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## **THE ROLES AND BEHAVIORS OF UPPER AND MIDDLE MANAGEMENT WITHIN THE STRATEGIC RENEWAL PROCESS**

Les rôles et les comportements du top et du middle management dans le processus de renouveau stratégique

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## **Abstract**

Scholars of strategic management recognize strategic renewal as a vibrant field of study which is key to unveil how organizations insure their long term survival and prosperity. Yet, strategic renewal's increasing literature has brought fragmentation to the field, which now displays various conceptual perspectives and tensions. In this thesis, I explore the process tension of strategic renewal (upper versus middle management) and unveil how *both groups* can join efforts to enact a firm's rejuvenation process. My contribution to the strategic renewal literature is threefold. First, I introduce six meta-roles for strategic renewal and reveal how both organizational layers can actively collaborate to shape the latter. This inter-layer collaboration perspective is new to the strategic renewal process literature. Second, I enrich Stopford and Baden-Fuller's corporate rejuvenation process (1990) and reveal how the six meta-roles and their inherent behaviors can be associated with their three process steps. Lastly, my research revives Burgelman's 1983 initial *emergent* conception of strategic renewal's roles and behaviors. This emergent approach also revives the strategy and structure debate, demonstrating how strategy and structure *are continuously* shaping and being shaped in the process of strategic renewal - enacted when meta-roles act as driving forces for change.

**Keywords:** Strategic renewal, upper management, middle management, roles, behaviors.

## Résumé

Les chercheurs en management stratégique reconnaissent le renouveau stratégique comme un champ d'étude dynamique permettant de révéler comment les organisations assurent leur survie à long terme tout comme leur prospérité. Toutefois, l'accumulation de la littérature sur le renouveau stratégique a provoqué une fragmentation du champ de recherche, qui exhibe maintenant diverses perspectives conceptuelles et des tensions. Dans cette thèse, j'explore la tension processuelle du renouveau stratégique impliquant le top et le middle management, et révèle comment ces deux groupes font entreprise commune pour mettre en place le processus de régénération d'une firme. Ma contribution à la littérature portant sur renouveau stratégique est triple. Premièrement, je présente six méta-rôles pour le renouveau stratégique qui révèlent comment les deux niveaux organisationnels peuvent collaborer activement à construire ce dernier. Cette perspective de collaboration inter-niveaux est nouvelle pour la littérature sur le processus de renouveau stratégique. Deuxièmement, j'enrichis le processus de renouveau stratégique de Stopford et Baden-Fuller (1990) et explicite comment les six méta-rôles et leurs comportements inhérents peuvent être associés aux trois étapes de leur processus. Finalement, ma recherche entrevoit le renouveau stratégique comme un acte *émergent*, tel que conçu initialement par Burgelman (1983). Les rôles et les comportements émergents du renouveau stratégique font notamment revivre le débat sur la stratégie et la structure, et démontrent comment la stratégie et la structure constituent et sont constitués *continuellement* dans le processus de renouveau stratégique – et ce, quand les méta-rôles agissent comme force de changement.

**Mots clés :** Renouveau stratégique, top management, middle management, rôles, comportements.

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## Introduction

Scholars of strategic management recognize strategic renewal as a vibrant field of study (Schmitt, Raisch & Volberda, 2016) which is key to unveil how organizations insure their long term survival and prosperity. Interested is how firms alter their path dependence to better face technological, political, social and economic changes, authors of strategic renewal have been exploring how firms recognize, formulate and deploy their transformation processes (e.g. Ben-Menahem, Kwee, Volberda, & Van Den Bosch, 2013; Kwee, Van Den Bosch & Volberda, 2011).

Yet, strategic renewal's increasing literature has brought fragmentation to the field in the past 40 years. Indeed, tensions regarding the antecedent, the outcome and the process dimensions of strategic renewal started to arise. As such, the antecedent dimension has been strained between an organizational learning perspective (e.g. Crossan, Lane & White, 1999) and a dynamic capabilities perspective (e.g. Salvato, 2009). The outcome dimension has been strained between a co-alignment approach (or the search for a fit with the environment) (e.g. Albert, Kreutzer & Lechner, 2015) and the co-creation approach (or the proactive ability to influence market opportunities and evolution) (e.g. Volberda & Lewin, 2003).

In this thesis, I explore the process tension of strategic renewal, strained between the top down perspective (or how upper management leads the strategic renewal process) (e.g. Spender & Grinyer, 1995) and the bottom up perspective (or how middle management leads the strategic renewal process) (e.g. Floyd & Lane, 2000). When I say 'lead', I refer to both the initiation and implementation aspects of strategy making. I adopt a both/and perspective

(Lewis & Smith, 2014) and pose the research question: *What roles and behaviors do upper and middle management adopt in the process of strategic renewal?* Through this research question, I seek to unveil how upper *and* middle management can contribute *together* to lead a firm's strategic renewal process. This inter-layer collaboration perspective still remains blackboxed in the strategic renewal literature.

I explore this research question at the international apparel firm Kiabi. Kiabi is a retail banner which began to operate a consequent corporate rejuvenation process in 2010. Tagged with an outdated image, Kiabi decided to change the firm's path dependence and to become a more fashionable brand. Moreover, since Kiabi wanted to compete against fast-fashion giants such as H&M and Primark, the firm decided to strongly increase their international presence. Kiabi's 2010-2019 transformation is an exemplary case of strategic renewal and corporate rejuvenation which makes it *à propos* to answer my research question. Nevertheless, I believe that it is *how* Kiabi operated its strategic renewal process that is of true value for this thesis.

Kiabi adopted what I call the Self-Managed Organization (SMO) organizational form as of 2014. SMO is an appellation I introduce the first article of this thesis. It describes an organizational form promoting distributed responsibility and higher levels of autonomy among employees, which requires to reconceptualize the notion of power in a selfless and ego-free environment. The context of SMO is key for this thesis. Indeed, I believe that without this novel organizational structure, it would have been impossible to witness such high levels of collaboration between the upper and the middle management levels towards strategic renewal, a dimension I am trying to capture in its micro-processes. As such, the three articles

presented in this thesis demonstrate how a firm breaks the hierarchical disconnect (Angwin, Paroutis & Connell, 2015) of strategic renewal in a context of SMO. The three articles - focused on the various aspects of Kiabi's transformation - each provide key insights on the roles and behaviors adopted by upper *and* middle management and how those *synchronize*.

Yet before highlighting this thesis' contributions, I wish to provide the reader with information to discover how I undertook my 3+ year investigation project at Kiabi.

In **Chapter 1** – Literature review, I provide a summary of existing definitions of strategic renewal, clarify the field's theoretical boundaries and highlight strategic renewal's theoretical and practical relevance. Moreover, I summarize existing research on the antecedent, outcome and process dimensions of strategic renewal while focusing on the latter. Finally, I offer a focus on corporate rejuvenation (Stopford & Baden-Fuller, 1990) in established firms. Indeed, the process of corporate rejuvenation will serve as a reference framework in the general discussion of this thesis.

In **Chapter 2**- Research setting, I provide information about the firm under investigation and the group it is part of, the Mulliez Family Association. Moreover, I provide contextual information about Kiabi's 10-year transformation process from 2010 to 2019. Finally, I argue that the Kiabi case is an exemplary case of corporate rejuvenation as per Stopford and Baden-Fuller (1990).

In **Chapter 3 – Research Design**, I introduce how I got access to the investigation field and introduce my "three E" stages of empirical research. Moreover, I discuss my role as a participant observant and my level of implication in the field, which varied over time. I finally disclose how I ensured this research was led with high ethical considerations for Kiabi and its members.

In **Chapter 4 – Data Collection**, I describe the data I collected and provide the reader with information regarding the interviews I led, the artefacts I collected, the meetings and events I attended and the external sources I browsed. Moreover, I describe with higher detail how the data collected was specifically used for articles 1, 2 and 3.

In **Chapter 5 – Data Analysis**, I describe how I made sense of collected data for each article: multimodal analysis and narrative strategy for article 1, visual mapping strategy for article 2 and narrative strategy for article 3. Moreover, I summarize how those methods served to answer the articles' research questions.

In **Chapters 6, 7 and 8 – Articles**, I introduce this thesis' three articles. Article 1 reveals how communication shapes a new organizational form, the Self-Managed Organization (SMO). Article 2 reveals how new meta-routines and their inherent dynamics shape the process of strategic renewal. Finally, article 3 reveals how objects and their inherent social dynamics shape a new business model. The three articles contribute to answer this thesis' research question, repeated here: *What roles and behaviors do upper and middle management adopt in the process of strategic renewal?*



In **Chapter 9- Discussion**, I highlight my contributions to the strategic renewal literature. First, I summarize how the three articles answer the thesis' research question. Second, I introduce six meta-roles for strategic renewal in the context of SMO. I reveal how three pairs of upper/middle management collaborative meta-roles shape the process of strategic renewal in an established firm. Third, I enrich Stopford and Baden-Fuller's corporate rejuvenation process and reveal how those six meta-roles can be associated with the process' three steps. I show how corporate rejuvenation in the context of SMO should not only be considered as sequential, but also as dynamic and continuous.

Lastly, I advance that my research brings back Burgelman's 1983 initial *emergent* conception of strategic renewal's roles and behaviors – which I claim has been forgotten in past renewal literature. This focus on emergent roles and behaviors also contributes to reviving the strategy and structure debate, showing how strategy and structure shape each other in terms of content. Yet, my articles go beyond this transactional nature, and demonstrate the process of how strategy and structure *are continuously shaping and being shaped* in the process of strategic renewal - enacted when meta-roles act as driving forces for change.

A summary of the content discussed in the chapters of this thesis is presented in table 1 below.

**Table 1. General Introduction: Summary of Thesis Outline**

Chapters	Objectives
<b>1. Literature review</b>	<ul style="list-style-type: none"> <li>- Provide a summary of existing definitions of strategic renewal</li> <li>- Clarify strategic renewal's theoretical boundaries</li> <li>- Highlight strategic renewal's theoretical and practical relevance</li> <li>- Summarize existing research on the antecedent, outcome and process dimensions of strategic renewal</li> <li>- Offer a focus on corporate rejuvenation in established firms</li> </ul>
<b>2. Research setting</b>	<ul style="list-style-type: none"> <li>- Provide information about Kiabi and the Mulliez Family Association</li> <li>- Provide contextual information about Kiabi's 10-year transformation process</li> <li>- Argue that the Kiabi case is an exemplary case of corporate rejuvenation</li> </ul>
<b>3. Research design</b>	<ul style="list-style-type: none"> <li>- Introduce how I got access to the investigation field</li> <li>- Introduce the "three E" stages of empirical research</li> <li>- Discuss the role of participant observant</li> <li>- Disclose ethical considerations</li> </ul>
<b>4. Data collection</b>	<ul style="list-style-type: none"> <li>- Describe collected data: interviews, material artefacts, meetings &amp; event and external sources</li> <li>- Describe how the data collected served the three articles</li> </ul>
<b>5. Data analysis</b>	<ul style="list-style-type: none"> <li>- Describe data analysis methods by article</li> <li>- Summarize how those methods served to answer the articles' research questions</li> </ul>
<b>6. 7. 8. Articles</b>	<ul style="list-style-type: none"> <li>- Article 1 reveals how communication shapes a new organizational form, the self-managed organization (SMO)</li> <li>- Article 2 reveals how new meta-routines and their inherent dynamics shape the process of strategic renewal</li> <li>- Article 3 reveals how objects and their inherent social dynamics shape a new business model</li> </ul>
<b>9. Discussion</b>	<ul style="list-style-type: none"> <li>- Summarize how the three articles answer this thesis' research question</li> <li>- Introduce six meta-roles for strategic renewal in the context of SMO</li> <li>- Enrich Stopford and Baden-Fuller's corporate rejuvenation process</li> <li>- Revive strategic renewal's focus on <i>emergent</i> roles and behaviors</li> <li>- Demonstrate how strategy and structure continuously shape and are being shaped in the process of strategic renewal</li> </ul>

## Chapter 1. Literature Review

The literature review chapter is divided into five parts. First, I discuss strategic renewal's definitions and use an historical approach to provide an assessment of the evolution of the field (1983-now). Second, I clarify strategic renewal's theoretical boundaries. Third, I highlight strategic renewal's theoretical and practical relevance. Fourth, I introduce a summary of existing research on the antecedent, outcome and process dimensions of strategic renewal. I discuss various perspectives and associate them to Van de Ven and Poole's (1995) organizational change seminal research: this enables to put strategic renewal back into its broader theoretical context, which is organizational change. I emphasize the process tension of strategic renewal, strained between the 'top down' versus the 'bottom up' approach to leading renewal activities. I announce this thesis' research question and how I will attempt to reconcile the process tension to contribute to extending current knowledge in the strategic renewal field.

Lastly, I offer the reader a focus on corporate rejuvenation in established firms. The notion of corporate rejuvenation, as conceptualized by Stopford and Baden-Fuller (1990), presents an exemplary case of a strategic renewal process in the specific case of *a strong and unescapable need for change*. This angle is particularly well fitted with the empirical setting studied in this thesis: the Kiabi case is an exemplary case of corporate rejuvenation. As such, I shortly dissect the content of the 1990 article and suggest that how a firm and its actors operate the different stages of rejuvenation still remains blackboxed in current renewal literature. I suggest that my research question can help unveil the roles and behaviors that shape the different stages of corporate rejuvenation - where both upper and middle management have a role to play.

### 1.1 Context and Definitions

The expression 'strategic renewal' was first introduced by Burgelman in two of his 1983 (a,b) articles. Both articles were embedded in the corporate entrepreneurship research field, yet making relevant contributions to the strategy process stream of research. Although not clearly defining the expression, Burgelman suggests that strategic renewal is achieved through the enactment of entrepreneurial behaviors at the middle management level; behaviors which 'renew' the firm's induced strategy. Indeed, Burgelman refers to middle management's autonomous strategic behaviors as actions that *are not in line* with pre-existing corporate strategy – yet, once incorporated into the firm's practices, enable to change the established strategy. Burgelman develops the idea conceptually, yet brought, to my knowledge, little micro-evidence as to how the phenomenon occurs in practice.

Burgelman also raises (1983, a) an important discussion as to universal forms of organizing in established firms: He demonstrates the conditions under which strategy and structure (Chandler, 1962) can mutually shape each other. "Structure and strategy thus exist in a reciprocal relationship to each other. Depending on which part of the strategic process is observed, both "structure follows strategy" and "strategy follows structure" can be correct propositions." (1983, a: 67). Indeed, he claims that Chandler's propositions give a 'heroic view' of top management, yet, middle management enacts autonomous strategic behaviors which "escape the selective effects of current structural context, and they make the current concept of corporate strategy problematical. They lead to a redefinition of the corporation's relevant environment and provide the raw material for strategic renewal. They precede changes in corporate strategy" (Burgelman, 1983, a: 65).

While I will use the contributions of Burgelman's articles in Chapter 9 - Discussion, evidence from strategic renewal's existing literature proves that the *emergent* aspect of strategic renewal through middle management's roles and behaviors has been widely shelved until the 2000's. Moreover, it took seven years for the 'strategic renewal' expression to be re-used by strategy scholars - with Stopford and Baden-Fuller's article on corporate rejuvenation.

Stopford and Baden-Fuller re-use the 'renewal' expression in 1990; yet, they explored the question of corporate change through the angle of a pressing and inevitable need for change. They propose the term corporate rejuvenation in reference to the process or "sequence of change" (1990: 399) required for a firm to achieve a state that would enable its prosperity and longevity. As compared to Burgelman, Stopford and Baden-Fuller put less emphasis on groups of actors to rather accentuate the macro-steps needed to lead a purposive renewal process. This focus on purposive renewal would mark an important turn guiding strategic renewal's literature: most future authors rather seek to explore strategic renewal as chosen and intended strategic endeavors. Even if Burgelman came back in 1991 with a definition rather focusing on the experimental and thus unplanned dimension of strategic renewal conceived as a "major strategic change preceded by internal experimentation and selection", future researchers rather kept a focus on purposeful renewal when using the term.

Another perspective of strategic renewal based on resources and competences also started to appear in 1990. Indeed, Guth and Ginsberg believed that "strategic renewal involves the creation of new wealth through new combinations of resources" (1990: 6). Other authors also adopted a resource-based perspective of strategic renewal, such as Zahra: "renewal is achieved through the redefinition of a firm's mission through the creative redeployment of

resources" (1993: 321), and Stopford and Baden-Fuller (1994) with their new working definition: "organizational renewal is a more expansive notion of a complete business (legally or economically defined) altering its resource pattern to achieve better and sustainable overall economic performance" (1994: 522). Other authors kept Burgelman and Stopford and Baden-Fuller's original focus on *processes* and emphasized the innovative dimension of strategic renewal: "the process of innovation, defined as nonroutine, significant, and discontinuous organizational change" (Mezias & Glynn, 1993: 78).

Huff, Huff and Thomas introduced a view of strategic renewal based on evolution: "Strategic redirection is evolutionary – it grows out of the current situation and is accomplished over time " (1992: 55). Their focus on variation, selection and retention was similar to Burgelman's 1991 views and definition; yet, the authors nevertheless envisioned strategic renewal as a purposeful initiative to recreate a fit between a firm and its market - the gap being created by organizational inertia. Floyd and Lane also kept the evolution focus in their working definition, yet they additionally emphasized the process, resources and competences and the innovation dimensions brought up by previous authors. Moreover, Floyd and Lane added an organizational learning and a behavioral dimension to their definition: "Strategic renewal is an evolutionary process associated with promoting, accommodating, and utilizing new knowledge and innovative behavior in order to bring about change in an organization's core competencies and/or a change in its product market domain" (2000: 155). To my knowledge, Floyd and Lane were the first authors to bring back the middle management spheres and their roles and behaviors as central to the process of strategic renewal. Their focus on roles and behaviors made their conception have the closest fit with Burgelman's initial conception of strategic renewal. Their study will be used in Chapter 9 – Discussion.

Agarwal and Helfat marked a true shift to strategic renewal research in 2009. With a first special edition dedicated to the topic in *Organization Science*, the authors sought definitional clarity for strategic renewal. Even if various definitions had emerged since the 1980s, with a focus on processes, resources and competences and the broad notion of change, Agarwal and Helfat were still concerned that strategic renewal was "often discussed but rarely defined" (2009: 281). As such, the authors decided to clarify the expression first by decomposing its two terms: 'strategic' could be understood as "that which relates to the long term prospects of the company and has a critical influence on its success and failure" (Agarwal & Helfat, 2009: 281), while 'renewal' could be understood as "the refreshment or replacement" of the attributes of a firm (Agarwal & Helfat, 2009: 282).

In the context of strategic renewal, Agarwal and Helfat claim that the attributes of a firm could be refreshed (to restore their strength) or replaced (to change what has been damaged) despite their useful function in the present, since they might not be useful in the future (Agarwal & Helfat, 2009). Those attributes could be either qualitatively substituted or extended in terms of size or scope. Refreshment or replacement – which can be partial or full through the reconfiguration of current attributes – would thus be focused on the momentum or the process that leads to future growth. As such, Agarwal and Helfat elaborated a new definition which brought definitional convergence in the field: "strategic renewal includes the process, content, and outcome of refreshment or replacement of attributes of an organization that have the potential to substantially affect its long-term prospects" (2009: 282).

In 2016, Schmitt, Raisch and Volberda wrote strategic renewal's first systematic literature review. With the concern of bringing back the process perspective at the core of the definition, and to focus on purposive strategic change, they define strategic renewal as "the process that allows organizations to alter their path dependence by transforming their strategic intent and capabilities" (2016: 85). The authors differed with Agarwal and Helfat in regards to their definition of the term 'renewal'. Rather than seeing renewal as the refreshment or replacement of the attributes of a firm, they rather conceive renewal as "the activities a firm undertakes to alter its path dependence" (Volberda, Baden-Fuller & Van Den Bosch, 2001: 160). Less focused on resources and competences, Schmitt, Raisch and Volberda focus on the activities and their sequenced order to achieve sustainable strategic change.

For the purpose of this thesis, I adopt Schmitt, Raisch and Volberda (2016) processual definition. Since my research question – formulated in section 1.4 below – is of process nature, strategic renewal's latest definition is coherent with my research design. Also, for the sake of clarification, I would like to enunciate what I understand by *process*. Even though process can either be understood as an observed difference over time in an organizational entity on selected dimensions when the organization's ontology is conceived as a thing (Van de Ven & Poole, 2005), I rather understand process as the progression of events in an organizational entity's existence over time (Van de Ven & Poole, 1995; Poole, Van de Ven, Dooley & Holmes, 2000). In doing so, I conceive the organization's ontology as a verb (Van de Ven & Poole, 2005).

Strategic renewal's definitions presented above are summarized in Table 2 below.



**Table 2. Existing Definitions of Strategic Renewal**

<b>Authors</b>	<b>Definitions</b>	<b>Focus</b>
<b>Burgelman (1983, a, b)</b>	Changes in corporate strategy caused by autonomous strategic behaviors (implicit).	Change Behaviors
<b>Stopford &amp; Baden-Fuller (1990: 399)</b>	"Sequence of change."	Process Change
<b>Guth &amp; Ginsberg (1990: 6)</b>	"Strategic renewal involves the creation of new wealth through new combinations of resources."	Wealth Resources
<b>Burgelman (1991: 255)</b>	"Major strategic change preceded by internal experimentation and selection."	Change Experimentation Selection
<b>Huff, Huff &amp; Thomas (1992: 55)</b>	"Strategic redirection is evolutionary – it grows out of the current situation and is accomplished over time."	Evolution Process
<b>Zahra (1993: 321)</b>	"Renewal is achieved through the redefinition of a firm's mission through the creative redeployment of resources."	Firm's mission Creativity Resources
<b>Mezias &amp; Glynn (1993: 78)</b>	"The process of innovation, defined as nonroutine, significant, and discontinuous organizational change."	Process Innovation Change
<b>Stopford &amp; Baden-Fuller (1994: 522)</b>	"Organizational renewal is a more expansive notion of a complete business (legally or economically defined) altering its resource pattern to achieve better and sustainable overall economic performance."	Resources Performance
<b>Floyd &amp; Lane (2000: 155)</b>	"Strategic renewal is an evolutionary process associated with promoting, accommodating, and utilizing new knowledge and innovative behavior in order to bring about change in an organization's core competencies and/or a change in its product market domain."	Evolution Process Knowledge Resources and competences
<b>Agarwal &amp; Helfat (2009: 282)</b>	"Strategic renewal includes the process, content, and outcome of refreshment or replacement of attributes of an organization that have the potential to substantially affect its long-term prospects."	Process Content Outcome Resources and competences
<b>Schmitt, Raisch &amp; Volberda (2016: 85)</b>	"The process that allows organizations to alter their path dependence by transforming their strategic intent and capabilities."	Process Intent Resources and competences

## 1.2 Strategic Renewal's Boundaries

Strategic renewal is embedded in the organizational change stream of research (Van de Ven & Poole, 1995; Rajagopalan & Spreitzer, 1997). Indeed, authors of strategic renewal explore how firms recognize, formulate and deploy corporate change to better face unexpected

technological, political, social and economic transformations. Strategic renewal's definitions presented in table 2 above demonstrate that authors acknowledge – implicitly or explicitly – the notion of change. Here, change is understood by organizational change scholars as an empirical observation of difference in form, quality or state over time in an organizational entity (Van de Ven & Poole, 1995) and as the quality of becoming different (Agarwal & Helfat, 2009) by strategic renewal scholars.

Nevertheless, strategic change – in the form of strategic additions or deletions, for example – does not necessarily need to be associated with any type of renewal (Agarwal & Helfat, 2009). It is thus important to acknowledge that strategic renewal is a specific type of strategic change. In the following pages, I will make references to authors of organizational change, notably Van de Ven and Poole (1995). Indeed, I want to situate strategic renewal within its broader context and I will attempt to link strategic renewal studies with Van de Ven and Poole's four ideal type of organizational change. Yet, I emphasize that this exercise is possible because strategic renewal is a type of organizational change, which is not always the case the other way around.

Moreover, beyond organizational change, strategic renewal has often been identified with the fields of corporate entrepreneurship (e.g. Burgelman, 1983, a, b, 1991; Guth & Ginsberg, 1990) and strategy process (e.g. Burgelman, 1983, a,b ; Floyd & Lane, 2000). While researchers acknowledge the often thin boundary between the fields, Guth and Ginsberg (1990) claim that corporate venturing and strategic renewal are two distinct entrepreneurial opportunities that occur within established firms. Moreover, as per strategic renewal's latest working definition (Schmitt & al. 2016), strategy process research can take part to the strategic renewal

conversation as long as the process is focused on the transformation of the firm's current strategic intent and capabilities.

Finally, one distinction is crucial to make between strategic renewal research and competitive strategy (Porter, 1985) research: while competitive advantage has been explored by some yet few strategic change scholars (e.g. Flier, Van Den Bosch, Volberda, Carnevale, Tomkin, Melin, Quelin, & Kriger 2001), competitiveness *is not* the core focus of the strategic renewal research stream. Indeed, most authors do not presume any competitive outcome in their working definition (e.g. Burgelman, 1991; Floyd & Lane, 2000; Agarwal & Helfat, 2009). Indeed, researchers rather measure the success of strategic renewal based on *achieving* refreshment or replacement of the attributes of the firm (Agarwal & Helfat, 2009) or *changing* the firm's strategic intent and capabilities (Schmitt & al., 2016), and not necessarily reaching for stronger firm performance (Helfat & al., 2007). This distinction that marks the boundary between strategic renewal research from competitive strategy research simply stems from strategic renewal and organizational change's core focus on processes – a focus that competitive strategy research doesn't necessarily have.

### **1.3 Theoretical and Practical Relevance**

Strategic renewal within the broader field of organizational change is considered as a vibrant field of study (Schmitt & al. 2016) in which authors demonstrate how firms modify and change their current strategic intent and capabilities. Changes in the strategic *process* are of particular interest for understanding strategic renewal, since the *execution*, and not only the recognition and formulation of a need for change (Basu & Wadhaw, 2013; Ben-Menahem & al. 2013; Kwee

& al. 2011) enables a firm to alter its path dependence. Authors also believe that strategic renewal is theoretically central to the broad field of strategy since it can "help researchers [...] clarify the processes underlying firms' long-term survival and prosperity." (Schmitt & al., 2016: 94).

