing

The processual approach is useful for understanding the making process of the S/O duality for three reasons. First, it offers the opportunity to investigate the dynamics of an activity and to assess the consequences for the firm (Maitlis and Lawrence, 2003), overruling the simple static view of the result. Second, it allows for a finer understanding of the many internal and external factors that influence the activities studied (Eisenhardt and Bourgeois, 1988). Third, it allows us to include the contexts (political, economic and social) in which activities are conducted (Pettigrew, 1997). Here, we focus on the innovation process, which has been the subject of numerous studies. Given the heterogeneity of innovation process models (Rothwell, 1994), we propose a general definition, which we use for our purposes which is accepted by most research on the subject (Forrest, 1991; Rothwell, 1994; Chesbrough, 2003; Bernstein and Singh, 2006). The innovation process represents all the phases that make it possible for the firm to create a new idea and introduce it to the market. The process typically includes five steps (see Figure 1): (1) idea generation, (2) research and development (R&D), (3) industrialization, (4) commercialization and (5) diffusion.

Figure 1. Innovation process phases (adapted from Rothwell, 1994; Rogers, 2003).
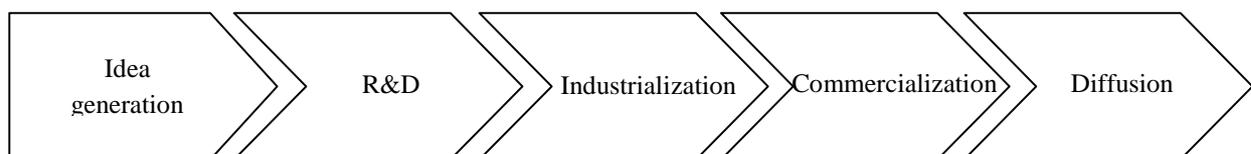
In the innovation process, the choice to resources and their allocation are part of a strategic dimension, as the sharing of knowledge (Kamasak and Bulutlar, 2010). Conversely, the means of coordinating resources, scheduling tasks and monitoring the work required to achieve targets lie in an organizational dimension. This duality justifies our choice of examining strategizing and organizing to achieve innovation.

Innovation process and strategizing. Management of the innovation process is a key factor in the success of innovation strategy (Rothwell, 1994). The innovation process consists of several strategic elements, including a set of objectives, a wide range of resources (both internal and external) and the external environment into which the innovation must fit. Innovation is a key objective for many companies. However, some companies do not always have all the internal resources to be able to innovate, that motivates them to use two types of traditional strategies: cooperation or integration of resources and capabilities (Wang and Zajac, 2007). Therefore, the process necessarily refers to a strategic dimension because many factors (e.g. increased spending on R&D, technology convergence, short product life cycles, hyper-competitiveness, technological change) cause companies to progressively use strategy to ensure the proper functioning of the innovation process (Chesbrough, 2003).

Innovation process and organizing. The literature distinguishes four organization models for the innovation process: closed linear models (Forrest, 1991), open linear models (Chesbrough, 2003), model exploitation/exploration (March, 1991) and the turbulent model (Kline and Rosenberg, 1986). Linear models are sequential models in which the innovation process consists of a sequence of steps involving different categories of actors. Closed linear models reflect an organization's internal innovation, while open linear models involve the opening of company borders (Chesbrough, 2003). The exploitation/exploration model involves the simultaneous functioning of two activities: (1) exploitation, which refers to the use and development of skills, technology and existing paradigms, and (2) exploration, which consists of research and experimentation of new solutions inside and outside the company (March, 1991). Finally, the turbulent model differs from other models by its chaotic vision, which requires permanent renegotiation of the innovation design and the roles involved in its development (Kline and Rosenberg, 1986). Organization of the innovation depends on how the process is deployed within the enterprise and across its network.

In conclusion, the innovation process has a strong strategic and organizational dimension. An analysis of the practices can help clarify how practices (episodic, discursive, and administrative) linked to strategy, organization and innovation are arranged. Although the literature identifies the practices of the S/O duality, it does not explain how to arrange them in a process. To provide answers to these questions, we investigate the atypical case of a multimedia company.