From a practical standpoint, strategic renewal is relevant for organizations evolving in fast changing organizational contexts that are considered hyper-competitive (D'Aveni, 1994) because of globalization movements (Bartlett & Ghoshal, 1986) and marked by the constant evolution of information technologies (Miles & Snow, 1986; Malone, Morton & Halperin, 1996). Indeed, from a practical point of view, most firms deploy strategic renewal and alter their path dependence to improve their current competitive position within established or new markets.

With a focus on incumbent organizations, Agarwal and Helfat (2009) also argue for the impact of strategic renewal on individual established firms, their industries and more globally on the general economy. First, the authors claim that previous studies have demonstrated how incumbent firms can withstand the threat of creative destruction (Schumpeter, 1934) through "strategic renewal efforts that affect not only their own performance, but also the future of entire industries" (Agarwal & Helfat, 2009: 284). Indeed, Katila (2002), Madsen & Walker (2007) and Mitchell (1991) prove for example that new patents for innovation and new product introductions come from incumbent firms.

Additionally, authors such as Bayus and Agarwal (2007), Carroll, Bigelow, Seidel, & Tsai (1996), Helfat & Lieberman (2002), Klepper & Simons (2000) and Methe, Swamanithan & Mitchell (1996) assert that entrants that destroy status quo in an industry are established firms diversifying from other industries, rather than entirely new entrants. Those diversifying firms are the ones achieving survival and performance in new industries. Finally, Agarwal and Helfat (2009) claim that incumbent firms successfully achieving growth and renewal account for much of the new jobs created in the economy. Davis and Haltiwanger (1992) notably find that 80% of US-based new manufacturing jobs come from expansion of established firms.

#### **1.4 The Content Dimensions of Strategic Renewal**

The content of strategic renewal – divided between the antecedent, the outcome and the process dimensions (Schmitt & al., 2016) – reveal insights as to how firms achieve to alter their path dependence by changing their strategic intent and capabilities. In this section, I wish to report past research within the aforementioned dimensions by highlighting the various perspectives authors mobilize. I put the process dimension last - since it is the dimension I wish to contribute to. For each dimension, I highlight two perspectives (e.g. antecedents: organizational learning versus dynamic capabilities) and offer an outlook on exemplary studies shaping those perspectives. This division has been inspired by Schmitt & al.'s strategic renewal's review (2016). Moreover, I tag each perspective with Van de Ven and Poole's (2005) ideal type of organizational change to better situate strategic renewal within the broader organizational change research.

## **The antecedent perspective of strategic renewal**

### *Organizational learning*

Various authors have been focusing on the antecedents or drivers for change of strategic renewal, namely organizational learning and dynamic capabilities. First, the learning approach takes roots in organization learning theory (March, 1991) and envisions learning as a rational process within the domain of decision-making and choice (Cohen & Sproull, 1996). Authors adopt this approach to explore how strategic renewal "requires both exploiting existing competencies and exploring new ones - and, more important, that these two facets of organizational learning are inseparable (Levinthal & March, 1993)" (In Floyd & Lane, 2000: 155).

The organizational learning approach could be located within the life-cycle model of change of Van de Ven and Poole (1995), which describes a model of organic growth where the progression of change events follows a single sequence of cumulative stages. Indeed, since learning as much as strategic change can progress through sequences of incremental adaptation stages determined by the firm's ambidextrous capabilities, it could fit the life-cycle ideal type. The organizational learning approach can also be tagged with the teleological approach when change is driven by purposeful learning-driven cooperation. That would be the case in contexts where organizational learning particularly drives social construction.

As such, authors discuss the exploration/exploitation tension first through intuitive versus institutionalized learning (Crossan, Lane & White, 1999; Crossan & Berdrow, 2003). Crossan, Lane and White (1999) bring a novel outlook on how firms manage the

exploration/exploitation tension towards strategic renewal. They suggest that intuiting, interpreting, integrating and institutionalizing (4I model) are the four learning processes that enable to explore new ways of changing while exploiting what has been already learned. Crossan and Berdrow (2003) develop on the 4I model and demonstrate how it can be applied in practice.

Authors also discuss the exploration/exploitation tension through product innovation and product exploration in the context of strategic renewal (Dougherty, 1992; Laplume & Dass, 2015). As such, Dougherty (1992) suggests that renewal must be based on practices that produce strategic renewal and claims that it is the exploitation of knowledge in product innovation that links market and technological possibilities. Laplume and Dass (2015) discuss how exploration and exploitation can serve the development of a firm's new vertically-integrated business unit and its outstreaming initiatives for broader strategic renewal. According to Schmitt & al. (2016), the organizational learning perspective and its focus on organizational ambidexterity (March, 1991) is particularly relevant to study internal renewal and middle management's implication in strategic renewal. Yet, much organizational learning strategic renewal research has been focused on the former rather than the latter.

### *Dynamic capabilities*

Reversely, using dynamics capabilities as a driver for strategic renewal takes roots in the dynamic capabilities stream of research (Teece, Pisano & Shuen, 1997) and more broadly in the resource-based view (Barney, 1991). In order to renew itself, a firm must modify its current resources and develop dynamic capabilities - or the capacity to "purposefully create,

extend, or modify its resource base (Helfat, Finkelstein, Mitchell, Peteraf, Singh & Teece, 2007: 4). This perspective could be embedded within the evolutionary ideal type as motor for change (Van de Ven & Poole, 1995) – where natural selection among competitors in a population is needed to achieve survival. Indeed, the dynamic capabilities approach assumes that organizations are selected for their capacity to seize scarce resources that fit the needs of a firm's environmental niche.

As such, authors first discuss dynamic capabilities in the context of development projects. Danneels (2002) develops a typology and classifies product renewal projects based on existing or yet to be acquired competences. Ravasi and Lojacono (2005) show how, in the context of design projects, managers must develop design-driven capabilities in order to sustain strategic renewal. Moving away from a firm-centric approach, Salvato (2009) claims that firms can use both internal and external resources for developing strategic renewal capabilities through ordinary micro-activities. He finds that organizational renewal might be shaped by timely managerial interventions aimed at encoding successful experiments into higher-level organizational capabilities (Salvato, 2009: 384). According to Schmitt & al. (2016), the dynamic capabilities perspective is relevant to study the institutionalization of renewal activities and upper management's implication in the process (various examples will be presented in the process section below).



## **The outcome perspective of strategic renewal**

### *Co-alignment*

Authors such Albert, Kreutzer & Lechner (2015), Eggers & Kaplan (2009) and Kim & Pennings (2009) have been interested in the outcome dimension of strategic renewal, or the objective of renewal endeavors. Indeed, they seek to unveil either how the firm recreates a fit between the organization and its environment or how the firm can influence the industry's evolution. The first perspective that Schmitt & al. (2016) call the co-alignment approach is embedded in population ecology and institutional theory (Hannan & Freeman, 1977, 1984). It seeks to explain how a firm re-creates a fit between its capacities and the ones of its environment given its current resource base (Hannan & Freeman, 1977). Co-alignment is thus strongly embedded in the evolutionary theory of organizational change (Van de Ven & Poole, 1995) where firms achieve to recreate a fit by reducing organizational stress and thus inertia (Huff & al., 1992).

Authors claim that firms need to reinforce their current activities since creating major new competences would be similar to creating a new organization (Hannan & Freeman, 1984), causing liability of newness (Stinchcombe, 1965) and thus chances of organizational failure. As such, Albert & al. (2015) demonstrate that "interdependency patterns [among the firm's activities] of low modularity, high concentration, and high openness tend to develop strong inertial forces and, thus, are likely to inhibit strategic renewal" (Albert & al. 2015: 212). Nevertheless, they claim that interdependency of high stringency and low immediacy better favors strategic renewal adaptation. Moreover, additional studies argue for mimetic isomorphism (Flier & al. 2003; Kwee & al. 2011) to explain why firms tend to adopt commonly used industry practices to favor strategic renewal. Stienstra, Baaij, Van Den Bosch and Volberda (2004) claim that firms are likely to adopt a co-alignment approach when their

environment is characterized by strong movement and dynamism – which may lead to corporate misalignment.

### *Co-creation*

Reversely, what Schmitt & al. (2016) label as the co-creation perspective rather refers to how firms grasp market opportunities in a proactive manner while influencing their industry's evolution (Eggers & Kaplan 2009; Kim & Pennings 2009). Co-creation is embedded within a co-evolutionary approach (Volberda & Lewin, 2003) in which, first, adaptation and selection are interrelated, and second in which strategic renewal is created through recursive interactions between a firm's strategy and its environment (Volberda & Lewin, 2003). Indeed, it is the loss of equilibrium that enables ongoing strategic renewal (Albert & al. 2015; Volberda & Lewin, 2003). We can consider co-evolution and its constructive approach to pertain to Van de Ven and Poole's teleology motor for change as long as " [there] is sufficient consensus among the members to permit them to act as a single organizational entity" (Van de Ven & Poole, 1995: 522).

As such, Volberda and Lewin (2003) expose four evolutionary paths to strategic renewal, namely naïve selection, managed selection, hierarchical renewal and holistic renewal. They suggest that self-renewing organizations adopting these four paths all adhere to three overarching principles: 1) they focus on managing requisite variety by regulating internal rates of change to equal or exceed relevant external rates of change 2) they optimize self-organizing and 3) they synchronize concurrent exploitation and exploration. Eggers and Kaplan (2009) expose how a firm grasps new market opportunities in a proactive manner by demonstrating how managerial cognition influence the timing of entry in a radically new market. Kim and

Pennings (2009) demonstrate how the tennis racket industry has been transformed by the strategic actions of innovative and proactive firms. Finally, Flier & al. (2003) claim that firms concerned with capitalizing on external opportunities and less on preserving internal resources might adopt a co-creation approach.

### **The processual perspective of strategic renewal**

#### *Top-down*

Various authors have been focusing on the process of strategic renewal (e.g. Floyd & Lane, 2000; Floyd & Wooldridge, 2000). They are "concerned with how effective strategies are shaped within the firm and then validated and implemented efficiently" (Chakravarthy & Doz, 1992). Those authors highlight how upper *or* middle management elaborate and lead the strategic renewal process, thus adopting either a top down or a bottom up perspective. First, the authors that adopt a top down perspective reinforce the assumption that upper management members are key actors in shaping and deploying strategic renewal practices. They adhere with the premises promoted by Hambrick and Mason (1984) on upper echelon theory, and confirm that it is upper management's experience, values and personalities that shape how strategy will unfold in time. This perspective is in line with Van de Ven and Poole's teleological motor for change which claims that it is the firm's organizational purpose and goal that guides the movement of an organizational entity (Van de Ven & Poole, 1995: 516). Indeed, the top down approach implies upper management's crucial role in strategic planning, goal setting (Chakravarthy & Lorange, 1991) and decision making (March & Simon, 1958).

For example, Spender and Grinyer (1995) argue that top management has a crucial role to play in times of corporate change, insuring organizational cohesion. They find that top

management should insure loose coupling, rather than tight coupling, to insure for gradual change in organizational renewal. Kwee, Van Den Bosh and Volberda (2011) exemplify how top management influences corporate governance orientations in a context of strategic renewal. They demonstrate how an Anglo-saxon corporate governance orientation generally promotes exploitative processes, while a Rhine corporate governance orientation tends to favor exploratory processes for strategic renewal.

Cho and Hambrick (2006) investigate the upper echelon perspective with an attention view of the firm. They find that attention partially mediates the relationship between the top management team and strategic changes. Similarly, Eggers and Kaplan (2009) investigate how managerial cognition affects the timing of incumbent entry into a radical new technological market. They find that a CEO's attention to emerging technologies may amplify the effect of industry orientation. Authors argue that managerial cognition is a dynamic managerial capability that shapes adaptation in established firms. Overall, the top down perspective emphasizes top management's centrality in shaping and leading strategic renewal. I claim it can be useful to study the formulation, translation, evaluation and modification actions of strategic renewal. Yet, the top down approach oversimplifies the relationship between top and middle management by assuming that changes in upper management's interpretative system can be readily communicated and implemented at lower levels (Spender & Grinyer, 1995).

#### *Bottom-up*

Reversely, the authors that adopt a bottom up perspective reinforce the assumption that strategy is not necessarily a top down process, but rather an emerging one, as exposed in the strategy process literature (Wooldridge & Floyd, 1990; Pettigrew, 1992) and in strategic

renewal's founding articles (Burgelman, 1983, a, b). This perspective is also in line with Van de Ven and Poole's teleological motor for change since "goals are socially reconstructed and enacted based on past actions" (Weick, 1979 in Van de Ven & Poole, 1995: 516) – where past strategic actions are enacted by the middle management layer. Indeed, conferring power to middle management in the strategic renewal process implies that strategic change is not set on a pre-determined trajectory (life-cycle ideal type, Van de Ven & Poole, 1995) but is rather socially constructed (teleological ideal type) through repetitive sequences of not only goal formulation, but also implementation, evaluation and modification.

Floyd and Lane (2000) demonstrate how middle managers and operating management teams have important yet different roles and behaviors than top management in shaping strategic renewal. They argue that middle managers and operating levels have crucial and even higher strategic roles in strategic renewal, which might lead to strategic role conflict with upper management. Floyd and Wooldridge (2000) build on the middle-level perspective and discuss the importance of knowledge development, social networks and organizational trust for strategic renewal. Pappas and Wooldridge (2007) explore the conditions under which middle managers engage in divergent strategic activities. They demonstrate how social connections of middle managers foster divergent activities and help renew the firm. Finally, Tippman, Scott and Mangematin (2014) show how a flexible organizational structure triggers middle management's knowledge search routine and mobilize diverse knowledge components. They ultimately prove middle management's capacity to contribute to continuous renewal.

Overall, the middle management perspective proves that middle managers are central in shaping the key organizational outcome (Wooldridge, Schmid & Floyd, 2008) that is strategic renewal. It opposes to views that believe that strategic choices belong to elites (Hambrick & Mason, 1984) and asserts that "complex, geographically dispersed organizations cannot be managed by single actors or even small groups but require distributed and interactive leadership throughout the organization, with middle managers as important mediators between levels and units" (Wooldridge, Schmid & Floyd, 2008: 1191). I claim the bottom up perspective can be useful to study the implementation, evaluation, modification and formulation actions of strategic renewal.

Yet, Wooldridge, Schmid and Floyd (2008) state that little research on middle managers explore when and to what extend middle management's actions succeed to influence top managers' perceptions – thus calling for more research studying interactions between the two organizational layers. I summarize the content dimensions of strategic renewal in Table 3 below.

**Table 3. The Content of Strategic Renewal**

Content dimensions	Grounded in	Exemplary studies	Organizational change dimension (Van de Ven & Poole, 1995)	Relevant to study
<i>Antecedent – What are the drivers for change of strategic renewal?</i>				
<b>Organizational learning</b>	Organization learning theory (March, 1991; Levinthal & March, 1993)	Crossan, Lane & White, 1999; Crossan & Berdrow, 2003; Dougherty, 1992; Laplume & Dass, 2015.	Life-cycle, Teleology ideal type	- Internal renewal; - Middle management's implication in strategic renewal.
<b>Dynamic capabilities</b>	Dynamic capabilities	Danneels, 2002;	Evolutionary ideal type	- Institutionalization of renewal activities;

	(Teece, Pisano & Shuen, 1997) and resource-based view (Barney, 1991)	Ravasi & Lojcono, 2005; Salvato, 2009.		- Upper management's implication in strategic renewal.
<i>Outcome – What is the objective of strategic renewal?</i>				
<b>Co-alignment</b>	Population ecology and institutional theory (Hannan & Freeman, 1977, 1984)	Albert & al., 2015; Flier & al., 2003; Kwee & al. 2011; Stienstra, Baaij, Van Den Bosch & Volberda, 2004.	Evolutionary ideal type	- Strategic renewal in the context of strong environmental movement and dynamism.
<b>Co-creation</b>	Co-evolution (Volberda & Lewin, 2003)	Volberda & Lewin, 2003; Eggers & Kaplan, 2009; Kim & Pennings, 2009; Flier & al., 2003.	Teleology ideal type	- Strategic renewal in a context where firms are more interested in capitalizing on external opportunities rather than preserving internal resources.
<i>Process – Who elaborates and leads strategic renewal?</i>				
<b>Top down</b>	Upper echelon theory (Hambrick & Mason, 1984)	Spender & Grinyer, 1995; Kwee, Van Den Bosh & Volberda, 2011; Cho & Hambrick, 2006; Eggers & Kaplan, 2009.	Teleology ideal type	- Strategic renewal's formulation, translation, evaluation and modification actions.
<b>Bottom up</b>	Strategy process (Wooldridge & Floyd, 1990; Pettigrew, 1992).	Floyd & Lane, 2000; Floyd & Wooldridge, 2000; Pappas & Wooldridge, 2007; Tippman, Scott & Mangematin, 2014.	Teleology ideal type	- Strategic renewal's implementation, evaluation and modification, formulation actions.

The studies cited in the previous section exemplify tensions within the antecedent (organizational learning versus dynamic capabilities), outcome (co-alignment versus co-creation) and process (top down versus bottom-up) dimensions of strategic renewal. For the purpose of this study, I wish to explore and attempt to reconcile 'the top down versus bottom up' tension to strategic renewal process research. This tension has been identified, as much as the two other set of tensions, by Schmitt & al. (2016) in their latest strategic renewal review. Nevertheless, the authors rather label what I call the 'top down versus bottom up' tension as an 'induced versus autonomous' tension. Before elaborating on why and how I will attempt to reconcile the process tension of strategic renewal, I wish to explain why I chose to re-name

this tension and why I believe Schmitt & al.'s labelling can bring conceptual confusion as per past strategic renewal research.

Burgelman (1983, a,b) was the first author to introduce the *induced versus autonomous* expression. He argued that an induced strategic behavior "uses the categories provided by the current concepts of strategy to identify opportunities in the enactable environment" while an autonomous strategic behavior "introduces new categories for the definition of opportunities [...] [where] middle level managers attempt to formulate broader strategies for areas of new business activity and try to convince top management to support them" (Burgelman, a: 64-65). As such, Burgelman uses the expression to identify *if actions towards strategic renewal have a fit or not* with a firm's established strategy. Moreover, his articles suggest that both induced and autonomous behaviors are undertaken at the middle management level. He notably cites product and market development projects led by middle managers.

Conversely, modern conceptions of strategic renewal (Schmitt & al., 2016) rather raise the tension to distinguish who initiates renewal endeavors in the process of strategic renewal. Indeed, the induced approach is largely based on upper echelon theory (Hambrick & Mason, 1984) and assumes that upper management elaborates and leads the change, while the autonomous perspective finds its assumption in the strategy process stream of research (Wooldridge & Floyd, 1990; Pettigrew, 1992) and posit that middle managers elaborate and lead change.



For the purpose of this thesis, I decided to adopt the modern conception of the process tension. Indeed, I am interested in looking at *who* acts on the strategic renewal process and *how*, and so for all hierarchical layers. I am interested in looking at upper and middle management's induced and autonomous behaviors shaping strategic renewal. Yet, unlike Burgelman, I am not interested as per my specific research question in evaluating if the renewal efforts are embedded in established strategic orientations or not. I cannot confirm why Schmitt, Raisch and Volberda (2016) use the same terms as Burgelman (1983, a,b) to name the process tension. Yet, in my opinion, the use of similar terms brings a high sense of conceptual ambiguity; as such, I suggest that the modern conception should simply be re-named as the 'top down and bottom up' tension to strategic renewal in future literature.

Therefore, I wish to explore the processual dimension and its 'top down and bottom up' tension – since exploring tensions is important for stimulating the development of more encompassing and relevant theories (Lewis & Grimes 1999; Poole & Van de Ven, 1989). To my knowledge, Floyd and Lane (2000) are the authors that best illustrate upper and middle management's roles and behaviors enacted towards strategic renewal. Their article proves how the process of strategic renewal leads to role conflict – and how the firm needs to operate organizational controls to resolve the differences in perception associated with environmental change. Yet, current literature globally fails to demonstrate how upper and middle management *collaborate and join efforts* towards enacting strategic renewal. As such, I am interested in understanding how roles and behaviors adopted at the upper and middle management levels can complement each other towards the collaborative achievement of strategic renewal.

As such, the three articles presented in this thesis contribute to empirically reconciling the top down and the bottom up approach by showing how Kiabi's upper and middle management deploy together strategic activities that shape the strategic renewal process over a 10-year period. Those three articles thus answer this thesis central research question:

***What roles and behaviors do upper and middle management adopt in the process of strategic renewal?***

The first article shows how upper and middle management engage in shaping a new organizational form, SMO, for strategic renewal. The second article shows how upper and middle management engage in shaping new innovation routines – and their inherent dynamics – for strategic renewal. The third article shows how upper and middle management engage in dynamic socio-material conversations for business model innovation and strategic renewal.

Reconciling this tension appears of high importance in order to advance the field of strategic renewal. Indeed, the 'top down and bottom up' tension currently remains the most understudied in the field because of a lack of strategic renewal longitudinal studies: "future renewal research could benefit from more longitudinal study designs in order to examine the timing, sequencing and performance implications of different strategic renewal activities over time." (Schmitt & al., 2016: 93).

Moreover, how upper and middle management actors act over this longitudinal process might reveal interesting insights regarding the antecedent and outcome dimensions of strategic renewal. As previously exposed, a focus on middle managers is more adapted to unveil organizational learning insights for strategic renewal, while a focus on upper management helps unveil how they act on modifying a firm's resource base. Additionally, a focus on middle and upper management might reveal how the two parties can both shape the outcome of strategic renewal by strengthening current activities *and* creating new opportunities for adapting and influencing their market's evolution. As such, I believe studying the process dimension has the potential to make relevant advances encompassing the various dimensions of strategic renewal.

Yet, the most significant contribution I wish to make with this thesis is to bring strategic renewal's conversation back to Burgelman's initial conceptions (1983, a, b) of strategic renewal roles and behaviors. Indeed, Burgelman strongly focused on the *emergent* nature of strategic renewal – that I understand as the unanticipated nature of become prominent. Burgelman raised important questions regarding power and decision making; providing interesting contributions to the contingency theory line of research (Woodward, 1965; Lawrence & Lorsch, 1967). Precisely, Burgelman proposes how – when looking at middle management's behaviors – *both structure follows strategy and strategy follows structure*. Nevertheless, I claim that strategic renewal's emergent dimension and its impact on the strategy and structure debate (Chandler, 1962; Lawrence & Lorsch, 1967; Miller, 1986, 1987, 1996) has been forgotten over the years, to the exception of specific middle management

oriented studies (e.g. Floyd & Lane, 2000 ; Floyd & Wooldridge, 2000; Pappas & Wooldridge, 2007 ; Tippman, Scott & Mangematin, 2014).

The work I present in this thesis exemplifies the micro-processes of how actors' roles and behaviors contribute to the process of strategic renewal in both *a purposive and an emergent approach*. Beyond purposive renewal planning, I show that an established firm's capacity to deploy effective strategic renewal initiatives will depend on its ability to embrace higher levels of *emergent* inter-group collaboration while re-defining previous conceptions of roles and behaviors at both the upper and middle management levels. In doing so, I bring Burgelman's initial emergent focus back to modern strategic renewal's literature. I show how emergent roles and behaviors are needed both at the upper and middle management levels to achieve strategic renewal.

Moreover, the context which I study enables to demonstrate how a particular organizational form – the Self-Managed Organization – is propitious to study how not only structure follows strategy, but also how strategy follows structure. In 2015, Kiabi implemented the self-managed organization (SMO), that other authors label as Holacracy (Robertson, 2015) or Freedom-Form organizations (Guetz, 2009, 2017; Guetz & Carney, 2012). It is an ego-free organizational form which promotes distributed responsibility and higher levels of autonomy among employees to reach higher firm performance through collective power. In the three articles I present in this thesis, I show how emergent collective efforts towards strategic renewal modify a firm's structure and subsequently its established strategy in terms of content. In doing so, I first link back my research to Burgelman's initial strategic renewal

conceptions and suggest that the strategy and structure debate remains an important topic of conversation. Moreover, I contribute to demonstrating how strategy and structure *are continuously shaping and being shaped* in the process of strategic renewal - enacted when meta-roles act as driving forces for change.

### **1.5 Corporate Rejuvenation**

This section aims at shedding light on a specific conceptualization of the strategic renewal's process which particularly fits our empirical case: corporate rejuvenation. The process of corporate rejuvenation will serve as a reference framework in the general discussion of this thesis. The term 'corporate rejuvenation' is a specific process of strategic renewal that first appeared in Stopford and Baden-Fuller's 1990 article. In the latter, the authors study a set of six British firms operating in established industries such as cutlery, domestic electrical appliances, knitwear and pumps. All these firms achieved sustained and profitable growth operating holistic changes throughout the 1980's. Common to all these firms was the *pressing need for change*. Indeed, increasing competition pushed those firms to a change or perish situation, similar to the one experienced in the empirical context studied in this thesis. As such, in order to fit our evidence, I adopt Stopford & Baden-Fuller's processual view of strategic renewal and no other existing strategic renewal process framework (e.g. competence definition, deployment and modification, Floyd & Lane, 2000).