Methodology: Kamafu case study

This research focuses on a single company, Kamafu[i], which resides on the outskirts of several cultural industries: Video Games, Animation Movies, Publishing, Internet and Events. Our interest in studying a company in this sector lies in the innovation dynamics of the cultural product: the combination of art and industrial challenges involves (for actors) many decisions regarding strategizing, organizing and the innovation-making process. Therefore, it is a suitable environment to analyze and identify practices in the S/O duality.

Kamafu case study

Our objective was to understand how the company combines its strategizing and organizing practices into the innovation process – and thus, to understand the making process of the S/O duality. We used a longitudinal approach based on an intrinsic case study (Stake, 1995). A longitudinal study lends itself to a processual approach because it enables to collect rich data by integrating historical and contextual dimensions (Chakravarthy *et al*., 2003). Furthermore, an intrinsic and single case study enables to really deepen the research question, by multiplying the data sources, and thus it is more reliable than superficial multiple case studies (Dyer and Wilkins, 1991). Our case study involves the innovation company Kamafu, which was founded in 2001 as a Web Communications Agency. The company diversified in 2002 with the creation of DOFUS, a Massively Multiplayer Online Role Playing Game

(MMORPG) that quickly was a big success. The following year, the company continued to diversify its products by leveraging its intellectual properties on other media (eg, books, products, annual events). With these successes, in 2007 Kamafu launched a new artistic concept: WAKFU[ii]. The company had high ambitions; rather than just designing a next version of DOFUS, Kamafu wanted to create a cross-media universe with complementary and interconnected media, to create multiple and unique experiences for consumers. This cross-media innovation involved to break with traditional approaches in cultural industries.

Data collection

To examine WAKFU's cross-media and the evolution of Kamafu, we collected primary and secondary data, both internal and external. A proliferation of data enables the triangulation of data and improves the validity of the information (Dyer and Wilkins, 1991). Primary data were collected through three sessions of semi-structured interviews from September 2007 to September 2009 (a series of six interviews per year), complemented with four interviews collected online. We selected a practitioner of strategy (artistic director), practitioners of the organization (team managers) and practitioners of innovation (creative people). We collected stories of practices (Johnson *et al*., 2003) such that they recounted their experiences, expressed their way of working, and indicated the knowledge and expertise used during participation in strategizing and organizing. The semi-structured interviews included open-ended questions about the practices and issue-oriented innovation, organization and strategy. We did not examine these processes in action, but the interviews enabled us to rebuild these, through the practitioners' stories[iii]. Then, we collected secondary data to improve our understanding of the company and the products developed. Internally, these data came from various meeting and reports on WAKFU. We supplemented these data with information from websites external to the company, newspapers and a collection of newsletters collected on

institutional websites (the French video game agency, the union of animation film producers and the national center of cinematography). Table 2 provides a summary of the data.

Table 2. Data collected for the Kamafu case study

Data	Interviews	Documentation
Internal	18 semi-directive interviews during a three-year period • Artistic Director (3) • Team Manager (9) • Creators (6)	7 meeting reports 1 project folder 2 bibles literary 'product' 4 progress reports
External	4 web-interviews	14 Internet websites 3 Internet news article 7 Newsletter (AFJV, SPFA, CNC)

Data processing

To process these data, we conducted thematic coding by combining data from the literature and the field (strategizing and organizing practices and innovation process phases). We proceeded in three stages. First, we tried to identify the types of practices the practitioners used, based on theoretical elements from the literature review. Thus, we coded practices according to three types: (1) episodic, (2) discourse, (3) administrative. Second, we tried to identify the usefulness and purpose of the practices. For this, we classified criteria related to (1) strategizing, (2) organizing and (3) innovation. We used the theoretical data about practices related to strategizing and organizing (summarized in Table 1) and the data dealing with the relationship between innovation and strategy and organization. Third, we classified these practices according to the innovation process phases. For each step, we crossed the theoretical data with empirical data to verify that the coding criteria (e.g. type of practice, purpose of practice, nature of the practitioner, phase of the innovation process) were coherent. From the data analyzed, we developed a grid of terms, also known as a 'dictionary of terms' (Miles and Huberman, 1994). We present the data analysis in the next section.

Strategizing and organizing practices in the innovation process

In this section, we present the results of our single case study in two stages. First, we present the arrangement of strategizing and organizing practices in the five phases of the innovation process. Second, we show that the company uses certain practices to elaborate the strategy, organization and innovation processes concretely and simultaneously. Finally, we present the relationship between the strategizing and organizing practices and innovation.

Strategizing and organizing practices according to the innovation process phases

We adopt a chronological presentation of the results in order to retain the historical and contextual data from the longitudinal study.

    Idea generation phase (4 months). This phase began with the artistic director's strategic discourse, centered on his idea of creating a new cross-media concept.

> *After DOFUS, we wanted to do something different but still in the same mind, in continuity. So, I thought of something more original, which would be more than a simple game, so I spoke to some brains of Kamafu and then we started think about it. When we started to see that it would be feasible, it became our priority.* (Artistic Director, 2007)

This discourse was retaken during a meeting in order to federate teams. The organization of a creative activity is also decided, to verify if the idea was adapted for a game concept. After the realization of this activity, another meeting was organized to select the concept and scenario, and assess their feasibility. To finish, practitioners organized and planned the R&D activity.

    R&D phase (8 months). Managers of creative teams organized, monitored and controlled the R&D activity. The objective was to produce artistic media (e.g. graphic bible, storyboard). After the first media were created, a meeting was planned to validate the concept and to assess the global feasibility of the project. The practitioners then developed a global strategy, taking into account the strategy already in place, other projects under way and available resources. This process involved finding the best possible compromise to avoid any unnecessary

changes. Then, practitioners validated an integration strategy to maintain the internal control of the innovation process. To support this strategy, a recruitment plan was required:

> *We soon realized that was not enough to do everything, but the desire to make a completely internal artistic creation 'Made in Kamafu' was shared by all and that is why we decided to hire competent people who share our vision, animators, graphics, programmers, designers, ...* (Video Game Team Manager, 2007).

This phase ended in a meeting, during which the strategic planning, the allocation of resources (including hiring personnel), the budget and the artistic directives were validated. This validation launched the planning and organization of the following phase.

Industrialization phase (1 year). Managers of creative teams organized, monitored and controlled the activity. Weekly meetings were organized with each team to verify that the tasks were being carried out in line with the planning and artistic objectives. At the same time, the artistic director adjusted his strategic discourse to begin promoting the offer to the general public (e.g. television interview, radio). Every month, a meeting was held to monitor and control the progression of the project. The choice of an integration strategy was again retained to optimize control of the innovation activity. The marketing and distribution processes were considered without reaching a decision. At the end of these meetings, in-house bulletins were prepared to inform all Kamafu personnel about the status of the project, its objectives and the changes that would take place in the organization. After seven months' work, the strategic decision was made to give priority to the production of the online video game.

> *MMORPG is the heart of WAKFU because it brings the community together. It was necessary to start with MMORPG. We wanted to diffuse media sequentially, to place the game as the main entry point. Other media would follow later, as a relay for players. So, all our efforts focused on game development.* (Programmer, 2008)

Several discourses then followed to justify the strategic and organizational changes. The video game was completed after one year, and a meeting was held to discuss the commercialization process. The sales team manager then planned and organized this activity.

Commercialization phase (3 months). The video game sales team organized, monitored and controlled the activity. Strategic decisions were taken about the access portal of the Internet game and the marketing and communication campaign:

> *Marketing, communication and Internet, it's our original business. We are very careful and everything should be perfect. This is why we start to think about commercialization very early, well before the official release of the MMORPG and other media of WAKFU. Like that, everything is ready for the day of release.* (Web Team Manager, 2009)

A report was given twice a month during a meeting to verify the performance of the adopted strategy. Depending on the discrepancies, the strategy and then the organization were adjusted. When the access portal of the game was completed, a strategic meeting was held to select the distribution channels and to plan their setup.

Diffusion phase (2 months). Technicians worked to make the game available via the portal and develop the web community. During a strategic meeting, the economic model was validated and the timing associated with the release of the game was decided. The organization was consequently adjusted. Communication increased, and more information was given to the general public. A final strategic meeting was held to launch the game.