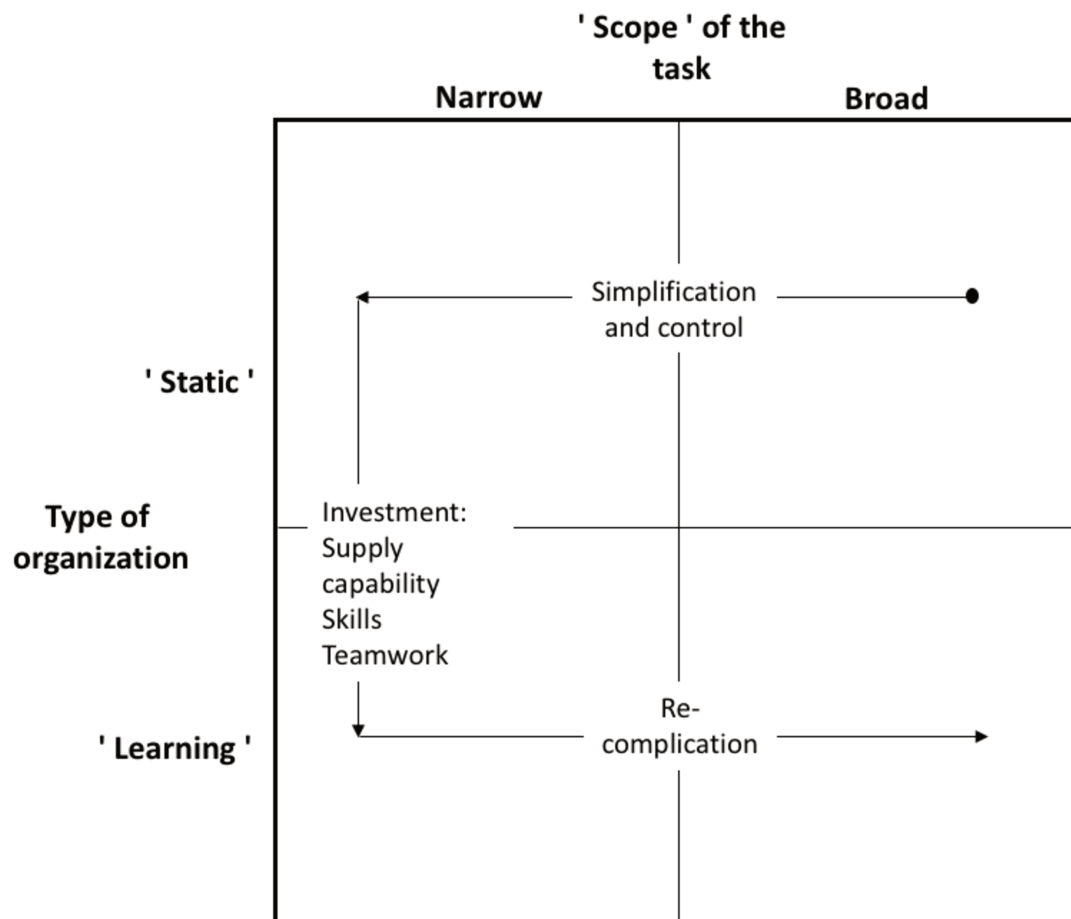
Stopford and Baden-Fuller understand corporate rejuvenation as how a firm responds to imminent crisis through building the effective systems and skills needed to create sustained growth. Rejuvenation is thus achieved by "making a series of holistic changes in structure

systems, process and strategy affecting the entire organization" (Stopford & Baden-Fuller, 1990: 399). The authors mark the difference between rejuvenation and turnaround, the latter being rather considered as managing change with a focus on efficiency and specifically on the financial dimension (Grinyer & Spender, 1979; Slatter, 1984). Rejuvenation is also concerned with efficiency, yet the authors believe that declining efficiency is a 'symptom of the disease' and that managers should rather focus on changes in structures, processes and strategies to fix the real causes of declining competitiveness.

Logically, for a firm to undertake corporate rejuvenation, it must have experienced some sort of difficulties or failures leading to taking the radical decision to change. Stopford and Baden-Fuller consider that established firms fail to adequately respond to changing environments when their structures and systems become ossified. It is particularly the case when bureaucratic strangulation become apparent, and that "old habits of mind and procedure [are] so firmly embedded in the fabric of the organization that vested interests [defeat] initiatives for change. This sense of the 'dead hand' of the system [is] reinforced by little communication across functional boundaries and little sense of teamwork among senior managers" (Stopford & Baden-Fuller, 1990: 402). Stopford and Baden-Fuller also inventoried various triggers for change among the six selected firms of their 1990 article, such as the arrival of a new CEO, a new technology or new market opportunities, losses, a financial crisis and profits falling to break even. As suggested by Stopford and Baden-Fuller, both strategic and organizational factors come at play when the firm decides to operate a true corporate rejuvenation movement.

When defining the process of corporate rejuvenation, the authors identified three phases through which corporate rejuvenation is operated, illustrated in Figure 1 below.

**Figure 1. Stages of Rejuvenation (Stopford & Baden-Fuller, 1990: 406)**



The first stage, Simplification and control, enables to reduce the scope of the competitive battleground to a narrower position, in line with market needs. Examples of new focuses are for a firm to decide to lead a price leadership *and* a differentiation strategy conjunctly. Once a firm has narrowed down its strategic scope, it can undertake stage 2, which Stopford and Baden-Fuller call Investing in organizational capabilities. At this stage, actors mobilize their efforts and resources to change processes and invest in new equipment to better exploit opportunities. The focus of change is either on structure, production, marketing or

technology, and key capabilities inventoried are supply, design, marketing and market access. Authors claim that experimentation is key at this stage, and that "only as experience was gained could the options be specified and choices made" (Stopford & Baden-Fuller, 1990: 410). The last phase of the model, called Re-complication, tackles the more complicated steps of pursuing growth to maintain the momentum of change by notably broadening product lines and expanding to new countries. This stage can only happen once new competences have been developed internally. As witnessed in some of the six studied firms of the article, rejuvenation is a process that never stops. Since strategy needs to be further developed, the stages of rejuvenation are constantly revisited.

I believe that Kiabi's transformation process is an exemplary case of corporate rejuvenation in an established sector, as it will be related in Chapter 2- Research Setting. Yet, how upper and middle management organize and change their roles and behaviors to operate the three stages of rejuvenation remains blackboxed in current strategic renewal literature.

I believe that my in-depth investigation of Kiabi's case can help unveil what specific sets of roles and behaviors of upper and middle management – and their interaction – shape the corporate rejuvenation stages of an established firm. As such, beyond answering the research question *What roles and behaviors do upper and middle management adopt in the process of strategic renewal?*, I will attempt to revisit Stopford and Baden-Fuller's 1990 article by building on their stages of rejuvenation model. This will be done in Chapter 9, Discussion.



## ***Chapter 2: Research Setting***

The research setting chapter is divided into three parts. First, I provide information about the firm under investigation, Kiabi, and the group it is part of, the Mulliez Family Association. I describe the overall context in which the firm operates, which offers valuable insights on when, why and how Kiabi initiated its strategic renewal process.

Second, I present six chronological change stages through which Kiabi operated its transformation (Kiabi's expression for strategic renewal). Those stages emerged from my investigation, and are aligned with how executives make sense of their transformation process<sup>1</sup>. Here, I use the word transformation to encompass all types of changes, since Kiabi operated changes regarding a new strategy, a new business model, a new organizational form and new working methods. Yet, it is important to mention that all of these changes had important impacts on Kiabi's overall strategic renewal process. I also decided not to link the stages described below with the three stages of corporate rejuvenation presented in the literature review section. The reader will discover why in Chapter 9- Discussion.

As such, the first stage, initiating vision changes (2010-2013) gives context for why and how Kiabi decided to change its corporate vision and business strategy. The second stage, the liberation movement (2013-2014) exemplifies how Kiabi decided to free itself from lack of synergies and ego struggles. The third stage, fine-tuning the vision (2014) reveals how the business units created their own visions and action plans to enact the global corporate vision.

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<sup>1</sup> To hear Kiabi's story of transformation directly from its upper management members, please watch this Youtube video (French): <https://bit.ly/2JA26VO>

The fourth stage, structuring for changes to emerge (2015-2016) unveils how actors organized to enable new strategy making processes to achieve the new corporate vision. The overlapping fifth stage, implementing changes (2015-2018) focuses how actors led the change process and highlights some of the actors' biggest challenges. The sixth stage, controlling for changes (2018-2019) offers a perspective on Kiabi's upcoming challenges and how upper management wishes to address them.

Third, I argue that the Kiabi case is an exemplary case of corporate rejuvenation. In sum, the research setting section enables to freely describe what I discovered at Kiabi without adopting any prior theoretical lens. In doing so, I provide insightful information to the reader to better understand the context of my investigation, as well as to easily make links between the three articles presented in this thesis.

## **2.1 About Kiabi**

Kiabi was created in 1978 in Roncq, in the North of France. Kiabi is a retail banner that offers affordable clothing for the whole family. The multinational operates 500 stores in 15 countries, their strongest presence being in France, Spain, Italy and Russia. Kiabi also operates various franchises, notably in Morocco and Portugal, and has an online presence in 17 additional countries, such as the Netherlands. Overall, the firm serves 22 million customers. Kiabi employs over 10,000 employees of 60 different nationalities, and recruits 500 to 800 new employees a year. The firm's turnover in 2018 was of 1,6 billion euros, 600 millions more than what the company earned in 2010. Kiabi's executives claim this achievement is largely due to Kiabi's transformation process.

Since its debuts, the firm offered clothing at low prices for seven markets: women, men, children, babies, maternity, accessories and lingerie. Six collections a year are created by a team of 56 in-house designers. Kiabi works with more than 20 external suppliers on daily basis, which are located in Morocco, Turkey, Pakistan, China, Thailand, Indonesia, Bangladesh and India. The firm's stores are 1300 m<sup>2</sup> in average and are mostly located in shopping malls and on the edge of medium and large agglomerations. Kiabi's closest competitors in the market where it operates are H&M and Primark.

Kiabi is owned by the Mulliez Family Association (MFA), who also possess retail giants such as Auchan, Decathlon and Adeo. MFA is known in the retail industry for its entrepreneurial spirit: it claims it truly empowers its employees from all hierarchical layers, and wishes to give them the means to undertake the projects they consider right for the organization. Employees are shareholder of the firm in most MFA's banners. As such, 72% of Kiabi employees are shareholders and 5% of Kiabi is owned by its employees. Kiabi employees often mention that MFA's entrepreneurial spirit is one key factor influencing Kiabi's corporate culture. Key differences in corporate cultures between Kiabi and other MFA banners have mostly to do with the firms' core businesses. For example, Kiabi has strong family caring values, while Decathlon (sports) has more of a competitive, challenge-oriented work culture.

Kiabi's new mission is to "be employees' favorite company and customers' favorite fashion brand in every country" (loose translation, internal document, 2014). It's vision is described as "clothing the world with happiness", and its values read as follows: "I live a job I love, with people I love, for clients I love. I trust, I'm in, I act, I dare." (loose translation, corporate

website, 2018). The formulation of these strategic statements arise from an all-employee collective vision exercise described in the next section. In 2018, Kiabi ranked 2<sup>nd</sup> at the Great Place to Work Award in France and has been labelled Great Place to Work in Italy, Spain and China.

## **2.2 Kiabi's Transformation Context**

In this section, I introduce contextual information to understand Kiabi's transformation. Six stages are presented in a chronological order to unveil how Kiabi's transformation was deployed over a 10-year period (2010-2019).

### ***Initiating vision changes (2010-2013)***

In 2010, a new Chairman, Edgar Bonte, took the reins of Kiabi. He was the first leader to replace the founder, Patrick Mulliez, whom created the firm in 1978. Not yet 40, Edgar wanted to mark his arrival with a wind of change through modern management methods. He had witnessed innovative management methods such as collaboration and design thinking at Decathlon. He thought Kiabi could benefit from those methods to enhance its collaborative spirit, which was lacking since teams were working in silos. In terms of financial performance, Kiabi's shareholders were satisfied: the firm just reached the cap of 1 billion turnover in 2010. Nevertheless, the Chairman was worried Kiabi could seriously fall behind if it didn't modernize its offering: the firm had been identified with an outdated image, notably in the French market.

The new Chairman realized upon arrival that Kiabi never addressed an important matter: The firm never had a vision for itself. The new Chairman didn't want to lead a firm without defined ambitions, also given that other firms in the Mulliez Family Association, such as Decathlon and Adeo, were very strong on creating collective corporate visions. As such, upper management organized a collective vision process and engaged all the 8,500 employees at the time to create a 10-year collective vision: *Kiabi 2020*.

The newly appointed Chairman and the incumbent CEO, Jean-Christophe Garbino, mobilized the help of the HR and Communication leaders to organize a collective vision process. First, a survey was created and was sent to every employee, from the headquarters to the stores, mainly asking: *How do you see Kiabi 10 years from now?* Results were compiled by the HR team. HR claimed they were surprised by the convergence of the results, which were similar from the headquarters to stores, and from France to Russia. Yet, even with clear survey results, upper management suggested to take the exercise further. They wanted involve employees in the making of the new vision. Involving 8,500 employees seemed unrealistic for the leaders. As such, HR organizers planned a workshop conveying a sample of 200 employees coming from all countries, departments and hierarchical levels. These employees would dig into the collected survey answers to identify how employees envisioned Kiabi in the future.

The result of this process allowed to identify two axis that would orient the firms' strategy: First, collaborators wanted the firm to become more international. The employees witnessed international development in previous years, notably with the 2008 expansion to Russia. Yet, they believe they could push international development further and become a global brand.

Second, they wanted the brand to be more fashionable. The offering was satisfying for every day needs, yet it couldn't compete against Primark or H&M in terms of fashion. Kiabi employees strongly signalled they aspired to join the strategic group of fast fashion apparel firms. After the vision workshop was completed, upper management met to write down the vision. It was sent to every employee in the form of a PowerPoint and a video. Yet, upper management needed to decide what to do next. They understood the employees' request: They wanted to compete on the international scene, which was tributary to their second wish; to offer more fashionable apparel. The company was thus faced with a challenge. Kiabi always adopted a cost-leadership strategy with its tagline 'fashion at low prices'. However, employees were claiming for higher differentiation, which would be the only way of penetrating new markets and competing against fast-fashion giants. Important changes needed to be made so Kiabi could combine cost and differentiation strategies.

Yet, before being able to enact the new vision, Kiabi was hurt by a crisis caused by cotton price increases in 2011. Sales numbers dropped drastically. No time could be dedicated to building changes towards the new vision. Rather, upper management asked all employees to break the silos, to *collaborate* and to work hard to drive performance back up. By 2012, through collective efforts, numbers were back to normal. Yet, employees were exhausted at this stage. This led to a consequence upper management didn't anticipate: by 2013, employees stopped collaborating. Employees went back to their old habits of working in silos, and no concrete actions were done to achieve Kiabi's new vision.

### ***The liberation movement (2013-2014)***

Upper management was frustrated with the observed situation, especially since the top 100 leaders and best talents of the company also went back to working in silos. The CEO discussed the topic with one of his close consultants he had hired for executive coaching. This consultant suggested the CEO should read about Freedom-form organizations. The CEO admitted not being particularly taken by the concept, yet when faced with disappointment, he decided late 2013 to promote a Freedom-form inspired movement he called *Rev'olution*. This appellation signalled a strong desire to transform the firm (revolution), as well as its end-goal, which was to achieve the vision, *le rêve* (French for dream).

Inspired by Isaac Guetz's Freedom-Form company (Liberté & Cie, 2012), the Rev'olution's goal was to promote autonomy for every employee in the organization. Managers and leaders would still exist, but they would now act more as facilitators rather than authoritative figures. The Rev'olution started with a group of first followers, notably the Leader of the Italian business unit, who would become Kiabi's next CEO in 2015. Upper management started to organize days that they called 'Head-Heart-Hand'. Employees from various divisions would be invited to spend time with upper management to share what they wanted to stop doing, and what they wanted to promote. These days were led mainly in France, Spain and Italy. Yet, many employees were dubious of *why* they should start adopting such involved behaviors.

As such, upper management met to define three principles of the Rev'olution. First, employees would have the freedom and responsibility to take initiatives to, in their own words, *delight* Kiabi's customers. Second, their ego and their talents would now have to be

put at the service of the collective performance. This second principle came from strong resistance from incumbent leaders who were reluctant to giving away power to subordinates. The last principle was to track and supress any process or tool that did not create lasting value for the company. Indeed, there was a strong culture of control at Kiabi, with many reports and procedures. Those three principles were written and shared with employees at the 2014 February annual kick-off meeting. Isaac Guetz's book *Liberté & Cie.* was given to every employee to mark the firm's commitment to the new movement, as well as a bookmark with the three principles written on it. In the meantime, the initiative's name changed from Rev'olution to Liberation. Rev'olution sounded too violent to a majority of employees, and many employees informally called it what it really meant to them, a liberation movement. It was also communicated that the liberation movement should not be a goal in itself, but rather a mean to achieving the company's vision. The liberation movement is what led to what I will refer to in this thesis as SMO- Self-Managed Organization.

### ***Fine-tuning the vision (2014)***

By early 2014, upper management wanted to make the liberation movement come alive and to make employees work together again. They believed that cost and differentiation strategy elaborated in 2010 could only happen if all business units contributed to changing, in a real collective effort. Upper management and the HR and Communications leaders met to discuss about possible actions to take. They discussed that if employees didn't orient their actions towards achieving the new vision, it was probably because the vision wasn't translated into concrete objectives and actions for each department.



As such, the same facilitators as for the 2010 workshop organized a second all-employee initiative. A first meeting was organized in June 2014 to clarify the vision and mission of the firm. It was done with a sample of 109 of Kiabi's most influential managers. Afterwards, facilitators asked all departments (HR, IT, etc.) and business units (Countries) to create their own written vision based on the company's overarching one. They had to develop strategic imperatives and objectives to operationalize their vision: each team had to deliver a three-year plan and a one-year roadmap. This was done in a collaborative format within each department, using the same methodology inspired by the one used at the 2010 vision workshop. For example, the Director of Collections would convey all of her 200 employees and collectively discuss of the top objectives of the department.

In June 2015, another workshop with another sample of 150 employees from four business units (France, Spain, Italy and Russia) was organize to fine-tune the 2014 vision and mission with the vision inputs from the departments and business units. Together, they wrote a set of five emerging strategic imperatives that would impact all departments. Those were printed on a small booklet and given to every employee. A video summarizing what happened during the workshop was also sent to every employee to share the meaning of what had been developed. After this, departments and business units started to deploy their action plans and roadmaps.

### ***Structuring for changes to happen (2015-2016)***

By early 2015, a new CEO, Nicolas Hennon, replaced the incumbent CEO. He was chosen for his strong relational and human skills and for his proposal to change the firm's structure to fit

Kiabi's new strategic imperatives. First, together with upper management, the CEO looked at the five identified strategic imperatives common to all departments and business units: 1. Accelerate international development 2. Create an emotional customer experience 3. Develop Kiabi's happy offer 4. Develop the happy culture and 5. Develop sustainability. Second, the new CEO proposed a new structure to create and accelerate changes towards those imperatives. He proposed to create circles of volunteers that would gather outside of their permanent jobs (10 to 50% of their time) to work on high value projects that would impact the future of the firm. As such, four initial circles were created. One was called International Lab, to favor international development. Volunteers interested in contributing to Kiabi's internationalization helped with the opening of new stores, for example. The second circle was called Brand. Its purpose was to revisit Kiabi's brand and improve its image. For example, volunteers would work on finding Kiabi's new tagline –'Happiness looks good on you'.

With concerns for their employees, as per their liberation movement, upper management also wanted to bring the 'Happiness looks good on you' concept at the headquarters and in stores. They wanted to insure happiness was reflected in the daily work, promoting autonomy and initiative in every team. Therefore, a third circle was created, called Happy Culture. These volunteers would work on initiatives to make sure employees were happy, creative and autonomous in their work environment. For example, volunteers would work on creating a new creative room at the headquarters. Finally, the last circle was called Innovation and transformation. This circle was created to favor innovative methods, such as collaboration and design thinking, in all projects of the firm. A team of 5 full-time project managers worked on the subject and volunteers came to support on various events. For example, volunteers came

to support the facilitation of design thinking seminars. Such way of organizing was promoted by the new CEO and upper management to accelerate the transformation process in the firm. They believed that if the employees felt entitled to contribute actively to what they called 'build' projects (building the future), instead of only concentrating on the 'run' work (running the business), high impact changes would happen to Kiabi much faster. The organizational form described above is what I refer to as SMO- Self-Managed Organization.

### ***Implementing changes (2016-2017)***

2016 and 2017 were the years where most transformation changes were implemented. At this stage, the departments and business units had clear written visions, 3-year plans and roadmaps that linked back to Kiabi's 2014 improved corporate vision. Circles were up and running and were all sponsored by upper management leaders to insure their progression. Moreover, important new structures (not circles) were created to insure projects' success within each team. For example, an overarching Value chain structure was launched: newly appointed managers developed new tools and processes that would bring stronger collaboration and fluidity between the Supply Chain and Collections departments. Moreover, those two departments created their respective Project management teams to accelerate changes towards the company's new vision. Yet, problems started to emerge late 2017.

Kiabi had shown 5 years of consecutive growth by the end of 2017. In such context, upper management was willing to invest and give budget to teams so they could lead their transformation projects. This was coherent with the new self-managed organizational structure that Kiabi adopted and its focus on giving autonomy and power to employees. Yet,

upper management realized that they could not keep track of all the projects and the resources used. They were very conscious that even if all initiatives made sense, not all of them brought the same ROI to the firm. Upper management started to think that they needed to better prioritize, otherwise their financial performance could be hurt.

Another problem was the employees sur-investment in the projects. The organization by circles brought a lot of satisfaction to employees. Yet, the CEO started to notice what he called 'generosity burn-outs; situations where employees were too invested in voluntary projects for the benefit of the firm. That was especially the case for Product Managers that were asked to come work as key-users in projects undertaken by the Collections, Supply Chain and Value Chain project teams. Their input were crucial to building the adequate tools and processes that would fit their needs. Yet, it was hard to perform their job with now very reduced time slots. The CEO also started to realized how *fun* 'build' projects were to employees. But getting involved couldn't be done to the detriment of their first mission, and for some to the detriment of their own health. A message was sent and meetings were organized to ask employees to re-focus on their 'run' projects, and to better dose their level of implication.

### ***Controlling for changes (2018-2019)***

Early 2018, Kiabi's performance was going great. Since 2010, the firm had increased its turnover by +600 million euros and reached +22% of Ebitda. Kiabi notably surpassed H&M in the woman segment in France, which was communicated as a very important milestone for the firm. Yet, the Chairman's outlook on Kiabi's performance was not so positive. He identified that budgets were threatening the firm's long term profitability: revenues were increasing,

yet margins were decreasing and costs were increasing. He suggested to start initiatives using zero-based budgeting so that value and needs could be evaluated for each function within the organization. The Chairman conceded that Kiabi had a favorable context since MFA's shareholders didn't put enormous pressure on short term results; Kiabi could still use resources to invest in the firm's development. Yet, concrete changes to current budgeting needed to be made. Moreover, upper management identified that Kiabi's managers had trouble identifying projects' clear return on investment. This was highly problematic: even if upper management wanted to better prioritize projects within the firms' complete projects portfolio, they were unable to do so without clear ROI objectives identified for each project.

To solve both budgeting and ROI problems, a message was sent early 2018 to all headquarters employees. Upper management asked them that from now on, clear ROI objectives needed to be given for each current and new project. To support Kiabi employees in this task, a training session on how to calculate the ROI was elaborated by the main Project Leader in the Innovation and transformation group. This training session was given to all project managers and any team member that felt the need to receive such training. Moreover, a consulting firm was hired in summer 2018 to audit every department to identify where Kiabi needed to cut on resources. The web and marketing department was notably identified as spending too much compared to their returned value. The consultants also recommended that the project team should stop investing in a vast array of projects, and rather focus on the most impactful ones. This exercise created a sense of insecurity at the headquarters. Whereas in the past autonomy and freedom were promoted and great budgets were given to make sure all

employees could contribute to the success of the firm, employees could now feel that the new focus was on cutting costs, projects... and autonomy and freedom.

Starting summer 2018, until the fall, Kiabi's performances dropped. Indeed, still beating close competitors in terms of sales by more than 3%, Kiabi was selling around 85% of its estimated sales. This recession was not only caused by a general decrease in apparel sales in Europe, but also by Kiabi's stock availability problems in Spain. As such, upper management decided to intervene to recuperate the loss. First, HR launched a zero-recruitment or replacement campaign: until numbers were back up, the order was to maintain a hiring freeze. Second, upper management promised employees to deliver by early 2019 a clear prioritization plan, with a list of clear projects to maintain and clear projects to stop. In the meantime, the Innovation and Transformation group started talking about promoting agile methods as a way to solve the prioritization problem in day-to-day management of projects. The IT department had used agile methods for some years and it proved to be very efficient in terms of decision making, prioritization and implementation. As such, more and more agile methods (e.g. stand-up meetings, poker planning) were used for project management.

By December 2018, upper management developed a prioritization plan, which was presented in an end of year meeting they called *Kiabi Reloaded*. Moreover, this prioritization plan was included into upper management's newly elaborated strategic plan for 2020-2022, presented to a sample of 150 Kiabi employees in March 2019. This new strategic plan would be more focussed on execution, yet would still include innovative projects to help Kiabi surpass its competitors. Before this plan was diffused to the now + 10,000 employees, upper

management wanted to involve a sample of employees from every hierarchical position and every country to challenge and improve the plan. At the beginning of 2019, Kiabi was now entering a new phase of corporate rejuvenation.

### **2.3 Kiabi's Transformation Process: A Case of Corporate Rejuvenation**

I wish to argue in this section on how the Kiabi case is an exemplary case of corporate rejuvenation as per section 1.5 in Chapter 1- Literature review. First, Kiabi aimed at operating a holistic transformation of its structure systems, processes and strategy. Indeed, the transformation affected the entire organization and was intended for long-term sustained growth. Kiabi believed they arrived at a change or perish situation: "We had arrived at the end of something. If we did not change, we were putting at risk the sustainability of the company." Remembered Kiabi's CEO at the beginning of 2017.

As such, the firm decided in 2010 to operate a holistic transformation of its strategy that would now be focused on cost *and* differentiation, with a higher focus on style and happiness, as per their new tagline 'Happiness looks good on you'. Kiabi's CEO remembers how he did envision the firm's transformation as *not* exclusively focused on performance: "Often, researchers or leaders embarking on corporate transformation journeys do it either because it's good [implying it looks good] to do so, or because they are convinced it will bring higher performance. But performance is only the consequence of this transformation." Beyond focusing on performance, the CEO saw changing the firm's intents and capabilities as the only way for staying in business in the long run. Strategic renewal was thus aimed for something bigger- it was for survival.