> *The day of the release, the preparation must be flawless, we must anticipate all the problems and bugs that can potentially happen and be ultra-responsive if needed. It's quite stressful but also very exciting because we are seeing in real time the start of the game and this is where we see if everything works as expected.* (Webmaster, 2009)

During this meeting, monitoring of the launch was organized to increase reactivity in the case of problems. Such monitoring ended with the launch of the game. After the game was launched, the production of other media (television series, web episodes, manga/comic strips) began again.

Allocation of strategizing and organizing practices

Analysis of this study shows that in each phase, the different categories of practices (episodic, discursive and administrative) were sometimes arranged together to develop the strategy and/or the organization sequentially and also simultaneously (see Figure 2).

Figure 2. Allocation of strategizing and organizing practices according to innovation process phases
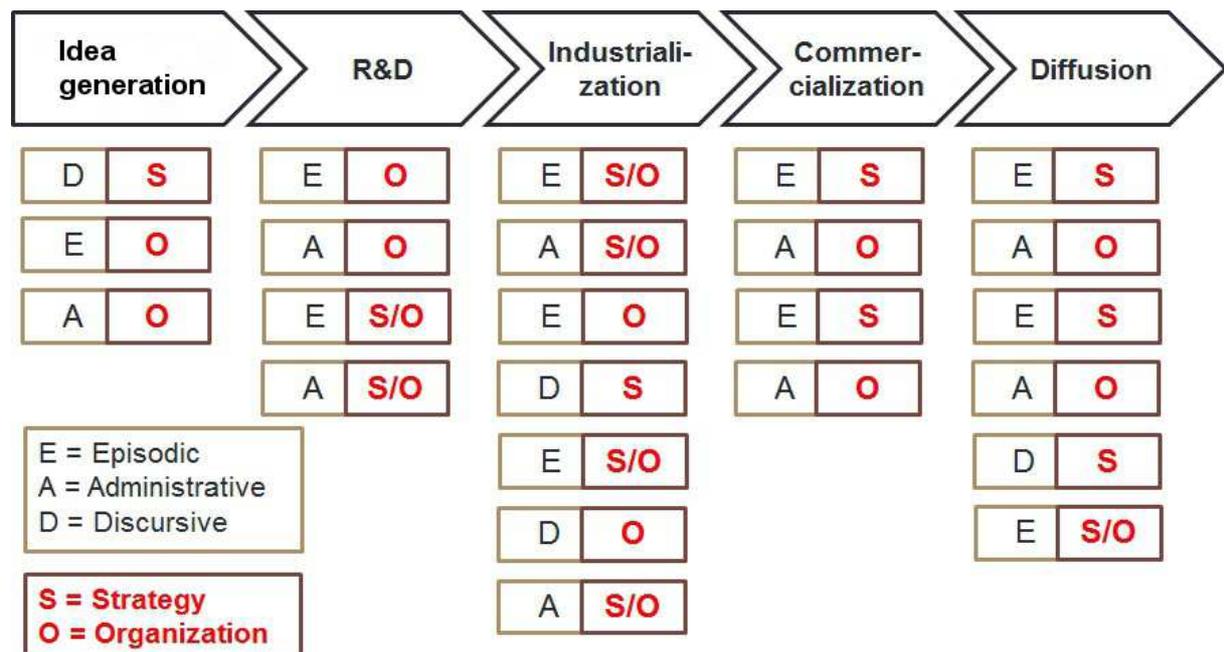
First, episodic practices were central for strategizing and organizing. Appearing mainly in the form of meetings, these management moments were necessary to move from one phase to another. Episodic practices influenced the use of discursive and administrative practices, which led to a production process negotiated between practitioners. We observed many back and forth in the making process of elements related to strategy, organization and innovation.

Second, the discursive practices were particularly used for strategizing. In our study, the discourse on innovation was the starting point for the project. Similar to the administrative practices, the discursive practices were used during and also outside the management moments. During these meetings, the discourse entailed creating a common vision of the

strategy that, if adopted, would then be transformed into concrete actions by the administrative practices. Therefore, discursive practices served to facilitate the presentation of ideas and mental representations, negotiation of ideas, and selection and choice (or validation) of ideas. Outside these management moments, the discourse helped reaffirm and promote the strategy, which enabled validation of the strategic choices made with the internal and external stakeholders. After the adoption of the discourse, the organizing consequently follows. In turn, the episodic practices can also influence the use of discursive practices, when major adjustments are made to the strategy and/or the organization during the management moment.

Third, administrative practices develop in two ways: during the management moments (meetings) and in daily strategizing and organizing. During the management and episodic moments, administrative practices helped transform the practitioners' discourses into concrete actions. However, the administrative practices mostly facilitated the organization of innovation. Often, it is necessary to bring this into line with the existing organization to concretely operationalize the decisions made. Finally, the administrative practices, which evolve under the influence of new episodic practices, structure the strategizing and organizing, on a daily basis.

Discussion

In light with results, we discuss two elements: (1) the interdependence between strategizing and organizing practices, (2) the relevance of an innovizing concept, when the innovation-making process implicitly generates the production of a new inseparable S/O duality.

Interdependence of strategizing and organizing practices

Our study verifies the interdependence between the strategizing and organizing practices, and shows that the dynamics of influence depends on the process phases (Table 8).Prior research

has usually shown the influence of strategy on organization (Whittington and Melin, 2003). In the Kamafu case, this relationship varied depending on the function of the phases in the innovation process. In the idea generation phase, the strategic intention to innovate was the driving force behind the organization, in which the company measured the feasibility of the innovation. In the literature, conception is a highly innovative activity with great strategic challenges (Walsh, 1996): this therefore explains the dominance of strategy over organization. In the R&D phase, which justifies the validity of the innovation, the organization established during the idea generation phase positions the strategic choices. The effort made to organize the innovation (e.g. concept, scenario) leads to the choice of resource allocation and planning (Love and Roper, 2009). Therefore, the practitioners consider both the possibilities and the limitations of the organization to construct the global strategy. In the development stage, the strategic dimension remains relatively weak (Midler, 1995) and therefore can further the organizing. In the industrialization phase, strategizing and organizing occur simultaneously, which is in line with the concurrent engineering method (Hauptman and Hirji, 1999), which describes the simultaneous commitment of all the stakeholders in the project or even a turbulent functioning (Kline and Rosenberg, 1986). On the one hand, strategizing depends on organizational constraints connected with the innovation; on the other hand, organizing depends on strategic choices about recruitment, resource allocation and market. Therefore, continuous readjustments are made to ensure that the strategizing and organizing occur simultaneously. Finally, in the commercialization and diffusion phases, again the strategizing conditions the organizing because the proximity to the market and consumers necessitates creating an adapted marketing strategy (Rogers, 2003).

Table 3. Influence between strategizing and organizing practices according the innovation process phases

Innovation process phases	Dynamic of influence	Explanatory factors
- Idea Generation Commercialization - Distribution	Strategizing ➔ Organizing	Highly strategic activities (e.g. Chesbrough, 2003 ; Rogers, 2003)
- R&D	Organizing ➔ Strategizing	Organization of innovation determines the resources allocation (e.g. Love and Roper, 2009)
- Industrialization	Simultaneous strategizing and organizing	Concurrent engineering (e.g. Hauptman and Hirji, 1999)

The concept of innovizing or innovation-making process

The results show the strong link between the innovation process, strategizing and organizing. In certain phases, actors use episodic, discursive or administrative practices to create innovation rather than strategize and/or organize. Therefore, we can envisage the innovation process according to Whittington's (2006) dimensions: the Practice (the innovation activity), Practitioners (creative people and managers) and Practices (type of practices serving the innovation process). Innovation can be considered as a practice with a global approach (Damanpour 1991) and refers to specific practices such as creativity (e.g. brainstorming), specific tools (e.g. creation software, experimentation platforms) or even skills and specific abilities (Terziovski, 2010). Then, the innovation is conceptualized, designed and developed by the innovation practitioners (researchers, technicians & engineers, artists, creators, administrators, marketers, sales representatives and even users) (Von Hippel, 1994). In the same vein, Duchaine's work (2011) on innovating corresponds to innovation as practices (IAP). Other elements of the Kamafu case study allow us to enrich the IAP approach by offering a new perspective on the innovizing concept, which translates the work on IAP. Innovizing indicates that the making process of the S/O duality (implicit, spontaneous and inseparable) is fully dependent on the innovation process.