Second, Kiabi's causes of failure were caused by bureaucratic ossification of processes and practices. Kiabi suffered from being a static organization (Pettigrew, 1985; Bower, 1986) in the early 2010's. After being hit by a financial in 2011, upper management motivated the employees to 'roll up their sleeves' and to join efforts to bring performance back up. Collaboration was observed and numbers slowly went back to normal. Upper management felt the crisis enabled the firm to become less static as people were now showing open mindedness, resourcefulness and stronger abilities to favor synergies. Yet, as soon as financial difficulties were over, old habits came around again, as remembers the former CEO (2007-2014): "I had the feeling... it was a step backwards: The leopard cannot change its spots. In their attitudes, in their behaviors- everyone returned to their comfort zones, working in silos." He added: "Even more, everyone was returning to their silos...and we were rebuilding the walls that we barely had broken. Inter-departmental and inter-services tensions were coming back again... as much as power struggles."

Third, Kiabi's triggers for change were both strategic and organizational, leading upper management to express a strong desire to operate high impact changes. Those triggers were first a financial crisis (2011) that made upper management realize that current strategy and business models were not enough to remain competitive in the long run. Kiabi was dependent on the price of raw material and European market conditions: having a more appealing offering and being in other countries and could help mitigate risks. Second, Kiabi made the 'hands-on' realization that work could be done differently - and that collaboration routines might be the solution to less bureaucratic modes of organizing. Here, I suggest that testing innovative routines was also a trigger for change for Kiabi; a factor that was not included in Stopford & Baden Fuller's triggers for corporate rejuvenation.



Lastly, Kiabi followed Stopford & Baden-Fuller's corporate rejuvenation 3 stages model. First, they proceeded to simplification and control by narrowing their competitive battleground. Indeed, the latter was co-formulated by all employees in the vision exercise of 2010: employees first expressed a desire to increase the level of fashion, and second to reach new international markets. The new competitive battleground would be thus narrowed in terms of focus, offering fashion at low prices in new international markets, though not in terms of size. The new focus would join price leadership and differentiation strategy similarly to the cases exposed in the 1990 article.

Second, Kiabi invested in new organizational capabilities. How Kiabi developed them is at the core of the three articles proposed in this thesis. Indeed, developing a self-managed organization (SMO), spreading new meta-routines and creating opportunities for BMI experimentation all enabled organizational actors to have high impact on strategy making by moving from a static to a learning organization.

Finally, Kiabi proceeded to re-complication to maintain the momentum of growth. The 2015-2018 period has brought positive strategic change for the firm and pleasant performance figures (+ 600 millions turnover in 2018 as compared to 2010) with the arrival of fashionable collections and development in new countries, notably in Belgium, Portugal and Brazil. Yet, Kiabi showed the need to refocus efforts by the end of 2018. Indeed, a priority plan was developed by upper management - and endorsed by middle management - to insure employees could transition from building rejuvenation to running it.

### Chapter 3. Research Design

Chapter 3 present this thesis' research design. It is divided in three topics which describe how my investigation took place over the course of 3 years and four months. First, I narrate how I got access to the investigation field. Second, I introduce the three stages of my empirical research and describe stage 1 'Experience', stage 2 'Explore' and stage 3 'Enrich'. The purpose of those descriptions is to offer higher contextual insights on how data was collected. Moreover, and associated with each stage, I discuss my role as a participant observant, which served my data collection in terms of amount and type of data collected, as well as speed of collection. The topic of participant observation deserves attention in this research as my level of involvement changed over time. Moreover, I add a table summarizing how the three research stages and their respective levels of involvement served this thesis' three articles. Finally, I highlight how I ensured that my research was led with high ethical considerations for Kiabi and its members. The global research design is summarized in table 4 below.

**Table 4. Summary of Global Research Design**

Topics	Objectives
<b>3.1 Access to the Investigation Field</b>	- Narrate how I got access to the investigation field
<b>3.2 Three Stages of Empirical Research &amp; Participant Observation</b>	- Describe:  Stage 1 'Experience': how I got acquainted with the firm's renewal projects <i>Active participation</i>  Stage 2 'Explore': how I deepened my knowledge of Kiabi's renewal projects <i>Moderate participation</i>  Stage 3 'Enrich': how I looked for additional insights for the 3 articles <i>Moderate participation</i>  - Summarize how the 3 research stages served this thesis' 3 articles
<b>3.3 Ethical Considerations</b>	- Highlight the ethical considerations of my research

### **3.1 Access to the Investigation Field**

To better unpack the empirically grounded research stages of my investigation in the next section, I first want to narrate how I got access to the investigation field. This section is also crucial to better understand my role as a participant observant. I got to know Kiabi managers and Kiabi as a brand during a design thinking seminar organized by l'Université Catholique de Lille in May of 2016. Jean-Charles Cailliez, Vice-president of Innovation at l'Université Catholique, was organizing along with various collaborators a three-day program to allow business managers from all sectors to get acquainted with design thinking practices. This program was created under the 'Mosaic' label, HEC Montreal's Management of Innovation Professional Training and Research Center. L'Université Catholique de Lille has been a member of the Mosaic organization for around 10 years, and organizes management of innovation events for the European audiences. The Montreal founded Research Center is notably the tie that got me in contact with Université Catholique to undertake my PhD.

As such, Jean-Charles Cailliez asked me to be a participant to the design thinking seminar. I was a voluntary participant introduced as a PhD student interested in the subject management of innovation. At that time, my PhD's empirical field had not been determined and I was still looking for a firm that would agree to have me onboard as a researcher. As a Canadian, my professional network in the Hexagon was limited; this seminar was a great occasion for me to get acquainted with some of France's biggest firms. As such, I was paired by chance with a team of five professionals, and one of them was one of Kiabi's transformation project managers, named Nathalie. She had just been recruited to be part of a team of projects managers that would be punctually affected to various transformation projects in order to make changes happen faster at Kiabi. Therefore, this project manager, her boss, and a HR

manager in charge of promoting collective intelligence at Kiabi all subscribed to this three-day seminar in order to get hands-on experience of the novel working method that is design thinking.

The seminar was designed to practice design thinking through hypothetical projects: in our team, we were asked co-create a creative meeting place where various stakeholders could meet to create innovation. The question was very large to give space to creativity. Throughout the three days, our team created mindmaps, sketches and prototypes, pitched our ideas and were challenged by external contributors. The three days were intense and required a true collaborative team spirit. Together with Nathalie and the other members of our team, we agreed we created a strong bond - tributary to living a unique experience.

Once the seminar was over, I contacted Nathalie to pursue an exploratory interview. I was interested in discovering how Kiabi could apply the newly acquired knowledge to their own transformation. We met her for an informal interview early July 2016, and Nathalie shared with me Kiabi was setting up new collaborative spaces dedicated to spreading innovation throughout the firm. But most importantly, she expressed her team's wish to replicate – *à la mode Kiabi* – Université Catholique's design thinking seminar. They wanted collaborators to live collaboration through a unique design thinking experience. I demonstrated my true interest in the project, and asked her to keep me posted on the upcoming steps.

In October 2016, I received a call from Nathalie. She told me her team was working on Kiabi's first design thinking seminar meant to familiarize store representatives with design thinking

practices. Indeed, most of Kiabi's head office had been acquainted with collaboration methods in the 2010 and 2014 vision exercises. A gap existed between the head office and store employees in terms of collaborative behaviors – this seminar would be an occasion to close this gap. Nathalie asked me if I could help them create a two-day seminar based on what we experienced together at l'Université Catholique, and to help facilitate it. I agreed, and we informally met to discuss potential ideas. We co-elaborated the different activities for this seminar, also with her boss and the HR manager who participated to the three-day university seminar. From that moment, I was considered by Kiabi as a 'scholar contributor' (which I rather label *active participant observant* in the next section). Quickly, Nathalie suggested I could get paid for the help I would provide with the facilitation of Kiabi's seminar. We agreed that the money would go to l'Université Catholique and serve my research projects during my PhD (which helped me to go on a research visit to Rotterdam School of Management for the first semester of 2017 and to the 3<sup>rd</sup> edition of the Business Model Conference in June 2019).

As such, I facilitated Kiabi's design thinking seminar in December 2016. My contribution was not to influence the outcome of the seminar, which was to create potential innovative ideas for Kiabi's new head office. Rather, my role was to explain how Kiabi employees could use design thinking methods to achieve such objective. For example, I would show employees how to use mindmaps or how to use the Bono's Hats method to challenge ideas in collective settings. I remember how organizers kept telling me: "This could be useful for your PhD!". As such, I started to acknowledge I could eventually ask for a formal research agreement.

I believe Kiabi's transformation managers appreciated my contribution; a little help was welcomed since the team was voluntarily organizing the initiative outside of their respective scope of work. As such, the team asked me if I could contribute again to their second edition of the design thinking seminar in June 2017. I contributed to facilitating the activities, yet, I didn't contribute to the planning of the agenda. I was on my research visit in Rotterdam and was not able to attend preparation meetings in France. Once again, I was paid for the two days, and the money was sent to l'Université Catholique.

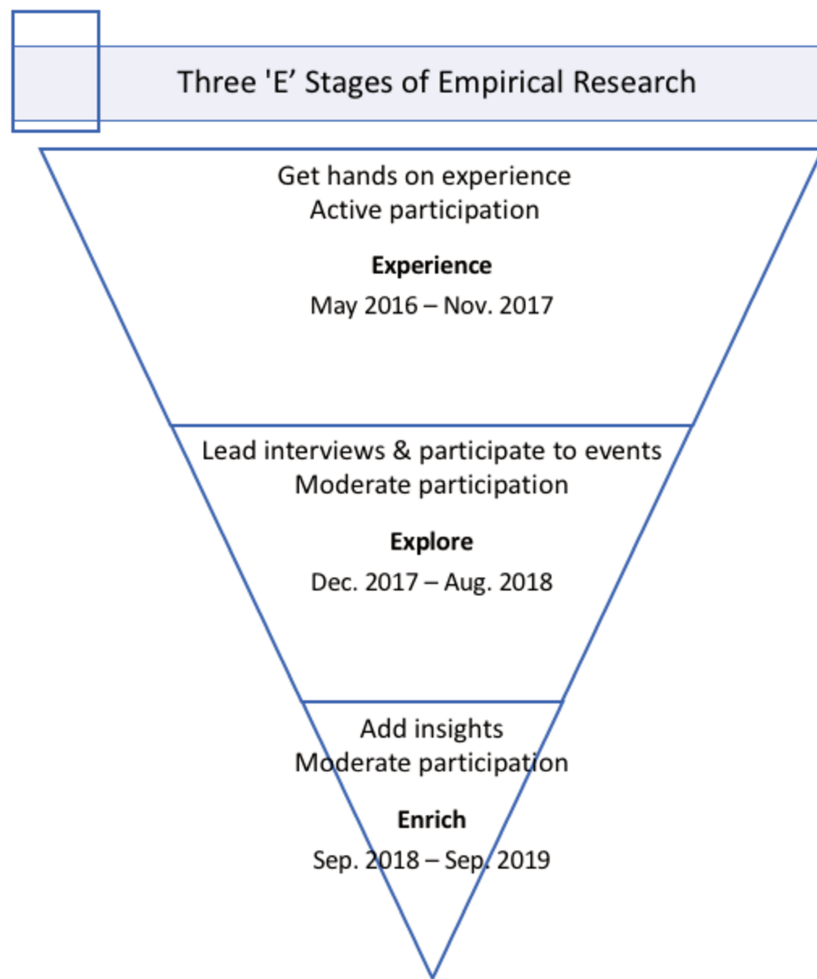
By fall 2017, I returned to Lille after my research visit. The first years of my PhD had been useful to get acquainted with strategy and management literature, and my research visit helped me strengthen my research knowledge; not only on research design and ethics, but also on academic writing and theory building. Therefore, I felt ready to start my research investigation. As such, I wrote to Nathalie in September 2017 to ask her if I could formally do my PhD research investigation at Kiabi. She told me she would explore the possibilities. To combine the pleasant and the useful, she suggested to informally meet at the 2017 Conext Retail Fair in Lille, for both for us to get acquainted with retail's newest innovative ideas and for her to understand my project's requirements. My demand was the following: I wanted to explore Kiabi's transformation (strategic renewal) and business model changes through qualitative case-based research, building on interviews and on-site presence. In November 2017, we met with her boss, who agreed to the initiative. They suggested I should meet the Head of Communication to formally validate the process; they nevertheless agreed I could start my data collection in the meantime.

The Head of Communication was extremely busy at the period - as she was preparing Kiabi's international annual meeting. It was hard for me to get in touch with her. Yet, I had planned a formal interview with her boss, the VP of HR, in January 2018. He and I therefore formally agreed on the research project in that moment, which will be detailed in the Ethical considerations section below. The VP of HR knew me since Kiabi's first design thinking seminar, and was aware of my interest in innovative methods for promoting organizational change. My research project therefore didn't come up as a surprise, but rather as a natural extension of the projects I started collaborating to in 2016.

### **3.2 Three 'E' Stages of Empirical Research**

This section enables the reader to get acquainted with the empirically grounded research stages I led over the course of three years and four months; between May 2016 and September 2019. For the purpose of retrospective sensemaking, I divided my empirically grounded research process in three stages. The first stage is called 'Experience' and refers to the period I got in touch with Kiabi took the position of what they called a 'scholar contributor'. It describes how I got acquainted through hands on experience with the firm's renewal projects and culture. The second stage is called 'Explore' and describes how I achieved to deepen my knowledge of Kiabi's renewal projects through leading series of interviews and attending Kiabi meetings and events. The third stage is called 'Enrich': it is a period in which I led additional interviews to add valuable insights to the results section of my articles. It also helped me confirm the inductive choices I made for the three presented articles. Those three stages are summarized in Figure 2 - 'Three E' Stages of Empirical Research, below. Its funnel shape represents my data collection's level of precision, which became increasingly sharper over time.

**Figure 2. Three 'E' Stages of Empirical Research**



Moreover, I associate with each stage an assessment of my level of participation in the field. The topic of participant observation (Spradley, 1980) has been naturally introduced in the 'access to the investigation field' section. I was invited to adopt this research method in order to capture the nature of interactions and relationships through *in situ* experience of organizational life (Grosjean, 2011). Even though I acknowledge that my global investigation is categorized as a case study (Yin, 2003) since it primarily relies on interviews for data analysis, I believe it is still embedded in ethnographic approaches (Van Maanen, 2011) and its broader paradigm (Rouleau, 2013).



Cunliffe (2010) claims: "Ethnography is not a quick dip into a research site using surveys and interviews, but an extended period time in which the ethnographer immerses herself in the community she is studying: interacting with community members, observing, building relationships, and participating in community life. She then has to translate that experience so that it is meaningful to the reader". I believe that over the past 3+ years, I did immerse myself with the Kiabi community. Studying the introduction of a new organizational form and new innovation routines for strategic renewal required deep knowledge of the cultural experience of organizing. I was strongly involved and present with the Kiabi members at the beginning of my research process, and even as my involvement decreased over time, I always made sure I was "being there" (Van Maanen, 2006) for important organizational moments – strategic or not. And even after long absences, Kiabi employees often still called me a 'Kiaber'.

Moreover, I made sure of writing extensive reflexive notes of my experience in the field, since ethnographies are not only about fieldwork, but also headwork and textwork (Van Maanen, 2011). As such, those notes were the intermediary step that would allow me to produce knowledge and diffuse it in the three articles introduced in this thesis. I also considered my ethnographic inspired approach as sociomaterial (e.g. Czarniaswka, 20007) since I traced the evolution of material artefacts over time (e.g. Executives' PowerPoint slides on self-managed organization, 2015 versus 2018).

All in all, I believe that adopting an ethnographic approach – even not in its pure form – and participant observation as a method for data collection served my research in terms of amount and type of data collected, as well as in terms of speed of collection. Indeed, actively being

involved since the start of the research project helped me collect a lot and diverse type of data (observation, material objects, audio recording, etc.) as per my true insertion in the Kiabi community (I could be present in various organizational contexts: innovation, strategy, social gatherings, etc.). It also helped me to accelerate the speed of collection since I was socialized enough to easily 'know who to look for' for my research activities. In brief, adopting the ethnographic paradigm was extremely useful to pursue the practice-based research (Rouleau, de Rond & Musca, 2014) I wanted to develop in the three articles of this thesis.

***Stage 1: E for Experience (May 2016-November 2017: 1 year and 7 months)***

The first stage is called 'Experience'. It refers to the period I developed hands-on experience of Kiabi's transformation projects and culture by taking on what Kiabi called a 'scholar contributor' role. As described in the 'access to the investigation field' section above, I had various occasions in 2016 and 2017 to meet Kiabi managers prior to my research project being officially ratified. Consequently, some might wonder if this period should or should not be included in the data collection stages, as the project was not formally official. Yet, I made the judgement call to include it in my data collection for 3 reasons, which I explain in this aside.

First, I kept formal traces of every interaction with Kiabi from the very first encounter (see Chapter 4 - Data Collection). Even if the project was not officially approved by Kiabi's direction, I knew it could be in the near future. Second, I was not considered as a consultant for my interventions, but rather as a 'scholar contributor'. There was never ambiguity regarding the fact that my professional goal was to pursue a PhD, and the salary Kiabi granted me was some sort of academic sponsorship. Third, and it is a deeply Kiabi cultural argument – that's just the

way Kiabi works. Indeed, Kiabi has an entrepreneurial spirit and believes in trusting people. Employees value bringing in contributors they like and who can add value to their projects. I believe showing my interest and ability to contribute simply helped me get true sponsors for my research project, in the persons of the two projects managers in charge of the design thinking seminar. Moreover, these two managers were my reference points to get in touch with whom I wanted to meet for my interviews (the second stage of my investigation). In brief, I really believe stages 2 and 3 would not have been the same if I didn't include stage 1 in my data collection process, and hence why I chose to include it.

This research stage is thus called Experience. Indeed, I lived Kiabi projects and culture through hands-on experience. First, the Mosaic experience helped me be aware of one of Kiabi's ambition: they wanted to make the firm more collaborative. Project managers informed me about their *Innovation and Transformation* group, which helped me understand how the self-managed organization was enacted in practice (article 1). More broadly, I could witness how the collaborative culture was experienced at Kiabi. This realization is notably at the core of my three articles, which highlight the distributed nature of agency through collaborative work. It was especially important to get hands on experience about the collaboration meta-routine and how it is deployed in practice (article 2).

The Mosaic seminar also enabled me to share a common understanding of design thinking with Kiabi managers since we lived the same experience – and which led to our first collaboration. After the Mosaic seminar, I wrote field notes listing all the activities we did and how they occurred. These notes turned out to be useful to replicate design thinking activities

to Kiabi's own seminar. Moreover, I experienced how Kiabi worked in collective settings during three preparation meetings to elaborate Kiabi's first seminar. I realized how much employees led various initiatives outside of their formal scope of work – which is at the core of my self-managed organization article (1).

My experience living Kiabi's first design thinking seminar made me aware of various key points. First, I witnessed Kiabi's desire to create a new head office that would reflect Kiabi's new culture and structure. Indeed, Kiabi's culture was opened, collaborative, voluntary and autonomous. This culture is deeply reflected their organizational form I call SMO (and vice-versa). Moreover, Kiabi's use of design thinking made me aware of how creating and using material objects was promoted by the firm to collectively orchestrate change. This is one of the core premises of my sociomateriality & BMI article (article 3).

Yet, various elements didn't appear to me as obvious in 2016 and 2017, and I could only make sense of them after a longer on-site presence. For example, I didn't witness how collaboration in all its form was routinized for strategic renewal at Kiabi. Yet, my experience facilitating the design thinking seminar helped me later on embody what I wanted to express through the term meta-routine in the strategic renewal article (2).

Finally, from a practical standpoint, the notes and pictures I took as well as the emails I kept enabled me to contact the people I wanted to meet later on during stage 2. Indeed, some managers participated to the seminar, along with store representatives. The second seminar afforded me the same opportunities, and helped me to strengthen my position of participant

observant. Overall, stage 1 of my research investigation was an experience-driven way to get acquainted with, and ultimately get access, to the investigation field.

### **Active participation**

I adopted an active participation level of involvement throughout research stage 1. Active participation refers to when researchers "do what the other people are doing, not merely to gain acceptance but to more fully learn the cultural rule for behaviour" (Spradley, 1980: 60). Considered as a 'scholar contributor' by Kiabi, I became an additional member to the voluntary-based Innovation and Transformation group. By facilitating collaborative workshops, I demonstrated skills valued in the context of Kiabi's collaborative transformation. Moreover, I was involved with a large number Kiabi employees due to the nature of the collaborative activities I was facilitating.

Up until the moment the research project became official, I considered this active level of implication to be beneficial research-wise. Indeed, I was building trust with participants by helping Kiabi reaching its collaborative goal, and I was getting to know various organizational actors and their current challenges. I knew that my active implication and positive approach to leading Kiabi's 'collaborative turn' would serve giving credibility to my presence as a researcher, especially because my implication had to do with Kiabi's transformation – my topic of interest. I believe my implication during stage 1 might have favored the routinization of the collaboration meta-routine at Kiabi (article 2), but the design thinking seminars would still have occurred at Kiabi had I not been there. Conversely, I don't think that my active participation in stage 1 had any impact on the SMO organizational form (article 1) nor the

business model changes (article 3). Overall, I considered my active participation as a new way of negotiating access and organizing fieldwork (Rouleau, de Rond & Musca, 2014).

***Stage 2: E for Explore (December 2017-August 2018: 9 months)***

The second stage is called 'Explore' and refers to how I explored and gained in-depth knowledge of Kiabi's transformation projects through leading 35 in-depth interviews and participating to 12 meetings and events. The purpose of this research stage was to explore Kiabi's transformation from 2010 until now. The word 'transformation' was largely used at Kiabi. Managers were talking about collaborative transformation, managerial transformation, project transformation, human transformation: It was hard for me to harness the exact types of transformation the firm had been through, and how they were linked to each other. At the broadest level of transformation, I knew that Kiabi changed in 2010 its strategic vision and strategic intents: It wanted to raise its level of fashion and to open new markets abroad. Yet, the process remained largely unknown to me. Therefore, I started to explore the subject through an inductive approach. The question I asked each participant was the following: *Can you explain me Kiabi's transformation process from your functional perspective?* To give some guidance, I systematically presented the RCOV framework (Demil & Lecocq, 2010) to suggest that participants *could* tell their stories from a value proposition, resources and competences and/or internal and external organization perspective. The framework was *not presented as constraining* the answers but simply as a scheme guiding how they could understand the vague word 'transformation'. I also emphasized that I was interested in the process of how things happened: activities, people, objects and mostly the link between those elements. The reader can find the interview guide in Appendix 1 (French). Moreover, gaining experience with interviewing, I rephrased my question to: *Can you please tell me the story of Kiabi's*

*transformation from your functional perspective?* This focus on storytelling enabled participants to truly focus on retrospective sensemaking and to highlight connections between events.

Using the RCOV model to guide interviewees can give the impression that, first, I was interested in business model research and not strategic renewal research, and second that adopted a more deductive-infused approach. Yet, I believe it was not the case. First, strategic renewal is interested in the change of strategic intents and capabilities - and such intents and capabilities can largely be captured through the RCOV model. Second, the approach was truly inductive as I made the participants feel free to refer or not to the framework. It was a suggestion, as starting point. It gave academic credibility and situated my own work within the academic contribution of one of my thesis' supervisors. The RCOV framework simply allowed to get the conversation started and to reassure participants with the existence of a certain methodology in the investigation process.

Leading the 35 interviews with managers from all hierarchical levels and departments as well as participating to 12 Kiabi events helped me get a good sense of the subjects I could explore for my articles. The interviews focussed mainly on human, structural, collaborative and business model transformations. Relevant verbatim extracts can notably be found in Appendix 2 (French). The meetings and events came as complements to the interviews: for example, I attended a monthly employee meeting which gave me relevant information about the advancement of international development. In sum, and at the general level, interviews and events helped me get a better understanding of Kiabi's strategic renewal process and content.

Subsequently, I inductively associated the themes of 'Kiabi's human and structural transformation' with self-managed organizations and communication as constitutive of organization research in article 1, 'Kiabi's innovative transformation' with strategic renewal and routine dynamics in article 2, and 'Kiabi's business model transformation' with sociomateriality and business model innovation in article 3. The different type of transformations helped me segment my work to make sure I didn't have data overlap (Creswell & Miller, 2000) between the articles. I admit I was lucky in finding such amount of useful data to study the process of strategic renewal: the three transformation types appeared as evident in my data collection and emerged in a very organic way. They were also endorsed by one of my thesis' supervisors as part of a triangulation process (Creswell & Miller, 2000).

Specifically, the interviews led in research stage 2 helped me to identify and to chronologically order the specific events that triggered the adoption of new meta-routines for strategic renewal (article 2). Interviews were also essential to identify the objects that triggered business model innovation, and how BMI experimentally emerged over time (article 3). Finally, the objects I collected during research stage 2 helped me visualize how communication shapes a new organizational form (various PowerPoint slides, article 1). Interviews helped me to add meaning around the creation and the diffusion of those objects.

### **Moderate participation**

I believe that my involvement during stage 2 - Explore could be classified as moderate participation, which "occurs when the ethnographer seeks to maintain a balance between being an insider and an outsider, between participation and observation" (Spradley, 1980: 60).



When the research project was formally approved by January 2018, I felt a risk of going native if I kept the same level of active participation as in research stage 1. 'Going native' expresses the idea that a researcher can identify and become so immersed in a group that it compromises the pursuit of his study (Creswell & Poth, 2018). Indeed, keeping a role of active participant would have meant to assume both the roles of researcher and actor (Rouleau, 2013), but I was afraid participation could prevent me from staying loyal to my research values (e.g. Arieli, Friedman & Agbaria, 2009) and agenda. First, I perceived that too much proximity with Kiabi employees could prevent me from having an outsider look on their transformation. Second, I sensed could easily be tagged as a 'transformation or collaboration facilitator' and loose the scholar status I still was associated with.

As such, when Kiabi organized a 3<sup>rd</sup> design thinking seminar, we jointly agreed with the organizers that I would act as a participant and would be presented as a PhD Student interested in Kiabi's transformation. This decision was I believe extremely important to mark the start of Research Stage 2- Explore. As such, I started to lead a sequence of 35 interviews over the course of 9 months. This switch of activities between facilitating workshops to leading interviews enabled me to be fully considered as a researcher. Moreover, since I had already to some extent "proved my value" in research stage 1, I didn't have to be 'tested' (Cole, 2013) by the participants when pursuing the subsequent stages of my empirically grounded research process. I believe I had built great trust with Kiabi employees.

During stage 2, I still got involved with the Innovation and transformation group for one particular project: we agreed to make the students of my *Introduction to Business Models* class

(IESEG School of Management, Winter 2018) work on a semester project for Kiabi. The students had to think of new ways to make crowdsourcing happen at Kiabi. As such, facilitating this project was a way to maintain participation and give back to the group which helped me get access to the investigation field. I believe it was *à propos* for its win-win approach.

### ***Stage 3: E for Enrich (September 2018-September 2019: 1 year)***

The third stage is called 'Enrich'. During this stage, I led a series of 12 interviews and participated to 5 meetings and events between September 2018 to September 2019. At this stage, I wanted confirm the inductive choices I made for the three presented articles to ensure that my conclusions matched the interviewees' experienced realities. Yet more importantly, I was setting up interviews to collect additional data on subjects of interest for my articles. A total of 8 participants were interviewed for the Sociomateriality and BMI, while two interviews were led respectively to clarify and enrich the Self-Managed Organization and Meta-Routines articles. For all these interviews, I explained the idea I had for the article in broad terms. I asked participants if they believe in the idea, which they all did. Then, I asked for their input to strengthen my argumentation. Six participants were interviewed twice between the second and the third research stage. These follow-up interviews were interesting to have a longitudinal perspective on Kiabi's renewal process. Participants were eager to share additional information and often expressed they were happy to follow-up since "so many things changed since we last talked!".

The additional interviews helped me to collect additional insights on strategic achievements and overflows, and to identify how communication needs to be maintained to stabilize SMO

over time (article 1). Additional interviews also helped me to add insights on the adoption of meta-routines for strategic renewal, and to validate my chronological understanding of how events unfolded. They also enabled to clarify how the firm switched from one meta-routine to the other (article 2). Additionally, interviews were important to add details on how the development of objects led to a new business model (article 3). They were also important to witness when upper management called for middle management to stop experimenting and to start implementing. It enabled me to delimit the BMI experimentation process in time.

Finally, I attended 5 events during that data collection stage. One was a CSR Clean-up day. Another was a Kiabi monthly meeting - highly relevant to understand the firm's financial struggles of late 2018. Two other events were linked to collaboration and design thinking methods, which helped me enrich the meta-routines article. But most importantly, I participated to Kiabi's 2020-2022 strategic seminar in March 2019. As a regular participant, out of 150 guests, we were asked to give input and to challenge Kiabi's newly elaborated strategic plan. Indeed, Executive VPs would pitch their ideas and ambitions for the next three years, and participants were invited to give their opinion and make suggestions. Of course, my contribution was modest. But the CEO knew my presence at this event could really enrich my data collection.

The event was extremely useful to make sense of all the data I had collected in the first and second research stages. Kiabi was entering a new stage of corporate rejuvenation: its business model was elaborated, and now needed to be deployed. The SMO organizational form had shown overflows; it was now time to re-canalize energies towards the good direction. The

collaboration meta-routine had shown routine malfunctions: It was now time to deploy a new meta-routine. In brief, this event was key for me to enrich my articles and to show how strategy and structure shape and are being shaped by each other over time. In brief, stage 3 was useful to enrich the contributions of my three articles.

### **Moderate participation**

Stage 3 - Enrich was a natural extension of stage 2. As such, I would classify my involvement in stage 3 as moderate participation, as I managed to keep a balance between an insider and outsider role (Creswell & Poth, 2018). I was still leading interviews and I participated to some events which were highly useful for my research. The 2020-2022 strategic seminar was a real 'revelatory moment' (Trigger, Forsey & Merk, 2012) for me since it allowed to witness in practice how strategic renewal is a never-ending dynamic process. Yet, there were long periods during stage 3 when I did not go to Kiabi at all – since I needed to write my articles. Again, I had noticed when writing my first article that too much on-site presence and its 'going native' threat (Creswell & Poth, 2018) could impede me from writing relevant and objective research. I wanted to include participants views yet not to the detriment of my own perspective and how I believed it could serve strategy and organizational research. I believe those moments of non-participation – described as moments when the researcher is not involved with the people or activities studied (Spradley, 1980: 61) - served not only the writing endeavors of this thesis, but also indicated Kiabi employees I was not a permanent member of the organization, which was important for me not be caught in the practical day-to-day life of the organization.

Before introducing the ethical considerations of this research, I wish to summarize how the three stages specifically served the writing of my articles, presented in Table 5 below. This analysis 'by article' will also be present in the data collection and the data analysis chapters to enable the reader to grasp how each stage, each data type or each data analysis methods were useful to answer the articles' respective research questions.

**Table 5. Usefulness of Research Stages**

	<b>Research questions</b>	<b>Stage 1: E for Experience May 2016 - November 2017 Active participation</b>	<b>Stage 2: E for Explore December 2017 - August 2018 Moderate participation</b>	<b>Stage 3: E for Enrich September 2018 - September 2019 Moderate participation</b>
<b>Article 1. Self-Managed Organization</b>	<i>How does communication shape self-managed organizations?</i>	Useful to witness how the self-managed organization was enacted in practice (through the Innovation and Transformation group), and how much employees led various initiatives outside of their formal scope of work.	Useful to visualize how communication (PPT slides) shapes a new organizational form. Interviews helped to add meaning around those objects.	Useful to collect additional insights on strategic achievements and overflows and to identify how communication needs to be maintained to stabilize SMO over time.
<b>Article 2. Meta-Routines</b>	<i>How can meta-routines shape an established firm's strategic renewal process?</i>	Useful to get hands on experience about the collaboration meta-routine.	Useful to identify the specific events that triggered the adoption of new meta-routines for strategic renewal.	Useful to collect additional insights on the adoption of meta-routines for strategic renewal, and to validate my chronological

			Essential to chronologically order events.	understanding of how events unfolded. Enabled to clarify how the firm switched from one meta-routine to the other.
<b>Article 3. Sociomateriality &amp; BMI</b>	<i>How is the BMI experimentation process shaped over time in an established firm?</i>	Useful to witness how creating and using material objects was promoted by the firm to collectively orchestrate change.	Useful to identify what objects triggered business model innovation and how BMI experimentally emerged over time.	Useful to add details on how objects led to a new business model. Witness when upper management called for middle management to stop experimenting and to start implementing. It enabled me to delimit the experimentation process in time.

### 3.3 Ethical Considerations

In this section, I wish to inform the reader on ethical considerations and how I managed to lead this research process in the most honest and transparent manner. I based my approach on Creswell & Poth's (2018) conception of ethical considerations (Creswell & Poth: 2018: 54-58) regarding the topics of data collection (55, 57), privacy and protection of participants (54), citation permission (57), respect for persons (54, 56-57), securing of permissions (56,57) and purpose and publication of studies (56-58).

First, in terms of data collection, I asked for each participants' permission to record our interview. I mentioned I would use the integral verbatim transcript as a primary source for

data analysis. I also sent each verbatim to participants to insure full transparency and to increase validity. Some participants (2) returned comments to clarify their thoughts – yet not modifying what had been said. Those emails were preciously kept for future references - and even copy-pasted into a word document, which I saved next to the original verbatim transcript.

Moreover, I explained to each interviewee that the data collected would be anonymized and serve the redaction of academic articles aimed at being published in academic journals, and eventually managerial journals. No names would be cited, but I might only refer to the roles and actions undertaken by individuals of certain positions to unveil the transformation process. When sensitive topics arose during the interviews, I reassured participants that nothing they considered confidential would be disclosed. I also told the participants that tensions and problems were important to identify to have a realistic understanding the Kiabi's strategic change process – and so, without putting names nor blaming anyone. I thanked them for their trust and reassured that my concern was exclusively to understand how the renewal process really occurred at Kiabi. Most of the time, sensitive topics were rather discussed after the interviews and not on recording time.

All participants easily agreed to those ethical considerations. I presume I easily got participants onboard with my research project for two reasons. First, my project was being sponsored by influent actors of the firm, informally reassuring they had nothing to fear. Second, it was common and encouraged in the Kiabi culture to collaborate with new actors and to help others.

Ethical considerations have of course been discussed with upper management. My research project and methods was formally approved by the VP of HR on January 24<sup>th</sup>, 2018. The Head of Communication was supposed to be my interlocutor for such ethical topics. Yet, her schedule was very full and we commonly agreed I should talk to her boss, the VP of HR, during our interview together planned in November 2017. When doing our formal interview late January, I clarified my research design, the process, and the kind of information I wanted to collect on Kiabi's transformation. He agreed I could collect the information I wanted and that Kiabi was very transparent on how they functioned. I remember him telling me "Even if competitors want to do the same... I challenge them to do it!" highlighting how understanding a certain recipe for strategic renewal and putting it in place are worlds apart. The VP of HR simply asked me to send him the articles once they would be finished. I remember him being curious about the idea and the process of publishing articles.

By March 2018, I met the CEO for the first time for a formal interview. I told him about the preliminary ideas I had for the three articles, and the type of information would be included in them. He told me to send him the articles once finished, but he wasn't too stressed out: Kiabi always had been very transparent and opened on sharing information with other firms. He was rather interested to have my outlook on the transformation topic. In my second interview with him, led in January 2019, I asked for the permission to use the name Kiabi in the articles, and he confirmed I could. Informally, the CEO told me I could present the result to Kiabers in monthly meetings, and potentially intervene in one of the CEOs communities he was a member of (various CEOs of large French firms) to share what I had learned with Kiabi over the course of more than 3 years. In March 2019, I sent the CEO and VP of HR two of my



three articles to discuss the findings. Her executive assistant told me upper management was particularly busy but would be happy to meet me and discuss the articles in the fall. As such, a meeting was organized on September 10<sup>th</sup>, 2019 with the CEO and VP of HR to discuss the three articles and the overarching thesis.

Overall, Kiabi in the person of its top managers felt very at ease with the subject of the thesis, the research design, the data collection and the investigation process. I was fully transparent with them in regards to research. They were, in turn, very trustful in the academic research process, a process that had never been experienced before at Kiabi.

## **Chapter 4. Data Collection**

This next chapter addresses the question of data collection. First, at the global level, I describe how I pursued in-depth interviews, collected various artefacts, attended meetings and events and browsed for relevant information in external sources. The four categories are listed in terms of importance for my data analysis. Second, I describe how each category of data served the writing of my three articles.

### **4.1 Interviews**

I conducted a series of 47 interviews with Kiabi employees between December 2017 and April 2019. Employees were recommended to me by members of the organization. At most times, when I expressed interest for meeting actors from specific positions, departments or groups, Kiabi employees would tell me: "You should contact (name)" or "I'll talk to him/her about you". I have also been spontaneously suggested names of people who, according my previous interviewees, were key players in the transformation process of the firm. Moreover, I have been able to meet employees in meetings, events and social gatherings, which facilitated making contacts for my interview process.

For all my interviews, I was directly contacting the employees I wanted to meet by email. I introduced my project, my research question, and suggested specific time slots to meet at the Kiabi head office. Almost all interviews were conducted at Kiabi's head office (split between the Hem and the Lys-Lez-Lannoy locations, France), while one was conducted on Skype with one Executive Vice-president based in Madrid, Spain. The interviews I conducted with 47 participants lasted between 45 minutes to 1 hour and a half, with an average length of more

than 1 hour. All interviews accounted for 48 hours and 26 minutes of audio recording and yielded in 739 pages of transcript, Calibri font 12, single spaced. The reader can find in Table 6 below a complete overview of all the interviews I conducted. The table contains information on the role of the individual I interviewed, their hierarchical level (detailed below), the functional area the interviewee is part of, the date and the duration of the interview and finally the number of page transcript. I indicate with an asterisk the actors I interviewed twice.

### **Hierarchical levels**

**Upper management:** Chairman, CEO and Executive Vice-presidents. All board members.

**Leaders:** Vice-presidents and Directors.

**Second-level Manager:** Managers with subordinates (head office).

**First-level Manager:** Managers with subordinates (in stores) or without (head office).

**Consultants:** External to the company.

**Table 6. Interview Details**

	Role	Level	Functional area	Date	Duration	Transcript (pages)
<b>Research Stage 2: E for Explore (December 2017 - September 2018)</b>						
1	Project Manager, Collections	First-level Manager	Projects	05/12/2017	1:35:00	19
2	Leader Value Chain	Upper Management	Executive	13/12/2017	59:07	14
3	Project Leader	Second-level Manager	Projects	14/12/2017	1:01:00	16
4	Project Leader	Second-level Manager	Projects	14/12/2017	1:19:00	20
5	Application Manager	First-level Manager	Supply Chain	14/12/2017	1:10:23	16
6	Software Architect	First-level Manager	IT	15/12/2017	57:45	15
7	Data Scientist	Second-level Manager	Marketing and Web	18/12/2017	1:04:56	18
8	Product Manager, Lingerie	First-level Manager	Collections	12/01/2018	1:06:10	21
9	Project Leader	Second-level Manager	Projects	12/01/2018	1:04:09	14

10	Purchasing Manager, non-marketable goods	Leader	Supply Chain	16/01/2018	1:02:24	18
11	Digital Shopping Experience Director	Leader	Marketing and Web	16/01/2018	43:19	13
12	Marketing Research Manager	First-level Manager	Marketing and Web	16/01/2018	1:04:21	17
13	Management Control Manager, Lingerie	First-level Manager	Collections	16/01/2018	49:18	18
14	Project Leader, Collection	Second-level Manager	Projects	17/01/2018	1:02:54	16
15	CSR Manager	Leader	CSR	17/01/2018	56:46	16
16	Artistic Director	Second-level Manager	Collections	17/01/2019	50:58	12
17	Leader RH World	Upper Management	Executive	24/01/2018	47:31	13
18	Leader Merchandising France	Leader	Merchandizing	29/01/2018	51:37	15
19	International Project Manager	Second-level Manager	Projects	15/02/2018	46:00	13
20	IT Change Manager	Leader	IT	16/02/2018	1:08:49	17
21	Leader Internal Communication	Leader	HR and Communications	16/02/2018	51:44	13
22	Manager, Head Office	Second-level Manager	Projects	16/02/2018	52:35	16
23	Leader Marketing	Upper Management	Executive	21/02/2018	1:33:30	27
24	Project Manager	Second-level Manager	Projects	23/02/2018	56:26	14
25	Change Management Leader	Second-level Manager	HR and Communications	28/02/2018	45:15	16
26	E-marketing Director	Leader	Marketing and Web	28/02/2018	57:59	18
27	Store Manager	First-level manager	Stores	07/03/2018	59:04	17
28	Leader, Web	Leader	Marketing and web	16/03/2018	50:01	12
29	CEO	Upper Management	Executive	19/03/2018	56:24	17
30	Project Leader, Supply Chain	Leader	Supply Chain	09/04/2018	1:16:55	18

31	Leader Shopping into the Future	Upper Management	Executive	02/05/2018	49:33	14
32	Happiness Team Leader	Leader	HR and Communications	02/05/2018	1:06:00	4
33	Leader ZCV International	Upper Management	Executive	04/05/2018	52:62	12
34	Chairman	Upper Management	Executive	14/05/2018	52:57	13
35	Consultant, Design Thinking	Consultant	External	15/05/2018	1:05:36	13
<b>TOTAL</b>					<b>35h 10</b>	<b>545</b>
<b>Research Stage 3: E for Enrich (September 2018 - September 2019)</b>						
36	Project Manager	Second-level Manager	Projects	21/09/2018	1:15:10	16
37	Happiness Team Leader (*32)	Leader	HR and Communications	24/09/2018	1:03:43	13
38	Industrial Engineer	First-level manager	Projects	25/09/2018	45:21	10
39	Project Leader (*1)	First-level manager	Projects	25/09/2018	1:02:32	16
40	Project Leader Supply Chain (*30)	Leader	Supply Chain	25/09/2018	51:18	13
41	Style Coordinator	First-level manager	Collections	26/09/2018	41:37	10
42	Project Leader Value Chain (*14)	Leader	Projects	11/10/2018	1:01:12	18
43	Leader Fab Lab	Second-level Manager	Supply Chain	18/10/2018	1:29:28	22
44	Project Leader (*9)	Second-level Manager	Projects	25/10/2018	1:06:36	16
45	CEO (*29)	Upper Management	Executive	22/01/2019	1:09:41	16
46	Projects Leader	Leader	Projects	02/04/2019	1:36:41	26
47	Executive Assistant	First-level manager	Executive	08/04/2019	1:13:26	18
<b>TOTAL</b>					<b>13h 16</b>	<b>194</b>
<b>TOTAL 2 STAGES</b>					<b>48h 26</b>	<b>739</b>

The interview grid above enables to witness that the interviewees were well balanced between hierarchical positions and functions. I include Table 7 - Interview summary (by hierarchical position) and Table 8 - interview summary (by function) here below.

**Table 7. Interview Summary (by hierarchical position) (n=47)**

Upper management		Middle Management		
Executives	Leaders	Second-level Managers	First-level Managers	Consultants
8	14	13	11	1
17%	30%	28%	23%	2%

**Table 8. Interview Summary (by function) (n=47)**

Functions	Number of interviews	Percentage
1. Projects	14	30%
2. Executives	9	19%
3. Marketing and Web	5	11%
3. Collections	5	11%
4. HR and Communications	4	8,5%
5. Supply chain	4	8,5%
6. IT	2	4%
7. Merchandising	1	2%
8. RSE	1	2%
9. Stores	1	2%
10. Consultants	1	2%
TOTAL	<b>47</b>	<b>100%</b>

It is important to note that, for all tables presented above, Leaders, Second-level managers and First-level managers were *all* considered middle management at Kiabi. Beyond the classic conception of middle management located below top managers and above first-level supervision (e.g., Dutton & Ashford, 1993; Uyterhoven, 1972), Kiabi's middle management

conception rather fitted Nonaka's (1994) understanding of middle management: "The distinguishing feature of middle management, however, is not where they sit in the organization chart. Rather, what makes middle managers unique is their access to top management coupled with their knowledge of operations. It is this combination that enables them to function as mediators between the organization's strategy and day-to-day activities" (Nonaka, 1994, in Wooldridge, Schmid, & Floyd, 2008). In the context of SMO, all organizational actors were asked to have good knowledge of Kiabi's operations and to focus on the implementation of the new strategy. Head office employees were notably encouraged to spend time in stores. I mention this as an important aside to clearly justify how I define the two groups I look at – upper and middle management – in attempting to reconcile the top down versus bottom up tension of strategic renewal.

Overall, interviews were at the heart of my data collection process since they allowed to build the narratives of Kiabi's strategic renewal process. Yet, artefact collection, meetings and events and external sources allowed to complement and even challenge interview data.

## **4.2 Artefact Collection**

While leading the interviews, I started to notice how interviewees naturally cited various artefacts they created or modified to favor Kiabi's transformation (yet no particular focus was put on artefacts from my side). These artefacts – which ranged from pictures and Legos to highly strategic plans – appeared to me as important components to reconstruct narratives of transformation. As such, after the interviews, I asked the participants if they could share with me those important artefacts. The vast majority agreed. As such, I collected 88 material

artefacts over the course of the three research stages, and the complete list can be found in Appendix 3 (French). The grid includes the name of the artefact, the department which provided me with this artefact and the month in which it was collected. I also provide a code to identify the function or the topic of those artefacts: Brand: 3; Business Process Management: 2; Collaboration: 15; Collections: 8; CSR: 3; Innovation: 5; Internal communication: 18 ; International: 3; Liberation: 7 ; Marketing: 3; Merchandizing: 1; Supply Chain: 5; Value Chain: 2; Vision and strategy: 7; Web: 6. Moreover, I include a short description of the artefact and if either I kept it in a digital or in a physical format. Overall, collected artefacts were useful to identify how changes concretely occurred towards strategic renewal. While collected artefacts were useful to write all three articles, they were particularly useful for the data analysis of the first article, Self-Managed Organization.

#### **4.3 Meetings and Events**

My data collection was punctuated with participation to 24 Kiabi meetings and events, which ranged from creativity seminars to monthly head office meetings. These meetings and events led to 148 pages of note transcript, single spaced, and accounted for 134 hours of presence. I also collected 379 pictures which helped revive my memory on the sequence of activities, topics discussed and list of attendees to those meetings and events. The full list is presented in table 9 below. The table cites the name of the meeting or event I attended and provides a short description of the latter. It also includes the date, the location, the duration, the number of page transcript and the number of pictures associated with these meetings and events. The table is divided between research stages 1, 2 and 3.



**Table 9. Meetings and Events**

Meetings and events						
Research Stage 1: E for Experience (May 2016 - November 2017)						
	Description	Date	Location	Duration (hours)	Notes (pages)	Pictures
<b>1. Mosaic seminar on design thinking</b>	Seminar on how to apply design thinking methods. Three Kiabi employees are attending as participants.	11/05/2016, 12/05/2016, 13/05/2016	Université Catholique, HEI-ISA-ISEN	24 - 3 days	15	-
<b>2. Preparation Kiabi seminar (1)</b>	Meeting with organizers to generate ideas regarding Kiabi's first design thinking seminar.	28/10/2016	Lilliad	2,5	1	-
<b>3. Preparation Kiabi seminar (2)</b>	Meeting with organizers and Mosaic's Seminar Leader to generate ideas regarding design thinking seminar.	11/11/2016	Université Catholique	3	1	-
<b>4. Preparation Kiabi seminar (3)</b>	Meeting with organizers to organize Kiabi's first design thinking seminar.	25/11/2016	Kiabi Head Office, Hem	1,5	1	-
<b>5. Kiabi's first design thinking seminar</b>	Kiabi's first two-day design thinking seminar.	30/11/2016, 01/12/2016	Université Catholique, Kub Up (Large scale prototyping warehouse)	16 - 2 days	11	75
<b>6. Debrief Kiabi's first seminar</b>	Debriefing meeting on how to improve the next seminar.	23/01/2016	Kiabi Head Office, Hem	1,5	1	-
<b>7. Kiabi's second design thinking seminar</b>	Kiabi's second two-day design thinking seminar.	15/06/2017, 16/06/2017	Maison Alfred, Kub Up	16 - 2 days	12	41
<b>8. Visit Conext (1)</b>	Visit of Smart Retail Fair with a Kiabi Project Leader.	17/10/2017	Lille Grand Palais	4	5	8
<b>9. Visit Conext (2)</b>	Visit of Smart Retail Fair with the Kiabi Innovation delegation.	18/10/2017	Lille Grand Palais	3	3	8
TOTAL				<b>71,5 h</b>	<b>49 pages</b>	<b>132</b>
Research Stage 2: E for Explore (December 2017 - August 2018)						
	Description	Date	Location	Duration (hours)	Notes (pages)	Pictures
<b>1. Research project discussion</b>	Discuss thesis project with two Project Leaders. Give the 'go'.	10/11/2017	Kiabi Head Office, Hem	1,5	7	-

<b>2. Visit Fabric Lab and Showroom</b>	Visit Kiabi's fabric library and Kiabi's seasonal showroom.	10/11/2017	Kiabi Head Office, Hem	0,5	2	1
<b>3. Store visit</b>	My first visit of a Kiabi store. Look at the Hybrid format (between the old and the new store design).	10/11/2017	Kiabi Store, Villeneuve d'Ascq	0,5	2	14
<b>4. Store visit (Kids)</b>	Visit of Kiabi's first Kid store. Informal interview with employees.	29/11/2017	Kiabi Store, Euralille	1	4	16
<b>5. Kiabi's third design thinking seminar</b>	Kiabi's third two-day design thinking seminar.	30/11/2017, 01/12/2017	Kiabi Head Office, Lys-Lez-Lannoy, Kub Up	16	10	83
<b>6. Open Days DJ Process</b>	Invitation to discover the business process management initiative. Open days to discover what BPM is for and how and why teams can help.	02/02/2017	Kiabi Head Office, Hem	2	3	34
<b>7. Innovation Play project IESEG (1)</b>	Meet with Project Leader who gave a semester project to my business model students at IESEG. Discuss her idea - ask them to revamp crowdsourcing strategies at Kiabi.	08/02/2018	Kiabi Head Office, Hem	3	1	-
<b>8. Innovation Play project IESEG (2)</b>	Project Leader to pitch ideas to students.	13/02/2018	IESEG	2	3	-
<b>9. Spring collection launch</b>	Attend the Spring Collection Launch with Kiabi customers.	09/03/2018	Kiabi Store, Villeneuve d'Ascq	1	1	6
<b>10. Innovation Play project IESEG (3)</b>	Students to pitch their ideas to Project Leader.	13/03/2018	IESEG	3	1	3
<b>11. Open Days store employees</b>	Store employees come to visit the Head office and learn about the various departments and professions.	15/03/2018	Kiabi Head Office, Hem	4	4	29
<b>12. Monthly Meeting (1)</b>	Attend a Kiabi all-employee monthly meeting.	20/03/2018	Kiabi Head Office, Hem	1	5	1
<b>TOTAL</b>				<b>35,5 h</b>	<b>43</b>	<b>187</b>
					<b>pages</b>	
<b>Research Stage 3: E for Enrich (September 2018-September 2019)</b>						
	<b>Description</b>	<b>Date</b>	<b>Location</b>	<b>Duration (hours)</b>	<b>Notes (pages)</b>	<b>Pictures</b>

<b>1. Clean-up Day</b>	Participate to one of Kiabi's CSR initiative – pick up trash in the municipality of Hem.	14/09/2018	Kiabi Head Office, Hem	2,5	1	1
<b>2. Monthly Meeting (2)</b>	Attend a Kiabi all-employee monthly meeting.	25/09/2018	Kiabi Head Office, Hem	2	4	1
<b>3. Conference on design</b>	I attended a seminar on design with one of Kiabi's Project Leaders was following as continuous training.	29/09/2018	IAE Lille	2	1	-
<b>4. Conference on mental agility</b>	I attended a conference giving by one of Kiabi's consultant to understand how mental agility exercises was used for employees to adhere to new strategy.	09/10/2018	Hotel Mercure Lille	2	1	-
<b>5. Kiabi Strategic Seminar, 2020-2022</b>	I was invited to attend and participate to Kiabi's strategic seminar.	06/03/2019, 07/03/2019	Kiabi Head Office, Lys-Lez-Lannoy	18,5 - 2 days	49	58
TOTAL				<b>27 h</b>	<b>56</b>	<b>60</b>
					<b>pages</b>	
TOTAL				<b>134 h</b>	<b>148</b>	<b>379</b>
3 STAGES					<b>pages</b>	

I want to bring the reader's attention to specific categories of meetings and events which particularly helped me writing my 3 articles. As previously mentioned, I got access to Kiabi as a formal investigation field participating to an important new Kiabi event: their first design thinking seminar (Nov-Dec 2016). I also got invited to their second edition (June 2017) and to the third edition (Nov-Dec 2017). Those events accounted for a third of all the events I participated to (8 out of 24) and for more than 80 hours of presence (60% of the overall presence). I mention those events in particular since they really helped me get access to the field and meet people who invited me to subsequent events (e.g. I got invited to the Open Days DJ Process event by one of the organizers of the second design thinking seminar).