However, to be contributive, the concept of innovizing must be different of strategizing and organizing linked with innovation and must enrich the traditional approaches to innovation. Analysis of the WAKFU innovation process shows that the creation of the S/O duality was strongly linked to the innovation activity, especially during the R&D and industrialization phases. The data show that this creation is implicit and spontaneous for the practitioners because they work on innovation itself without the intention of explicitly creating strategic and organizational elements. These elements become de facto inseparable and non-distinctive. This phenomenon can be explained by the cognitive model of innovation (Nightingale, 1998) which implies a specific reasoning, very different and opposed to reasoning of traditional activities such as strategy or organization. The innovation-making process spontaneously shapes the boundaries of the strategizing and organizing. During the R&D phase, the practitioners reported that they had not explicitly discussed this strategizing and organizing during the innovation process. One of their biggest decisions was to reject a collaboration with an external partner because they thought that a centralized internal organization to innovation was more effective. By deciding their way to innovate, they took strategic and organizational decisions in line with the innovation-making process and not in line with the S/O-making process. Thus, building on the approach of Whittington (2003), who postulates the existence of a duality in which strategizing and organizing act as two interdependent processes, we suggest innovizing as a complementary approach.

Conclusion

The objective of this research was to analyze the strategizing and organizing practices in the innovation process. Our case study highlights the role of phases in this process that allocate administrative, discursive and episodic practices.

Theoretical contribution. First, this research shows that the strategizing and organizing are preconditioned by the innovation process phases. In the idea generation, commercialization

and diffusion phases, strategizing takes precedence over the organizing; whereas in the R&D phase, it is the opposite. In the industrialization phase, strategizing and organizing are carried out simultaneously (through reciprocal adjustment) as a solution to the chaotic functioning of the innovation. Therefore, we empirically validate the making process of the S/O duality. Second, our data highlight the dynamic influence among practices in the innovation process: (1) discursive and episodic practices influence each other in a reciprocal manner and (2) episodic practices can influence the use of administrative practices. Thus, we validate the necessity of using a processual approach to understand the arrangement and dynamics of the S/O practices. Third, we examined the theoretical elements of the innovizing that implicitly generates the creation of a new S/O duality. Thus, we posit a threefold approach of strategizing/organizing/innovizing to contribute to the global approach to IAP.

Managerial contributions. This research offers guidance to practitioners of innovation who want to attain a deeper understanding of the innovation-making process and its close ties with strategy and organization. First, it is crucial to view the innovation-making process as completely interdependent of the strategizing and organizing practices: managers must pay attention to the elements that generate implicit and spontaneous strategizing and organizing. Second, managers must collectively explain this implicit creation to ensure the coherence of the threefold approach of strategizing/organizing/innovizing. The dynamic influences among the episodic, discursive and administrative practices can help managers reflect on their own strategizing and organizing practices related to innovation.

Further research could put more emphasis on practitioners because, in the case studied, the artistic director played a large role the success of the threefold approach of strategizing, organizing and innovizing. Furthermore, we treated the strategizing and organizing practices as relatively similar, by using a typology of generic practices from the literature. Research could enrich our study by identifying other practices than the episodic, discursive and

administrative practices we discuss herein. From this perspective, replication of this study in other sectors (e.g. automotive, telecommunications) and other companies (with a collaborative dimension) would help these discoveries. Finally, the concept of innovizing seems plausible and promising for the development of an analytical IAP framework. However, it remains exploratory and thus needs further investigation.

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[i] For confidentiality reasons, we used the pseudonym 'Kamafu' to describe the company.

WAKFU is an artistic universe with complementary and interconnected media: (1) a massive multiplayer online role-playing game (MMORPG), (2) video games on handheld consoles (Nintendo DS), (3) an animated television series, (4) web-episodes, (5) manga and comics and (6) a community Web 2.0 (which allows users to participate in the improvement of WAKFU).

iii Apart from participant observation, which examines the practitioner in action, only the stories of practices based on a posteriori transcript can analyze the practices (Johnson *et al*., 2003).