Other meetings and events that were particularly useful for this thesis were the two monthly meetings (2018) and the 2020-2022 strategic seminar. Those events helped me to witness what I call overflows (article 1) and routine malfunctions (article 2); basically, *what went wrong* in Kiabi's strategic renewal process. Many of those elements had not been much mentioned in my interview process. Indeed, difficulties did not emerge because problems started to arise – or at least were identified as such by upper management – only by fall of 2018. Identifying complications was crucial to enrich my articles, since they bring along with them novel ways of leading organizational change. They make the strategic process less smooth - but forces the firm to adopt a dynamic view of change.

Finally, meetings and events such as store visits and the clean-up day allowed me to meet new employees, especially from the lower levels in the hierarchy. This enabled many informal conversations about the impact of high level changes on these employees' daily work. It allowed me to verify yet challenge interviewees' perception of the change impact on member of the organization. It also allowed me to foresee future problems that the firm would have to address in the near future.

#### **4.4 External Sources**

External sources were revised during research stage 1, prior to starting interviews at Kiabi in December 2017. As such, I revised 163 press releases and 60 Google links in November 2017. The reader can find extracts of press releases and google searches in Appendix 4 (English and French). The content of these articles allowed me to notably learn about the innovative and human culture of the firm. Moreover, it helped me identify key product innovation the firm

launched (e.g. during crowdsourcing contests) and how business model innovation was crucial for Kiabi. Some of the cited employees in the articles helped me have a starting point when contacting Kiabi employees for interviews. Though not touching specifically the topic of strategic renewal, knowledge on Kiabi's innovative projects coupled with knowledge from previous Kiabi design thinking events (2) and exploratory interview (1) facilitated the contact and eased discussions with the first interviewees.

#### 4.5 Use of Collected Data by Article

This section enables the reader to witness how I used the four categories of collected data for the writing of my three articles. Table 10 below summarizes the categories of collected data described above and how they specifically served articles 1, 2 and 3.

**Table 10. Use of Collected Data by Article**

	1. Interviews	2. Artefacts	3. Meetings & Events	4. External Sources
<b>Collected Data</b>	<ul style="list-style-type: none"> <li>- 47 interviews</li> <li>- December 2017 to April 2019</li> <li>- Between 45 min. and 1h 30 min.</li> <li>- 48h 26 min. of audio recording</li> <li>- 739 pages of transcript, Calibri font 12, single spaced</li> </ul>	<ul style="list-style-type: none"> <li>- 88 material artefacts (Codes: Brand: 3; Business Process Management: 2; Collaboration: 15; Collections: 8; CSR: 3; Innovation: 5; Internal communication: 18 ; International: 3; Liberation: 7 ; Marketing: 3; Merchandizing: 1; Supply Chain: 5; Value Chain: 2; Vision and strategy: 7; Web:6)</li> </ul>	<ul style="list-style-type: none"> <li>- 24 meetings and events</li> <li>- 148 pages of note transcript, Calibri font 12, single spaced</li> <li>- 134 hours of presence</li> <li>- 379 pictures</li> </ul>	<ul style="list-style-type: none"> <li>- 163 press releases</li> <li>- 60 Google links (mostly focused on product and managerial innovation promoted by Kiabi)</li> </ul>

<p><b>Use for Article 1.</b></p> <p><b>Self-Managed Organization</b></p> <p>How does communication shape self-managed organizations?</p>	<p>Use of 5 interviews (Table 6 #7, 24, 29, 45 and 46) to write the narratives.</p>	<p>Use of 3 PowerPoint slides tagged with the 'Liberation', 'Internal communication' and 'Vision and strategy' codes, as basis to analyze communication.</p>	<p>Use of events note transcripts (September monthly meeting, Kiabi's 2020-2022 strategic seminar) to identify overflows.</p>	<p>Various press releases and Google links citing Kiabi's as a Great Place to Work: Kiabi's new human transformation was recognized.</p>
<p><b>Use for Article 2.</b></p> <p><b>Meta-Routines</b></p> <p>How can meta-routines shape an established firm's strategic renewal process?</p>	<p>Use of 4 interviews (Table 6 #21, 32, 34, 46) to order events along a process map.</p>	<p>Use of certain artefacts (e.g. collaboration, innovation, vision and strategy) for the researcher to visualize how new meta-routines impacted strategic renewal.</p>	<p>Use of participation to all events and meetings to assess the use of meta-routine for strategic renewal and the change from one meta-routine to the other. Use of pictures to visually assess how routines were used.</p>	<p>Various press releases and Google links citing events using design thinking - thus confirming Kiabi's use of design thinking methods.</p>
<p><b>Use for Article 3.</b></p> <p><b>Sociomateriality &amp; BMI</b></p> <p>How is the BMI experimentation process shaped over time in an established firm?</p>	<p>Use of 35 first interviews to identify the specific objects (78) that shaped the business model innovation process over time.</p> <p>Focus on objects with the 'collections', 'supply chain' and 'collection and supply chain' codes.</p>	<p>Use of certain artefacts (e.g. collections, value chain) for the researcher to visualize how new or modified material objects impacted BMI.</p>	<p>N/A</p>	<p>One Press Release citing how Kiabi wants to revamp its supply chain.</p> <p>One Google link citing the CEO who mentioned how changing business model was crucial for Kiabi, thus confirming that BMI was intended by the firm.</p>

### ***Use for Article 1. Self-Managed Organization***

When writing article 1, Self-Managed Organization, I primarily relied material artefacts, specifically on 3 PowerPoint slides tagged with the 'Liberation', 'Internal communication' and 'Vision and strategy' codes. These PowerPoints slides were provided to me by the CEO, and had been shared with all head office employees in 2015 and 2018. I used them as a basis to study the impact of communication on organizational beginnings. To build the narratives around the use of these communication supports, I mainly used five interviews (Table 6 #7, 24, 29, 45 and 46), yet complemented with information from other interviews. I also used the note transcripts I wrote on the 2018 September monthly meeting and Kiabi's 2020-2022 strategic seminar. These were useful to witness how strategic overflows started to arise as a consequence of dispersion of agency. Finally, I browsed various Google links and found many sources citing Kiabi as a Great Place to Work (Award): these links gave external confirmation that Kiabi's new human transformation was recognized outside of the firm.

### ***Use for Article 2. Meta-Routines***

When writing article 2, Meta-Routines, I primarily relied on four interviews (Table 6 #21, 32, 34, 46) to chronologically order events along a process map. Various other interviews helped me to add details and to enrich descriptions to better unveil how meta-routines shape strategic renewal. Moreover, I used my participation to all events and meetings to assess for the use of the collaboration meta-routine for strategic renewal, and the change from one meta-routine to the other. I notably used pictures to visually assess how design thinking and agile methods were used. Additionally, I used certain artefacts tagged with the 'collaboration', 'innovation', 'vision and strategy' codes to visualize how meta-routines artefacts impacted actors and eventually strategic renewal (e.g. vision workshop agenda). Finally, I browsed

various press releases and Google links citing Kiabi events using design thinking, such as design thinking contests (e.g. Innovation Play, Hackathon, Big Data Challenge). This confirmed Kiabi's use of design thinking methods.

### ***Use for Article 3. Sociomateriality and BMI***

When writing article 3, Sociomateriality and BMI, I primarily relied on the 35 first interviews I led to identify the specific objects (88) that shaped a new business model at Kiabi. I coded all objects, yet selected objects tagged with the 'collections', 'supply chain' and 'collection and supply chain' codes. Data collection for article 3 was complemented with the use of certain artefacts coming notably from the collections and supply chain departments, for me visualize how new or modified material artefacts looked like and how they could have impacted business model innovation over time (e.g. offer pyramid). Moreover, I used one press release citing how Kiabi committed to revamping its value chain (and merchandizing system) by hiring a new partner, the American firm Predictix. Finally, I used an important Google link citing Nicolas Hennon (CEO), who mentioned how changing business model was crucial for Kiabi. This was important for me to confirm that business model change was purposefully intended by the firm, and that it was not a theoretical reconstruction from the researchers.



## Chapter 5. Data Analysis

This next chapter addresses the question of data analysis and how I made sense of the data presented in the data collection chapter above. Data analysis methods varied from one article to the other. While the first article (Self-Managed Organization) used analytical procedures of multimodal texts (Jancsary, Höllerer & Meyer's, 2016) and narrative strategy (Chandler, 1962; Pettigrew, 1985), the second article (Meta-Routines) used a visual mapping strategy (Langley & Truax, 1994; Langley, 1999) and the third article (Sociomateriality & BMI) a narrative strategy (Chandler, 1962; Pettigrew, 1985). Methods have been chosen for their logical fit with the articles' framing and research questions. The data analysis choices are summarized in table 11 below.

**Table 11. Data Analysis Choices**

	Data analysis method and steps	Used data
<b>Article 1. Self-Managed Organization</b>  <i>How does communication shape self-managed organizations?</i>	Multimodal texts analysis (Jancsary, Höllerer & Meyer, 2016)	<b>Multimodal analysis:</b>  - 88 material artefacts table, focus on artefacts coded as 'Liberation', 'Internal communication' and 'Vision and strategy'.  - Choice of 3 PowerPoint slides.
	Narrative Strategy (Chandler, 1962; Pettigrew, 1985)	<b>Narrative Strategy:</b>  <b>Vignette 1</b>  - Interviews with CEO, Table 6, #29 & 45.  - Notes from 3 "Kiabi Design Thinking Seminar " in Meetings and Events.
	1. Coding	- 2 interviews on Big Data Projects, Table 6, #7 & 24.

	2. Selecting	<b>Vignette 2:</b>
	3. Analyzing multimodal texts	- Interviews with CEO, Table 6, #45 and Project Leader, #46.
	4. Building narratives	- Notes from "Kiabi's September Monthly Meeting" and "Kiabi's 2020-2022 Strategic Seminar" in Meeting and Events.
<b>Article 2. Meta-Routines</b>	Visual mapping strategy (Langley & Truax, 1994; Langley, 1999)	- Three interviews addressing the subject of the collaboration meta-routine, Table 6, #21, 32, 34.
<i>How can meta-routines shape an established firm's strategic renewal process?</i>	1. Data selection	- 88 material artefacts table. Focus on the 'collaboration', 'innovation', 'vision and strategy' artefacts.
	2. Process mapping	- One Interview for validation and enrichment: #46, Project Leader
	3. Process validation and enrichment	- Participation to (and notes of) all events and meetings to assess the use of meta-routines for strategic renewal.
<b>Article 3. Sociomateriality &amp; BMI</b>	Narrative Strategy (Chandler, 1962; Pettigrew, 1985)	- List of 309 objects cited in the first 35 interviews.
<i>How is the BMI experimentation process shaped over time in an established firm?</i>	1. Coding	- Focus on 78 objects tagged with the codes 'collections', 'supply chain' and 'collection and supply chain'.
	2. Selecting	- Additional interviews: Table 6, #36, 38, 39, 40, 41, 42, 44.
	3. Building the narratives	- Use of collected artefacts for the researcher to visualize how new or modified material objects impacted BMI.

Before I describe with more detail the data analysis choices for each article, I wish to emphasize that all three articles have in common their focus on processual analysis. Indeed, I adopt the strong process approach promoted by Tsoukas (2005), who sustains that the world is composed of processes and that an organization should be ontologically represented as a verb - *Organizing*. For internal consistency reasons, I adopt the position that "only research

that adopts the processual perspective is suited for the study of processes" (Van de Ven & Poole, 2005: 1390). I advance that studying the emergence of collective actions over time (with roles and behaviors as key observation points) is a coherent epistemological approach to explore strategic renewal and more broadly organizational change.

### **5.1 Article 1- Self-Managed Organization**

**Data analysis mechanism:** Multimodal texts analysis (Jancsary, Höllerer & Meyer, 2016) and narrative strategy (Chandler, 1962; Pettigrew, 1985)

The purpose of article 1 is to unveil how communication can shape a new organizational form, and therefore answer the research question: *How does communication shape self-managed organizations?* The research design is inductive and the data analysis unfolded into four steps: coding, selecting, analyzing multimodal texts and building narratives.

#### ***Step 1. Coding***

First, I proceeded to the coding of all material artefacts I collected during research stages 1, 2 and 3. The list resulted in 88 artefacts. I proceeded to theme coding, and tagged each object with the project it was associated with. For example, a copy of an internal newsletter was associated with *internal communication*. As such, a total of 44 codes were linked to 7 departments (Collections, Internal Communication, Marketing, Merchandizing, CSR, Supply Chain and Web) and 42 codes were associated with 8 of the firm's circles (called Value Creation Zones) or projects (Business process management, Collaboration, Innovation, International Development, Liberation, Brand, Value Chain and Vision and strategy). The

coding exercise was replicated by one of my advisor and co-author, and his chosen codes corroborated the relevance of my chosen codes. This table is available in Appendix 3.

### ***Step 2. Selecting***

What I call self-managed organization (SMO) or what is called 'entreprise libérée' in the French managerial literature was labelled as *Libération* at Kiabi. Therefore, I explored the objects coded under that category. Moreover, to be sure I didn't miss any useful documents, I also explored the objects included in the categories *internal communication* and *vision and strategy*. After a complete revision of such material, I selected 3 PowerPoint slides that appeared to me as the most relevant to explain how communication shaped the self-managed organization at Kiabi. By relevant, I mean that I selected the communication documents seen and used by the widest Kiabi audiences. The first slide, 'The Tree', had been shown to me by the CEO in our first interview in March 2018. The CEO had been creating since 2015 a personal PowerPoint document where he kept all the relevant content that served Kiabi's transformation; and it included the Tree slide. He used it to personally make sense of what happened at Kiabi in the past years, but also to share it with other actors inside and outside of Kiabi. I knew the Tree slide was repeatedly used at Kiabi. I had notably seen the tree slide during the 2020-2021 Seminar I attended in March 2019. This slide was the most generic image representing Kiabi's Liberation: the three pillars, illustrated on the slide, were the ones the VP of HR mentioned to me during our January 2018 interview.

The second communication piece I selected was a slide sent by one of my interviewees in January 2018: It was a slide summarizing what Value Creation Zones (circles) were. I

remembered what the interviewee told me when he introduced me to the slide: " So I have to find you the presentation...You cannot have done your interviews and not having seen this!", expressing his surprise I didn't come across such important document. While the Tree slide was explaining the pillars of liberation, this Value Creation Zones slide was actually summarizing the organizational structure needed for SMO to happen.

The last communication element I selected was a PowerPoint slide the CEO sent me during our second interview in January 2019. It was a slide he and the executive Vice-presidents created to pitch how the new Value Creation Zones structure could evolve. This document was useful to study the evolution of the SMO organizational structure through time. Here, I should mention that the CEO approved and confirmed that those three communication supports were the most important ones in communicating across the firm about SMO. Those communication pieces are presented in the appendices of Chapter 6- Article 1, Self-Managed Organization.

### ***Step 3. Analyzing multimodal texts***

I proceeded with the three selected supports to the third phase of data analysis: coding of all verbal and visual texts elements contributing to forming communication about SMO. I got inspired by Jancsary, Höllerer and Meyer's (2016) analytical procedures for multimodal texts. As such, for each communication support cited above, I analyzed the first layer - individual modes - through an analysis of content, genre and latencies. For example, the Tree document was talking about a human transformation yet didn't show any humans on the slide (latency).

Second, I analyzed the second layer - integrated analysis - studying the composition and predominantly the roles and functions of multimodal texts. To do so, I identified verbs that expressed affordances of verbal and visual texts. For example, the 'Value Creation Zone' (or VCZ) expression *specified* that the circles should be called this way. Here, I should mention that I got inspired by Meyer, Jancsary, Höllerer & Boxenbaum (2018) for the affordance verbs associated with verbal and visual texts. Indeed, those authors theoretically associate verbs of affordance with characteristics of communicative situations for both verbal and visual texts.

Third, I proceeded to the analysis of the third layer - broader discourse analysis - to critically evaluate the impact of multimodal texts on power and interests. For example, the 2019 version of VCZ showed how the CEO wanted to re-take control over operational work.

#### ***Step 4. Building the narratives***

The fourth step was to build narratives following a narrative strategy (Chandler, 1962; Pettigrew, 1985). This method enabled to bring a sense of continuity between the selected communication supports. I relied on my two interviews with the CEO to explain the context in which the three communication supports were used. The CEO was the person who created these communication pieces: it was logical that I went directly to the source to understand the context in which they were created. Yet, I didn't want this article only to show the impact of communication on SMO from a top down perspective. Rather, I wanted to demonstrate how the bottom up adoption of SMO changed how communication about SMO was conceived and deployed. As such, to further build the article's narratives, I identified two relevant

vignettes where first SMO shapes strategy content and second, where strategy content shapes SMO.

In the first case, I had four choices to exploit for this vignette: they could describe how either VCZ Innovation & Transformation, VCZ Brand, VCZ International or VCZ Happy Culture shaped the strategy content. I opted for the VCZ Innovation & Transformation case simply since I had collected more data on the topic. First, I had been immersed with this group in Research stage 1 of my data collection, which had made me familiar with the projects under their scope. Second, I had two strong and relevant interviews (Table 6, #7 & 24) revealing the direct link between this VCZ and emerging strategy content- here, linking the creation of the VCZ to the deployment of the Big Data project. I simply chose a vignette for which I had the most data. For the second vignette, which reveals how strategy content entailed changes in communication on SMO, I based the evidence on segments of interviews (notably one interview with a Project Leader Table 6, #46) and information I acquired participating to Kiabi monthly meetings (notably the September 2018 meeting). I also obtained precious information from my second interview with the CEO (Table 6, #45), which helped me enrich the first and second vignettes. In brief, my data analysis procedure helped answer the research question *How does communication shape self-managed organizations?* from a top down perspective with the multimodal texts analysis, and from a bottom up perspective thanks to the narration of two relevant vignettes.

## 5.2 Article 2 – Meta-Routines

**Data analysis mechanism:** Visual mapping strategy (Langley & Truax, 1994; Langley, 1999)

The purpose of article 2 is to unveil how a new-meta routine shapes strategic renewal, and therefore answer the research question: *How can meta-routines shape an established firm's strategic renewal process?* The research design is inductive and the data analysis unfolded into three steps: data selection, process mapping and process validation and enrichment.

### ***Step 1. Data selection***

I first proceeded to selecting verbatims addressing the subject of the collaboration meta-routine for strategic renewal. Collaboration had first been witnessed at Kiabi through the vision exercises of 2010 and 2014. Therefore, I selected three core interviews (Table 6, #21, 32, 34) I had relating those events, led with the Head of Communication, the Chairman (2010 event) and Head of the Happiness team (HR) (2014 event). I also used other verbatims to look for specific information such as dates, places or actors I would need for building the process map. Additionally, I used the same coding table of 88 material artefacts presented for the Self-managed organization article (and available in Appendix 3) to select the artefacts tagged with the codes 'Vision' and 'Collaboration'. For example, I used the 2014 Vision Roadmap PowerPoint to identify at what time period occurred the global 2014 vision exercise (April-June 2014) versus the business units vision exercise (September 2014- June 2015). Moreover, all notes from my participation to various meetings and events helped me to assess the use of the collaboration meta-routine for strategic renewal.



### ***Step 2. Process mapping***

Second, I proceeded to chronological coding of raw data about the adoption of a new meta-routine into a process flowchart (available in Appendix 1 of article 2- Chapter 7). As such, I followed a visual mapping strategy (Langley & Truax, 1994; Langley, 1999). Here it is important to mention that this flowchart enabled me to make sense of the impact of events on strategic renewal but *are not* theory per say. This chart is, to cite Langley (1999), a "an intermediary step between the raw data and a more abstract conceptualization".

I chose shapes to represent categories of events. Round-corned rectangles indicated activities, whereas ovals represent decisions. I also added squared-rectangles to represent events outside of the control of the firm and parallelograms to indicate behaviors observed at the middle management level (impacting future decisions and activities at Kiabi). The location of the aforementioned shapes represents the levels in which the events are attached to: the first layer represents decisions and activities occurring at the upper management level and the third layer represents behaviors and decisions occurring at the middle management level. The second layer, the in between, represents the activities shaping the adoption of the new meta-routine. Moreover, the arrows represent the positive or negative effects events have regarding the adoption of meta-routines for strategic renewal.

Moreover, I use in the process map a symbol of a minus sign framed with dashed line. This represents the appearance of routine malfunctions which, along with various other events, encourage upper management to change the dominant meta-routines which no longer fits strategic renewal's needs. I made these routine malfunctions apparent in the chart since

routine malfunctions are crucial to bring in sequences of change regarding meta-routines. As such, I also identified with the letter C (for Change) the events that triggered the need to adopt a new meta-routine (agile methods). Then, + signs re-appear by 2018, indicating that a new meta-routine is now being promoted and diffused through similar patterns as the previous meta-routine (collaboration).

### ***Step 3. Process validation and enrichment***

The third and last step to data analysis was to lead an interview with the Head of Projects in April 2019 to understand the missing links in the elaborated flowchart process (Table 6, #46). I didn't show him the chart, but rather pitched the article's idea and highlighted where I was missing information. This interviewee helped me make links between the events, giving me additional data regarding *who, when, where and how* the events occurred. It is important to mention that the Head of Project had been working at Kiabi since 2004 and had been through its complete transformation process, which started 2010. Moreover, he was in charge of both the Innovation and Transformation group (2015) and the Operational Excellence group (2019) (further described in the second article). He was therefore the perfect interlocutor to enrich my data analysis. Finally, upper management confirmed the process flowchart was depicting Kiabi's reality during our September 2019 meeting, when I presented the final results of this thesis to the CEO and VP of HR.

In brief, my data analysis procedure helped answer the research question *How can meta-routines shape an established firm's strategic renewal process?* and to identify, thanks to

visual mapping, how a routine emerges, repeats itself and changes for the purpose of strategic renewal.

### **5.3 Article 3- Sociomateriality & BMI**

**Data analysis mechanism:** Narrative Strategy (Chandler, 1962; Pettigrew, 1985)

The purpose of article 3 is to unveil how the BMI experimentation process takes place in an established firm, and to answer our research question: *How is the BMI experimentation process shaped over time in an established firm?* taking a sociomateriality perspective. The research design is inductive and the data analysis unfolded into three steps: coding, selecting and building the narratives.

#### ***Step 1. Coding***

The first step to data analysis was to make sense of the great amount of collected data regarding materiality, which could serve our understanding of business model innovation. Indeed, all participants mentioned various objects throughout my interviews. Those served to unveil how various types of transformation (human, structural, etc.) occurred. I label 'artefacts' as 'objects' in the third article since the term has been, to my knowledge, more widely used than the term 'artefacts' in the strategy-as-practice stream of research (e.g. Jarzabkowski & Spee, 2009; Jarzabkowski, Spee, & Smets, 2013) – a stream I am implicitly contributing to.

Of course, not all objects cited during my interviews referred to business model innovation and its experimentation process. Yet, to fully acknowledge all possibilities, I proceeded to

exhaustive coding of all the objects that had been cited during my first 35 interviews (research stage 2). As such, I identified 309 objects. Those objects were tagged along with the role of the respondent who mentioned the object and a short description of what the object was. Moreover, since I adopted a mutual assemblies perspective to sociomateriality and therefore used an affordance perspective (see Chapter 8), I wrote 1 or 2 verbs that summarized what the object afforded in the eyes of the respondent. Moreover, to make sense of those verbs, I wrote a small sentence next to the verbs to have a more meaningful description of the affordance. Finally, I added the department (or project) the objects were associated with: Collections, Collections and Supply Chain (objects serving the two), Innovation, International, IT, Stores, Marketing, Merchandising, HR, CSR, Strategy, Supply Chain and Web. This first phase of coding can be found in Appendix 5 (French). It is safe to mention that while this exhaustive list served predominantly the redaction of the BMI article, the list still helped me to make sense of the data and use it to enrich my first and second articles.

### ***Step 2. Selecting***

As mentioned before, not all objects on the list described above were linked to business model innovation and its experimentation process. I needed to select the right objects which could reveal how managers build a new business model in the context of dispersion of agency. As such, I went back to my selected definition of business model innovation: “Business model innovation refers to the search for new logics of the firm and new ways to create and capture value for its stakeholders; it focuses primarily on finding new ways to generate revenues and define value propositions for customers, suppliers, and partners.” (Casadesus-Masanell & Zhu, 2013: 464). In 2010, Kiabi identified two new strategic intents: to increase the products’ level of fashion and to bring those products to new markets. Both strategic intents would generate

new revenues (current and new markets) thanks to a new value proposition. As such, I decided to select the objects that were directly related to *building a value proposition* and *generating new revenues*.

I chose the 78 objects that were shaping the core of Kiabi's value proposition, and that were tagged with the codes 'collections', 'supply chain' and 'collection and supply chain'. I chose not to include the 'international' objects since they were only referring to project management for opening new markets, and excluded the notion of value proposition and generating revenues at this stage. Logically, I also excluded all other objects related to categories such as marketing or HR. The list of the final selected objects, to which I added a column with the year in which each object was introduced, can be found in Appendix 6 (French). This list was the basis which helped me build the narratives during step 3.

### ***Step 3. Building the narratives***

The next step was using the selected data to build process-based narratives (e.g. Chandler, 1962; Pettigrew, 1985) with the passage of time as a key anchor point. I first proceeded to putting the selected objects in chronological order. Then, I faced a challenge specific to narrative strategy: I needed to find plots or themes to make sense of the data (Woiceshyn, 1997) to further build more explicit theories. Indeed, as stated by Langley (1999), compelling narratives are not purely descriptive, but rather seek to tell stories in a way to generate more explicit theoretical interpretations.

As such, looking at the chronologically-ordered data, I identified that Collections employees used newly created objects to increase Kiabi's level of fashion between 2012 and 2014. Between 2014 and 2016, most objects were used by the Collections and Supply Chain departments to better work with suppliers when conceiving products. Some objects already existed at the firm, and some were new. The years between 2016 and 2018 were focused on the creation of entirely new tools and processes to 'industrialize' collections and supply chain work to enable international expansion.

As such, in a very inductive way, a framework came to our mind: the RCOV model (Demil & Lecocq, 2010). The 2012-2014 period fitted with the development of a new value proposition. The 2014-2016 period fitted with the development of new internal and external modes of organizing. Finally, the 2016-2018 period fitted with the development of new resources and competences. Of course, before imposing a pre-existing model, we made sure it had a theoretical fit with sociomateriality, the angle we chose for the article (see article, how both perspectives are linked by their ontological approach to resources). As such, since RCOV emerged from the data in an inductive way and could be theoretically linked to our sociomaterial approach, we chose the framework as a lens to tell our narratives in a way to generate more explicit theoretical interpretations.

I built the narratives by looking at the objects mentioned in the coding grid (78 objects) and by linking them back with perception affordance (or constraint) mentioned by the interviewees. For each object, I went back to the original verbatim(s) and found why the object was created in the first place, and what was its effects on the work at stake. The 35 interviews

I led helped me create meaning between the objects (how one object led to the other). Yet, I was sometimes lacking of context to link all the objects together and that is why I led a series of additional interviews (Table 6, #36, 38, 39, 40, 41, 42, 44) to complete missing information. This is why the reader can find objects (e.g. budget construction timeline) that were not in the original coding grid. It is also why I led interviews with some of the same interviewees: to dig deeper into our first interviews. Additionally, I should mention that I used collected artefacts (88) to visualize how new or modified material objects impacted BMI.

In brief, my data analysis procedure helped answer the research question *How is the BMI experimentation process shaped over time in an established firm?* and to identify, thanks to a sociomateriality perspective, how objects are key unit of analysis to understand BMI's experimentation process.

## **Chapter 6. Article 1- When Communication Shapes the Self-Managed Organization: Towards creating and stabilizing a new organizational form**

### **6.1 Preface**

Article 1 first seeks to unveil how communication efforts undertaken at the upper management level can shape a new organizational form – the self-managed organization (SMO). I also demonstrate how this new organizational form influences the creation of new strategy content at the middle management level. This article unveils how upper management develops a **communicative role** while middle management develops a **strategy making role** towards strategic renewal.

### **6.2 Abstract**

The self-managed organization – an emerging organizational form promoting distributed responsibility and higher levels of autonomy among employees – has been a growing topic of conversation in modern organizations as a way to increase firms' performance through collective power. The empirical phenomenon has been undertheorized in academia; first, as a consequence of its novelty, and second, since successful cases have been predominantly attributed to small and medium enterprises. Yet, we believe the self-managed organization as a new organizational form offers valuable theoretical insights to advance the Communication as Constitutive of Organization's (CCO) scholarship. In this article, we bring a novel outlook on the CCO literature through an investigation conducted at one of the few existing self-managed multinationals. First, we demonstrate how beyond *constituting organizations*, communication has the power of making a *new organizational form come to life*. Second, we expose communication's centrality in *stabilizing* the organizational phenomenon. As strategy's performative accomplishments through strategic achievements and overflows enact needs



for continuous communication – the latter makes the *new organizational form* 'stick' over time.

**Keywords:** Self-managed organization (SMO), communication as constitutive of organizations (CCO).

### 6.3 Timeline

**Conference presentation:** We hope to present this article at Conferences during summer of 2020 (E.g. EGOS).

### 6.4 Article

#### ***Introduction***

Holacracy. Freedom-Form. Self-managed firms. As many appellations referring to a trending organizational phenomenon which suggests that firms should promote distributed responsibility and higher levels of autonomy among employees, to go further, together. Managerial literature has been promoting this ideology for the past decade, describing how this new organizational form should be implemented through various guiding principles. The empirical phenomenon has been undertheorized in academia; first, as a consequence of its novelty, and second, since successful cases have been predominantly attributed to small and medium enterprises. Yet, we believe self-managed organizations (SMO) deserve higher attention from Communication as Constitutive of Organizations (CCO) scholars for two reasons. First, new organizational forms have been understudied in the CCO literature

(Cooren, Kuhn, Cornelissen & Clark, 2011). Past empirical research has been focused on well-established forms of organizations and not on new forms' communicative beginnings.

Second, and more importantly, the SMO organizational form - promoting distributed responsibility and higher levels of autonomy - can *only* be enacted in and through upper management's continuous communicative efforts. Communication becomes necessary to orient actors and their actions towards the greater strategic goals in a context of dispersion of agency. Current SMO managerial literature has indeed emphasized how liberating leaders should *share* the firm's corporate vision, *introduce* an environment of intrinsic equality (Guetz, 2009, 2017; Guetz & Carney, 2012) and *promote* novel organizational structures (Robertson, 2015) to entitle employees to fully enact their human agency. Only then can employees be able to take the best decisions for their organizations (Laloux, 2015) - as they break away from parent-child dynamics (Robertson, 2015). As such, since we believe SMO is a novel organizational form that needs to be 'talked into existence' (Weick, Sutcliffe, & Obstfeld, 2005), we suggest the following research question: *How does communication shape self-managed organizations?*

We study this highly topical phenomenon at one of the few existing self-managed multinationals, the French-based apparel retailer Kiabi. Our study provides answers to the topical issue of organizational forms (Cooren & al., 2011; Cnossen, 2018; Dobusch & Schoeneborn, 2015) as we demonstrate, through a multimodal approach, how SMO is created and comes alive in and through communication. We exemplify how verbal and visual texts and

their respective affordances (Meyer, Jancsary, Höllerer & Boxenbaum, 2018) influence how employees begin to adhere and enact a new organizational form.

Yet, our results also expose communication's centrality in *stabilizing* the organizational phenomenon, thus demonstrating how communication *is not only confined* to shaping organizational beginnings for a new organizational form. Shaping SMO is not a goal per say - as much as an intermediary step for enabling organizational actors to contribute to higher strategic efforts. Yet, strategy's performative accomplishments occasion strategic advancements and overflows which impel upper management to engage in continuous communicational efforts to keep SMO within strategic alignment. We therefore conclude that it is communication that makes the new organizational form 'stick' over time.

### ***Theoretical Background***

#### **Self-Managed Organizations**

Current literature on self-managed organizations is rooted in managerial literature, and the terminology used has been divided between two predominant appellations: Holacracy (Robertson, 2015) and Freedom-Form organizations (Guetz, 2009, 2017; Guetz & Carney, 2012), the latter mostly used in French managerial literature as 'entreprises libérées'. While both appellations promote giving higher autonomy to employees and describe the guiding principles allowing to put in place such new organizational form, Holacracy tends to focus on implementing agile structures, while Freedom-form focusses on the leaders' ability to shape a self-motivating environment.

The Holacracy approach is interested in how organizations can gain agility by shifting their attention from being a hierarchy-centric organization to being a stake-centric organization. Indeed, Holacracy believes that focussing on hierarchy - and thus positions or jobs - limits employees to specific roles and responsibilities that don't necessarily serve higher corporate strategic issues and challenges. The author suggest that *circles* of issues should be the central structural unit employees converge to in a modern organization. Here, circles are conceived as groups of employees whom, outside of their regular jobs, volunteer and contribute to different functions solving crucial organizational issues. This novel approach to organizational structure should lead employees to achieve distributed responsibility and to reach for higher levels of autonomy. Yet, and very importantly, the Holacracy philosophy supresses the role of leaders and chiefs – and believes everyone should be entirely autonomous.

Conversely, the Freedom-Form approach strongly believes in the importance of leaders. Guetz (2009, 2017) and Guetz & Carney (2012) notably call modern leaders to change their approach to management, becoming 'liberating leaders'. Liberating leaders should, first, create a work environment of intrinsic equality, where employees feel motivated and entitled to act freely. Second, they should share their world-class vision of the firm with every employee, to ensure that contributors emotionally own the vision and thus can better orient their action. Third, liberating leaders should create an environment satisfying people's need to self-direct - to be self-motivated and act in the best interest of the company. Finally, liberating leaders should become culture keepers, ensuring to constantly reduce command-and-control functions and processes. Again, those principles should guide employees to achieve distributed responsibility and reach for higher levels of autonomy.

We believe that both exposed perspectives are essential to understand the novel empirical phenomenon. Yet, in our exercise to choose the right appellation to describe the aforesaid phenomenon, we chose to rather create a different appellation: The Self-Managed Organization (SMO). The first reason that motivated our choice was that Holacracy, even though used in established managerial journal, has been registered as a trademark as part of the consulting practice that came with/after the book, thus complicating the use of the term in academic contexts. Second, we believed that Freedom-form or "entreprise libérée" was deeply rooted in French culture contexts, thus not resonating with Anglo-Saxon audiences. Third, we felt that "self-managed organization" was a more encompassing, self-explanatory term. As such, and since no clear definition currently exist in managerial literature, we offer the following definition to SMO: *an organizational form that promotes novel structures which enable employees to reach distributed responsibility and higher levels of autonomy.*

In this article, we will refer to the self-managed organization as a new organizational form, not to be confounded with new forms of organizing. Puranam, Alexy & Reitzig (2014) clearly articulate the difference between the two appellations: the first is grounded in sociology research and focuses on the processes by which audiences confer legitimacy on novel categories of organizations (Lounsbury, 2002; Rao & Haveman, 1997). The second is rather conceived has a set of solutions to the four universal problems of organizing, namely: task division, task allocation, the provision of rewards and the provision of information (Puranam, Alexy & Reitzig, 2014). For the purpose of this article, we choose to study organizational forms as we are interested in the performative impact of communication on shaping a new socially accepted category of organization.

## **Communication as Constitutive of New Organizational Forms**

Communication as constitutive of organizations (CCO) (Ashcraft, Kuhn & Cooren, 2009; Cooren & al. 2011) is interested in the processes and mechanisms by which communication constitutes both organizing and organizations (Cooren & al. 2011). Communication, defined as the "process of manipulating symbols towards the creation, maintenance, destruction and/or transformation of meanings, which are axial – not peripheral – to organizational existence and organizing phenomena" (Ashcraft & al., 2009: 22), is core to understanding how organization are established, composed, designed and sustained (Cooren & al. 2011). While various streams of research (e.g. organizational identity, sensemaking, strategy-as-practice) have leveraged of the explanatory power of the CCO perspective, we believe that studying new organizational forms, and how they come into existence, still remains under-researched in CCO literature : "If organization indeed exists in communication, some fundamental ways of approaching organizational forms need to be reconceived" (Cooren & al. 2011: 1151). We believe novel organizational forms conceived in and through communication are crucial empirical contexts to study and better sharpen CCO's claims and further advance its scholarship (Boivin, Brummans & Barker, 2017).

While previous CCO studies have rather used Luhmann's (1995) general theory of social systems (Baecker, 2006, Dobusch & Schoeneborn, 2015) to understand new organizational forms, we rather offer a *Montreal School of Organizational Communication* perspective (Cooren, Taylor, & Van Every, 2006; Taylor & Van Every, 2000) to provide novel explanations on how new organizational forms are created. Indeed, we believe in the transactional nature of communication, which "implies an asymmetry in the act of communicating that creates a

sense of obligation, debt, or expectation on the part of the persons who are involved in an exchange" (Cooren in Schoeneborn, Blaschke, Cooren, McPhee, Seidl, & Taylor 2014: 290). Indeed, communicating about self-managed organizations implies upper management asking actors of all hierarchical layers to act in the name of higher corporate goals and vision, and to 'speak on behalf of the whole' (Kuhn, 2012). As such, we agree that communication is enacted as a self-organized network of communication when people 'tune in' to one another and as they engage in coordinated activity - the essence of organizing (Taylor & Van Every, 2011). Yet beyond organizing, we discover how the self-organized network of communication *becomes* the actual new organizational form. As such, our work contributes to developing theories of the firm through a Montreal School CCO approach (Kuhn, 2008, 2012), since we further expand knowledge on how a new organizational form comes to life in a context of high organizational fluidity (Dobusch & Schoeneborn, 2015).

### **A Multimodal Approach to Study SMO**

To better understand how communication shapes a new organizational form, we adopt a multimodal approach. We believe multimodal research, as part of the critical discourse analysis research program, can be enlightening to better understand the foundational and creative potential of communication. Critical discourse analysis is not considered as a method, but rather as a "research program that encompasses a variety of approaches, theoretical models and research methods" (Wodak & Meyer, 2018: 183). Multimodality situates itself within critical discourse analysis as an acknowledgement that discourse is not just verbal, and that texts include semiotic resources of interest beyond verbal language. Indeed, while the verbal mode tends to be recognized as a dominant mode in traditional discourse analysis

(Meyer & al., 2018), an increasing number of scholars claim that texts should not be considered exclusively as verbal (Phillips, Lawrence, & Hardy, 2004; Cooren & al., 2011). Rather, texts, defined as "any kind of symbolic expressions requiring a physical medium and permitting of permanent storage" (Taylor & Van Every, 1993: 109), should be considered as offering a wide range of artefacts such as written documents, verbal reports, artwork, spoken words, pictures, symbols and buildings (e.g. Fairclough, 1995; Grant, Keenoy & Oswick, 1998; Taylor & al., 1996; Wood and Kroger, 2000, in Phillips & al. 2004). Multimodality, in its various forms, is ubiquitous in our modern society and enables organizational actors to communicate different types of meaning to better shape our social reality.

Moreover, we believe multimodality is a particularly relevant approach to studying the emergence of a new organizational form like SMO, in regards to how power is distributed in modern firms: "Multimodality may be part of a larger shift in communication that potentially includes a systematic redistribution of power." (Wodak & Meyer, 2016: 185). Indeed, in emerging and growing empirical settings where collaboration is promoted, new types of communication modes are used by different yet sometimes marginalized voices, to communicate meaning differently. We believe that reversely, if upper management wants to promote higher levels of responsibility and autonomy among all hierarchical levels of employees, they must communicate meaning using new semiotic modes - the ones used by lower prominent text producers - to ensure that meaning is easily understood at all hierarchical levels. As such, they can better communicate "emotions, ideas, beliefs, values, positions [...] but also situations, facts, realities and so on" (Cooren in Schoeneborn & al., 2014) that lead to higher levels of engagement or *transactional response* from all employees.



In this article, we analyse texts from both a verbal and visual perspective. Following the work of Meyer, & al. (2018), we suggest that affordances (Gibson, 1989; Hutchby, 2001) are crucial in understanding how novel ideas, and more broadly how novel organizational forms come to life. Affordances have not only been highly cited as a promising perspective in visuality research (e.g. Boxenbaum, Jones, Meyer & Svejenova, 2018), but also in materiality research (e.g. Leonardi, 2011). This rise of affordances to study micro-processes signals its potential in revealing useful and interesting perspectives in studying new organizational phenomena. Hence, our research will exemplify how verbal and visual affordances, written as verbs, shape communication.

### ***Methods***

We conducted a three year and four months investigation project at the multinational apparel retailer Kiabi. The firm is owned by the Mulliez Family Association who also possess retail giants Decathlon, Auchan and Adeo. Our goal with the research project was to understanding how Kiabi operated strategic renewal over a 10-year period. The self-managed organizational form, officially launched as of 2015, strongly emerged as an enabling factor to strategic renewal - as it favored higher implication of employees in co-creating new strategic content.

The self-managed organization theme was omni-present in every interview, meetings, and collected data, which naturally brought us to conduct this inductive study. We believe that Kiabi's strategic renewal context is of true interest for this article, as it enables us to make relevant links between communication and SMO adoption through the development of new strategic content.

## Research Setting

A new Chairman took the reins of Kiabi late 2010. The firm, founded in 1978, was well established in European markets and just reached the mark of one billion euro turnover. Yet, Kiabi's brand and products were increasingly being tagged as outdated, threatening the firm's long term survival prospects. Concerned with Kiabi's prosperity and with a strong will to do things differently, the Chairman and the upper management committee solicited the firm's 8,500 employees to create Kiabi's first written vision. As such, employees collectively agreed to first, increase the firm's level of fashion, and second to increase Kiabi's international presence. Upper management was thrilled with Kiabi's new ambitions for strategic renewal.

Yet, upper management's excitement didn't last long. At the beginning of 2011, Kiabi was hurt by a crisis in the cotton industry; the rise of raw material's prices having a direct impact on the firm's profitability. Employees worked hard and showed inter-department collaboration to bring performance numbers back up throughout 2011 and 2012. Yet, when the crisis was over, teams went back to working in silos and didn't show the proactive behaviors expected to achieve the firm's two new objectives. Upper management believed something needed to be done to enable employees to better collaborate towards strategic renewal. But what?

In 2013, the Chairman and other upper management members started to get acquainted with SMO through Decathlon, who just implemented the new organizational form. The idea was interesting and seemed so far to have yielded interesting results. When selecting a new CEO, late 2014, the Chairman and the board opted for the candidate who had a strong will to implement SMO. He already had tested some ideas in Italy, the country he was leading prior

to taking the CEO job. For example, the candidate suggested to put in place 'listening sessions' - meetings where upper management would meet and listen to employees' great successes but also irritants that might prevent future action. He also promoted what he called 'non-violent communication sessions' to teach employees how to communicate and to collaborate in a constructive way. Yet, he had to find something bigger to entice the whole company to join the SMO movement- which will be detailed in the result section below.

Here, it is key to recognize that SMO was considered by upper management as an enabler to better operationalize changes towards strategic renewal. Nevertheless, upper management was not certain on how SMO could be fully implemented nor what concrete impacts it could have on the firm's strategy content development. It was a leap of faith.

## **Data Collection**

We conducted a series of 47 interviews, yielding to 48 hours and 26 minutes of audio recording and 739 pages of transcript, Calibri font 12, single-spaced. SMO as an enabling factor to strategic renewal was mentioned across all layers of the organization, from the Chairman to the First-level Managers, and across all functions (see table 1 and 2 below). Our data collection also comprised 24 company events and meetings, accounting for 134 hours of presence for one of the researchers and 148 pages of notes transcript. 88 material objects were collected (PowerPoints, videos, internal communication material, etc.), which ranged from operational to highly strategic documents. The communication documents were extremely useful to data analysis. Moreover, one of the researchers exchanged 275 emails with Kiabi employees, and revised 163 press releases and 60 Google links.

**Table 1. Interview Summary (by hierarchical position) (n=47)**

<b>Upper Management</b>	<b>Leaders</b>	<b>Second-level Managers</b>	<b>First-level Managers</b>	<b>Consultants</b>
8	14	13	11	1
17%	30%	28%	23%	2%

**Upper Management:** Chairman, CEO and Senior Vice-presidents. All board members.

**Leaders:** Vice-presidents and Directors.

**Managers (second-level):** Managers with subordinates (head office).

**Managers (first-level):** Managers with subordinates (in stores) and without (head office)

**Consultants:** External to the company.

\*Middle management at Kiabi encompassed First-level Managers, Second-level Managers and Leaders.

**Table 2. Interview Summary (by function) (n=47)**

<b>Functions</b>	<b>Number of interviews</b>	<b>Percentage</b>
1. Projects	14	30%
2. Executives	9	19%
3. Marketing and Web	5	11%
3. Collections	5	11%
4. HR and Communications	4	8,5%
5. Supply chain	4	8,5%
6. IT	2	4%
7. Merchandising	1	2%
8. RSE	1	2%
9. Stores	1	2%
10. Consultants	1	2%
<b>TOTAL</b>	<b>47</b>	<b>100%</b>

## **Data Analysis: Multimodality Research**

Our data analysis unfolded into four steps: coding, selecting, analysing multimodal texts and building narratives. First, we proceeded to theme coding of all the 88 material objects collected during the research project. Half of the codes were associated with the firms' departments while the other half was associated with the firm's strategic imperatives and high impact projects. Second, we explored the communication documents tagged with the 'Vision', 'Internal Communication' and 'Liberation' codes (Liberation was Kiabi's initial name for SMO). We selected three PowerPoint slides which appeared to be the most relevant in explaining how communication shapes SMO. Indeed, those documents had been seen by the widest Kiabi audiences and were approved by the CEO as being the most influential ones.

Third, we analysed the selected documents following Jancsary, Höllerer and Meyer's (2016) analytical procedures for multimodal texts. For each communication document, we analysed the first layer - individual modes - through an analysis of content, genre and latencies. Second, we analysed the second layer - integrated analysis - studying the composition of roles and functions within multimodal texts. To do so, we identified verbs of affordances associated with verbal and visual texts as suggested in Meyer & al. (2018). Third, we proceeded to the analysis of the third layer - broader discourse analysis - to critically evaluate the impact of multimodal texts on power and interests. The final step to our data analysis was building narratives to bring a sense of continuity between the selected communication elements. We notably identified two relevant vignettes where SMO shapes the development of strategy content, and where new strategy content entails changes in SMO (and thus in communication needs).

## **Results**

This section provides a rich description of the central communication documents created to encourage SMO adoption. For each document, we first reveal elements of context such as the purpose of the communication and the actors involved. Second, we provide a description of the communication documents through their verbal and visual texts. Third, we analyse the texts' contents and latencies and their impacts on meaning making. Finally, we describe how the communication documents were received by their target audiences, and how they influenced SMO adoption. Finally, we add two insightful vignettes to first illustrate how adopting SMO – as a transactional response to communication – influenced the development of strategy content, and second, how new strategy content entailed changes in how upper management conceives and communicates about SMO.

### **1. The Tree Slide (2015)**

#### **Context**

By spring of 2015, the new appointed CEO was delighted: He had finally found that bigger 'thing' to entice the whole company to join the SMO movement. It was simple: a three-pillar action plan, and one image. A tree. "Why a tree? Because forests are extremely inspiring to understand today's firms." Indeed, through his reading, experience with executive coaching and personal history, the CEO had begun to conceive organizations as living ecosystems, with continuous rebirth, life and death cycles. For him, a firm was not static, but rather dynamic: it should be something that continuously grows, such as a forest. As such, he drew a tree on a piece of paper, put couple of words on the sheet, and gave it to HR. Their embellished version pleased the CEO, as it was full of round shapes: "In fact... I always make rounds. [...] and

because I wanted the company to become an ecosystem... an ecosystem is round, the planet is round, there are circles everywhere ... it *circulates*!" Remembered the CEO, we a little play on word. Once his idea was materialized on a PowerPoint slide, he introduced how he conceived SMO to the members of the upper management committee.

He suggested that three pillars would be needed in order to lead the transformation towards SMO: First, to create a well-being environment, to make sure employees could be fully themselves and collaborate with others in a reassuring environment. Second, to share a common direction towards the vision, to make sure that each individual action was aligned towards the greater goals. Third, to create agile organizations, to enable teams to be flexible and reactive in how they would reach their goals. Upper management members all agreed to the plan: the employees already knew the vision, elaborated since 2010: that should make things easier. The VP of HR agreed to put strong efforts in enabling the well-being environment. He remembers early 2017 what he and his team had accomplished in that sense: "We have developed non-violent communication [modules], to insure that people talk to each other in a dispassionate manner [...] and the role of the leader [was] extremely important. To open listening spaces, so the collaborator [could] be heard, respected... respected for what he is." The aforementioned actions, therefore, strongly resembled what the CEO had already tested and put in place in the Italian business unit of the firm. Yet, back in the meeting room, upper management members were still wondering how agile organizations could be created and enacted. This would be answered with another PowerPoint slide, presented in the next section.

The Tree was presented by the CEO to French headquarters employee at a traditional monthly meeting in the spring of 2015. The CEO knew employees were already acquainted with the intention behind creating a SMO - to promote distributed responsibility and higher levels of autonomy among employees – since the idea had been introduced by his predecessor late 2014. Yet, employees didn't know *how* they should put SMO in practice. As such, the CEO strongly stressed that SMO enactment could only be possible if employees adhered to the three pillars. Additionally, SMO could only happen if Kiabi didn't forget its roots- where they came from. The CEO recalls a strategic faux-pas that occurred when the firm forgot their roots: "When Kiabi was confronted with the cotton crisis in 2011, we were losing margins, and we decided to increase our prices. It blew up in our face... Our DNA is fashion at low prices. " Consequently, the CEO talked about the SMO action plan as a tree, growing into the future... and rooted into the past.

**Description** *See Appendix 1*

The image on the slide presented three components. First, the company's new vision, formulate in 2014: *Offer the world with happiness to wear*. It was located on the upper left corner of the slide, with a medium-size font. Then, the image was divided into two parts: roots in the lower part, and a tree in the upper part. The roots were white and spread through a rectangular green block, where six expressions were written: *fashion at low prices, long-term vision, co-construction, meaning and sharing, happy culture and be the customers' first go-to shop for the whole family*. Then, a tree emerged from this green block in the upper part. It did not have leaves, but rather circles of different colors around its two branches. Three expressions were written around the tree, which represented the three pillars towards SMO.



First, 'common direction', and below in smaller font 'vision and qualitative plan'. Second, 'well-being' and below in smaller font 'listening sessions' and 'non-violent communication'. Third, 'agile organizations', and below in smaller font 'resilient and cross-functional'. 'Common direction' was located at the top of the tree, 'well-being' at the middle, and 'agile organization' at the bottom. Hues used for this slide were different shades of green. Absent from the slide were any words or images referring to people.

## Analysis

This communication document was as crucial for both the upper management committee and the employees to conjunctly envision the new direction the firm was taking when adopting SMO. First, the verbal text enabled to *specify* the pillars that would be crucial to enact the new organizational form. The three pillars called employees to action: the 'common direction' pillar *abstracted* the need for knowing, the 'well-being' pillar *abstracted* the need for being, and the 'agile organization' pillar *abstracted* the need for acting. The words planted in the roots were crucial for *narrating* stories from the past, that would influence how actors would take decisions on futures projects and initiatives. The vision was written to *specify* "in the name of what", to use the CEO's terms, the firm was operating a change towards SMO.

Visual text was also important for upper management to *materialize* their ideas into a concrete action plan, and for employees to *materialize* what the fuzzy idea of SMO looked like. The metaphor of the tree also represented the idea that Kiabi was living and growing, *infiltrating* the idea that, first, each individual member was part of a bigger whole, and second that organizational reality was not static, as it could have been understood in the past, but

rather dynamic. The presence of circles to replace the leaves was interesting since they clearly *infiltrated* the idea of creating agile organizations, as it will be described in the next section. Another important element was the absence of people on the slide. We believe this was intrinsically linked with the very first purpose of the SMO: making employees autonomous and responsible to act as they think is best for the firm. Their absence suggests upper management *infiltrated* the need for higher creativity for employees to decide of their own place in the tree and how they will use their human agency for the greater good - always keeping in mind the vision and the roots of the firm.

### **Reception and impact**

The general reception of the movement was positive. Employees felt comfortable with the 'common direction' pillar, as they had been involved, in 2010 and 2014, in the vision creation workshops. The second pillar, 'well-being' environment, was logically well-received, yet employees didn't yet know what 'well-being' concretely meant until it was deployed. The third element, to create 'agile organizations', was not clear until the Value Creation Zones slide was presented, right after the tree slide. Yet, it is important to mention that Kiabi employees had been acquainted with the idea of a liberation movement, promoted by the former CEO in 2014: 'The Tree' didn't come as an enormous surprise.

## **2. Value Creation Zones Slide (2015)**

### **Context**

In the large employee meeting room, it was now time for upper management to show how the third pillar, agile organizations, could enact SMO. The CEO had imagined a new organization built with circles. Those circles would come to life with communities of employees who would voluntarily give time, outside of their regular jobs, to developing the company's most important corporate issues. Prior to the presentation, the CEO had asked specific Vice-presidents to be the official leaders of those circles. They would have to recruit and enact those communities, and make sure that full trust would be given to their members. In line with SMO's objective, the CEO believed that distributed responsibility would give employees the opportunity to develop their full autonomy, as they would now create value for a higher purpose.

As such, the CEO chose to label the circles VCZs - Value Creation Zones. At the monthly meeting, he introduced four VCZs to the French headquarters employees: VCZ International (to favor international development), VCZ Brand (to rejuvenate the firm's image), VCZ Innovation and Transformation (to renew the firm's management methods and to use new technologies) and VCZ Happy Culture (to change the corporate culture to better match the SMO movement). The employees were very pleased to see that their efforts in building the corporate strategic priorities during the 2014 vision exercise bore fruit, as the three first VCZs reflected those priorities. Yet, some were very puzzled with how VCZs could co-exist with hierarchy. Upper management members knew this new organization could create discomfort and resistance: as such, they sent both the Tree and VCZs slides by email to make sure

employees could digest the new information. Moreover, they spent time explaining and re-explaining the slides during various subsequent employee meetings and informal reunions.

When asked what were the CEO's main areas of inspiration for promoting an organization by VCZs, he answered: "A mix of conviction, experience, reading, conversations and coaching." For him, the idea of VCZs was not a mere copy/paste of what had been described in the book *Holacracy*, but rather an embodied version rooted into Kiabi's reality. One of the researcher remembers his vivid struggle with the aforementioned business book: "Holacracy? I am totally against it. Because the world needs all kinds of people. There are the creatives, the more socials, the more individualists... and there are the leaders. And why should we remove the talent of business leaders?" Indeed, he believed, as opposed to Brian Robertson, that leaders were crucial for building SMO. Their presence was vital in order to give direction; not only developing exigence and responsibility, but also kindness, freedom and agility. "Do not remove the trees ... if you remove all the trees, that are the stakes of the forest, they cannot protect those who need shade to live!", he continued. Yet, if the CEO believed the leaders needed to stay for SMO to be enacted, he nevertheless didn't foresee VCZs as set in stone: "If our strategy changes, some VCZs may gradually disappear. "

**Description** *See Appendix 2*

The slide was visually divided into four circles or VCZs of different shapes. The biggest circle, at the top and middle of the slide, was the VCZ International. Under it was written the first name of its cross-functional leader, the VP of HR. Next to this circle on the left, yet touching to the international circle, was the smaller circle VCZ Brand. It was led by the VP of Marketing

and Web as a cross-functional leader, indicated by his first name. On the right, touching to the International VCZ was the VCZ Innovation and Transformation, which had the same size as the Brand circle. Its cross-functional leader was the VP of IT. Finally, the smallest circle, touching the International one, was called VCZ Happy Culture- Self-Management, and no cross functional leader was attributed to this circle. In the bottom part, an image of logistics was next to the VP of Supply Chain's first name, an image of graphs was next to the VP of Finance name, and a house was next to the name of Kiabi's real estate partner. The names of the Chairman, CEO and Executive assistant were also added next to the words 'Become a sponsor'. The slide was marked by the absence of employees outside of upper management.

## **Analysis**

This communication document was crucial for upper management to diffuse information on how to organize by VCZs, and for employees to get acquainted with the new concept. First, verbal text enabled to *specify* what the firm's dominant circles should be called: Value Creation Zones. This name *infiltrated* strong meaning: it meant that anyone involved in a VCZ was creating value for a higher purpose. Moreover, the names of the VCZs *specified*, without much surprise, for the strategic priorities the firm needed to focus on in the upcoming months and years. Additionally, the use of first names, and not titles, to *specify* which VP would lead which VCZs *infiltrated* meaning around the lesser importance of status in the context of SMO. It also *infiltrated* the idea that employees should lower their ego as well. Moreover, using first name *infiltrated* the idea of higher accessibility to upper management members.

Visual text also revealed interesting elements to understand how SMO was initially communicated. First, the size of the circles *infiltrated* meaning around the priority of the issues or challenges - here focussing on international development. Moreover, VCZs touching each other *infiltrated* the idea that collaboration between circles was needed. Images of functions (IT, web, real estate partner) helped *spatialize* how previous formal, hierarchical structures would be realigned in an organization by VCZs: they would come as support to the main VCZs. Even the Chairman, CEO and Executive assistant positioned themselves as 'sponsors'. The absence of any verbal or visual text regarding employees also *infiltrated* the need for employees to decide of their own place in the VCZs and how they would use their human agency for the greater good.

### **Reception and impact**

The general reception of the third pillar, 'agile organizations', was well received as it helped employees finally understand how the liberation movement, promoted by the former CEO in 2014, could be enacted. It also enabled to bring strategic priorities developed by the employees to their reach. It is important here to mention that upper management didn't force anyone to participate. The new organization would be there, slowly emerging, and if anyone wanted to volunteer and contribute to the circles, they were more than welcomed. A 2017 hired employee in the logistics department remembered how he first understood circles, as he joined the company: "All those circles - that come alive around a theme - do not necessarily have to do with our job. It's not an obligation. You have an idea, you can do it yourself... or with other people... it's better with other people."

## **Vignettes: How can SMO Impact Strategy Content- and Vice-Versa?**

We introduce two vignettes to show, first, how adopting and enacting SMO influences the development of strategy content, and second, how new strategy content entail changes in how upper management conceives and communicates about SMO.

### **Vignette 1) How Adopting SMO Influences the Development of Strategy Content**

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To illustrate the link between the adoption and enactment of SMO and changes in strategy content, we first exemplify how the organization by VCZs was adopted and deployed at Kiabi. Soon after the Tree and the VCZs slides were introduced at the French headquarters meeting, the CEO sent the documents by email to all employees of the French, Spanish, Italian and Russian business units. The CEO accompanied his email with a video, to better communicate the meaning of the slides to the colleagues who couldn't attend the French headquarter meeting. Concurrently, the three VCZs cross functional leaders sent separate emails to the employees of the four business units to ask for volunteers willing to join their circles. The emails reminded employees of, first, the importance of the strategic priorities of their VCZs to achieve the corporate vision. Second, the need to set an agenda with actions to prioritize for each VCZs.

The leaders were pleased with the answers they received: various employees from all business units raised their hands to participate. As such, each cross-functional leader organized 10 to 15 people workshops within their respective VCZ. Together, those new collaborators co-created the roadmap to adopt, and by the end of the meeting, leaders asked their peers: Who would be willing to lead those projects on a part-time basis? Collaborators naturally suggested

their help for what appeared to them as the most intuitive projects, granting 10, 20... up to 50% of their time on it.

Therefrom, as a concrete example, the Head of the Projects volunteered to be part of the 'Innovation and Transformation' VCZ. He previously worked with the cross-functional leader of that VCZ (VP of IT) on specific projects such as IT software deployment or new business intelligence initiatives. With other collaborators, the Head of Projects and VP of IT determined an 'Innovation and Transformation' roadmap, asserting, among others, the VCZ's will to develop big data, design thinking methods and tools, and open innovation. The group continued to meet on a regular basis to better define how the new roadmap could be concretely developed. Yet, late 2015, upper management believed it would be beneficial for Kiabi to have a permanent Project Leader who would take on the role of formally leading - as a full-time job - the various projects developed in the 'Innovation and Transformation' VCZ. As such, the Head of Projects was promoted to Leader, Organizational projects. His team mission changed: they would now prioritize their time and efforts on higher impact projects defined throughout 2015 in the 'Innovation and Transformation' VCZ. New recruits were hired permanently on the Organizational Project team. A Project Leader was assigned to each of the stakes defined in the VCZ roadmap. For example, a Project Leader was assigned to the 'Big Data' project.

Big Data was slowly starting to take form in the IT teams early 2016, as it had been identified as one of the company's priorities. To enable its further development, the cross-functional leader of the 'Innovation and Transformation' VCZ hired a data scientist. She met with the new



appointed Project Leader, who offered her help and support on project development and change management work. The Project Leader suggested that the Big Data project should replicate the idea of volunteer-based participation, as witnessed when forming the VCZs organization. Those volunteers or collaborators, that the Big Data team preferred to relabel 'ambassadors', would be employees coming from various divisions helping the Big Data team diffuse the 'Big data word'- still very obscure at Kiabi at the time. The project leader wrote a mission letter for these ambassadors, including three responsibilities : First, they would have to eventually train their peers on Big Data tools. Second, they would have to communicate about new advancements of the Big Data project, and accompany end-users as they would increasingly use Big Data. Finally, they would have to detect needs that might emerge in their departments, and bring them back to the Big Data team. The project leader sent the mission letter via email, and three ambassadors naturally suggested their help: one ambassador came from the Marketing team in Italy, another one from the Marketing team in France, and the last one from the Web team in Spain. The Project Leader and IT Leaders started informing those ambassadors of Big Data advancements throughout 2016, and asked them to communicate it to their respective teams.

As a pleasant surprise for the Big Data team, the French marketing ambassador, who really believed in the power of Big Data, not only communicated project advancements to his team: "To our great surprise, the French ambassador took his role so seriously that he came up with a very important list of needs", remembered the Project Leader. She also remembered being impressed with how much people could be generous as ambassadors: "It was great to see how they played their role, and how they took their role to heart - knowing that it is not their

daily job. They do that *on top*." As such, with the help of ambassadors, the Big Data team had gathered early 2017 a great list of suggestions of practical applications of Big Data, notably for marketing. Yet, more importantly, the French Marketing team gave the idea to the Big Data team to shorten their conception delays to work in a more agile manner. They claimed they were frustrated with the fact that they only could get results six to eight months after expressing the needs. As such, the Big Data team hired by the end of 2017 consultants to help them reduce their working cycles down to four months.

The Big Data team grew of much importance at Kiabi. Early 2018, the Big Data team could rely on 10 ambassadors, and new mandates were coming from various other departments such as Collections. New usages started to appear: For example, sales representatives could now scan a customer's loyalty card with his/her Pocket PC, and adapt their selling techniques according to, among others, the customers' favorite product categories. Upper management was satisfied with the progress Big Data team made in three years: they achieved the extract, refine, transform and were now ready to use Big data, launching the usage phase mid-2019. This vignette shows how the adoption and enactment of a new organizational form, the SMO, enabled actors to impact the strategy content at Kiabi.

### **Vignette 2) How New Strategy Content Entail Changes in SMO**

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This vignette exemplifies how new strategy content entails changes in how SMO is conceived by upper management. Early 2018, organization by VCZs was well established at Kiabi, and the corporate turnover just reached and unexpected 1.6 billion euros. The firm was more

successful than ever; and it was now hiring 10,000 employees; 1,500 more than nine years ago. Upper management acknowledged that VCZs enabled the firm to make great progresses: for example, the cross-functional leader of the Brand VCZ recruited 100 collaborators and launched a successful new brand platform in 2017. The cross-functional leader of the International VCZ recruited 200 collaborators and successfully opened new stores in Belgium, Portugal and Brazil between 2015 and 2018. The cross-functional leader of the Innovation & Transformation VCZ recruited more than 1,000 collaborators to participate to two internal crowdsourcing contests, in which the winning ideas were prototyped and s brought to stores.

Yet, albeit all progresses made, upper management realized it was extremely arduous to keep control over true value creation. "We looked at every project opened. We thought Wow! In all of this, what really adds value? We [had] no clue. They [projects] always make sense. But do they have good return on investment?", thought the executive VP of HR early 2018. Indeed, since the launch of SMO, employees were encouraged to lead the projects they felt were the best to reach the corporate vision. Yet, this could take many forms - from improving logistics tools to developing artificial intelligence. Early 2018, the broad corporate roadmap (projects of all four VCZs) contained more than 200 ongoing projects. The firm's turnover was higher than ever, nevertheless, the company had lost margin points; implying a heavier cost structure as selling prices remained unchanged. Upper management knew it was now time to prioritize.

They hired external consultants to better identify which department was creating more value than others. The consultants identified that the Collections, Supply Chain and IT departments were creating substantial value through impactful projects along the value chain. For example,

a specific project called LSD- Link Supply & Demand, had emerged as an important project of the 'Innovation and Transformation VCZ'. Its mission was to launch new tools to enable better budgeting, forecasting and replenishment in Kiabi stores. The project would enable savings in storage costs and higher sales potential for its ability to answer real-time demand. Yet, the consultants identified that the Web and Marketing departments were leading great projects, but with much lesser returns. Moreover, from a qualitative perspective, upper management noticed that some projects were getting far from the roots of the firm - focussed on fashion at low prices and on experience for the whole family. For example, the Web department was reflecting on a new service to enable online customers to pay only for the products they kept at home. Even if those services added to the customer experience, they consumed much resources for a firm based on low prices. They also didn't create services directed to the whole family.

Being better aware of the quantitative and qualitative impacts of the various ongoing projects enabled upper management to realize the impact of SMO on strategy making processes. They believed they focussed too much, when communicating about SMO, on building the future. To some extent, the CEO believed he was to blame in this situation: "I made mistakes in my management at the beginning." The CEO believed he had over promoted creating change for the future (in his words, *The Build*), which led employees to put The Build on a pedestal. He recognized that building the future was exciting and fun for employees, and so their desire to start new projects was completely understandable. Yet, the CEO admitted that, first, he didn't emphasize enough on the roots of the firm. He should have stressed more that in a fashion at low prices firm, oriented for the whole family firm, employees needed to be frugal and to offer

value propositions for the family as a whole. Second, and more importantly, the CEO admitted he didn't emphasize enough the importance of running the business (in his words, *The Run*). The Leader admitted he revised his perspective regarding the implementation part: "The Run is what actually creates value. The Build is what prepares value for tomorrow and *feeds* the run." As such, the CEO started to think he needed to reconceive how he understood the SMO – manifested through Kiabi's VCZs. It needed to better focus on the roots of the firm, and to emphasize implementation.

This vignette shows that new strategy content – embedded into SMO – entails changes in how upper management conceives SMO. The next section presents the communication document that helped upper management to materialize and share how they were now conceiving SMO, three years after the movement was launched. This final document demonstrates how communication makes SMO 'sticks' over time.

### **3. Value Creation Zones Slide- The Evolution (2018)**

#### **Context**

As a result of the situation described above - the CEO wanted to elaborate a set of new VCZs. *But how should VCZs look like now?* He wondered. Shaping his reflection, the CEO noticed that by late 2017, employees were naturally converging towards VCZs, and not towards hierarchy. If employees had a question on branding, they would go to the Leader of the Brand VCZ. If they had a question on international development, they would go to the Leader of the International VCZ. If they had a question on supply chain, they would go to the Leader Value Chain, who emerged as a key player as he started to lead the aforementioned LSD project.

Finally, if employees had a question on finance, people or strategy, they would go to the CEO. The CEO recalls he believed the firm had entered a new phase, and took a radical decision: "I am going to break my CEO job into four parts. [...] I am giving total subsidiarity to (names of three previously cited EVPs)." The traditional idea of hierarchy was increasingly dissolving at Kiabi.

**Description** *See Appendix 3*

The PowerPoint slide showed a set of four VCZs represented by four coloured rectangles, which themselves included a set of three or four same-size circles. Each time, one circle represented the core issue at the heart of the VCZ, and the two others represented important projects and the names of their leaders. The first VCZ, Cross-canal and Retail, included three circles: 1) Issue International Lab, highlighted in bold, 2) Synergies and 3) Cluster Start and Scale. The second VCZ, Customer and Brand, included three circles: 1) Issue Brand, highlighted in bold, 2) Leader Brand and 3) Leader Marketing. The third VCZ, Product Value Chain, included four circles: 1) Issue Link Supply and Demand and CSR, highlighted in bold, 2) Leader Collection, 3) Leader Operations, and 4) Leader Buying. Finally, the fourth VCZ, Reinventing Value, included four circles: 1) Issue Shopping the future, highlighted in bold, 2) Leader Innovation and Transformation, 3) Leader Performance and 4) Leader Human Resources. For each VCZ was attributed a Leader/Facilitator - identified by the first name of either an Executive VP or the CEO himself. Two arrows forming a cycle shape were placed in the middle of the four blocks. Finally, a star was put next to the CEO's VCZ Reinventing Value.

## Analysis

This communication document was important for upper management to communicate what they envisioned as a new era of SMO - one with higher prioritization and higher focus on implementation. The new set of circles, from a verbal perspective, first allowed to better *specify* new priorities, adding notably a new VCZ, Reinventing value, to the initial set of VCZs. The four bolded circles allowed to *argue* for the core issues to focus on within each VCZ, and other circles would enable to *argue* for important projects and their respective leaders that would be key in driving change within those VCZs. Visual text also allowed to perceive interesting insights. The star *argued* for the need to reintroduce the CEO's presence in strategy making. The star also *infiltrated* the idea that this VCZ would be different: It is no coincidence that the CEO's VCZ would be the only one aimed at building the future, while the three others would be focussed on running the business. The arrows representing a cycle *infiltrated* the request that collaborators from all VCZs joined efforts to better collaborate and coordinate. Overall, the verbal and visual texts of this evolutive version of the VCZs slide evoked a will to change and to focus on implementation, yet the texts lacked of more specific content to guide employees in their future actions. Yet, even if not mentioned at the time it was diffused to employees, upper management members knew that this representation of SMO would only be temporary.

## Reception and impact

The Executive VP of Brand remembered how he interpreted the document when the CEO announced he was splitting his job in four, and that VCZs were now going to evolve: "Now, the run was joining the build. Anyways, what was announced to be ephemeral structures were

now becoming more solid. With a need of facilitators to give meaning. We needed meaning." Indeed, the employees needed meaning. As of 2015, employees had learned how to distribute responsibilities and gain in higher levels of autonomy, as the corporate strategy was clear. Yet, with strategic priorities that had become increasingly unfocussed through emerging strategic content, employees felt lost in how they could distribute responsibilities and re-gain in autonomy towards the greater goals. They felt reassured when upper management presented the new VCZs. Yet, late 2018, one member of the Web department asked upper management during the traditional monthly meeting: "When you going to help us prioritize?" Strong expectations were put on upper management and employees asked for concrete answers. As such, upper management decided to organize, in March 2019, a 200-people collaborative workshop where employees could revise the strategic priorities they had outlined in the original VCZs. The new strategic priorities should help employees better prioritize what should be developed within newly elaborated set of VCZs, and make Kiabi's new understanding of SMO evolve.

## ***Discussion***

### **Contributions to Theory & Research**

Our objective with this article is to demonstrate how communication shapes a new, yet undertheorized organizational form: SMO. Our specific contributions to the CCO stream of research are twofold. First, we demonstrate how beyond constituting organizations, communication has the power of making a *new organizational form come to life*. We help better theorize the foundational and creative potential of communication by exemplifying how innovative verbal and visual text can bring organizational actors to adhere and enact a



new organizational form. In doing so, we also contribute to the multimodality emergent line of research by showing how different semiotic modes interact.

Second, we show, through the lens of performativity of strategy, how something as ephemeral as communication can lead to the formation of a *more stable organizational phenomenon* over time. As strategy's performative accomplishments through strategic achievements and overflows enact needs for continuous communication – the latter makes the new organizational form 'stick' over time. Moreover, we suggest future avenues for research and call for higher efforts studying new organizational forms as strategy, and strategy as new organizational forms. We conclude the discussion with various practical implications for upper management committees eager to implement the SMO organizational form.

### ***Creating SMO: the foundational potential of communication through verbal and visual text***

First, this research helps better theorize the foundational and creative potential of communication in creating a new organizational form. Indeed, we exemplify how innovative combinations of verbal and visual text can bring organizational actors to adhere to a new organizational form - SMO. We also wish to contribute to the multimodality emergent line of research by showing how different semiotic modes interact.

The emerging line of multimodal research demonstrates the importance various semiotic modes in shaping a new organizational reality. While verbal text is still recognized by a majority of scholars as the dominant semiotic mode (Meyer & al. 2018), visual text, with its

own 'grammar' (Kress & van Leeuwen, 2006) and set of rules, is increasingly on the radar of multimodal researchers for its ability to afford (Gibson, 1986, Hutchby, 2001) new potential in communication. Still, current research lacks of empirical demonstrations of how the different semiotic modes - and their roles - are enacted in practice, and how they interact (Meyer & al. 2018).

Moreover, even if prior research mainly focussed on institutions as communicative achievements, multimodal researchers believe that "attentiveness to semiotic modes and their textual affordances may illuminate not only institutional dynamics, but also a much broader range of organizational phenomena" (Meyer & al. 2018: 414). As such, we believe verbal and visual texts are crucial for understanding the emergence of new organizational forms in an established firm. Results from our investigation enabled to demonstrate how verbal and visual texts are additive and support each other when communicating on a new organizational form - here, SMO. Affordances along with the impact of communication and examples from the result section are presented in Table 3 below.

**Table 3. The Creative and Foundational Potential of Communication Through Verbal and Visual Text**

Affordances	Impact of communication	Examples
<b>VERBAL TEXT</b>		
<b>'to specify'</b>	<p><b>Provide guidance for action</b></p> <p>'To specify' guides employees with towards action with <b>elements of novelty</b>.</p> <p>Upper management specifies novel elements such as :</p> <ul style="list-style-type: none"> <li>• Pillars ;</li> <li>• vision ;</li> <li>• purpose and</li> <li>• priorities.</li> </ul>	<p><b>SPECIFY...</b></p> <p><b>Comm 1. The Tree</b></p> <ul style="list-style-type: none"> <li>-The three pillars to adopt (common direction, well-being, agile organization).</li> <li>-The vision, in the name of <i>what</i> should the firm is operate the SMO change.</li> <li>-The main challenges to be worked on in the upcoming years.</li> </ul> <p><b>Comm 2. VCZ (1)</b></p> <ul style="list-style-type: none"> <li>-The name (and purpose) of circles: Value Creation Zones.</li> <li>-Which VP would lead which VCZ.</li> </ul> <p><b>Comm 3. VCZ (2)</b></p> <ul style="list-style-type: none"> <li>-New strategic priorities to focus on in the VCZs.</li> </ul>
<b>'to argue'</b>	<p><b>Provide guidance for action</b></p> <p>'To argue' guides employees with towards action with <b>newly determined choices</b>.</p> <p>Upper management argues for choices regarding:</p> <ul style="list-style-type: none"> <li>• Projects and priorities ;</li> <li>• Leaders in charge.</li> </ul>	<p><b>ARGUE FOR....</b></p> <p><b>Comm 3. VCZ (2)</b></p> <ul style="list-style-type: none"> <li>-Important projects and their respective leaders within each VCZs.</li> <li>-The need to introduce the CEO's presence in strategy making.</li> </ul>
<b>'to narrate'</b>	<p><b>Provide guidance for action</b></p> <p>'To narrate' guides employees towards action with <b>previous shared knowledge</b>.</p>	<p><b>NARRATE...</b></p> <p><b>Comm 1. The Tree</b></p> <ul style="list-style-type: none"> <li>-Narrate stories from the past, such as the 2011 strategic faux-pas, to make sure the firm doesn't forget its 'roots'.</li> </ul>
<b>'to abstract'</b>	<p><b>Provide guidance for action</b></p> <p>'To abstract' guides employees with towards action <b>recommended behaviors</b>.</p>	<p><b>ABSTRACT...</b></p> <p><b>Comm 1. The Tree</b></p> <ul style="list-style-type: none"> <li>-'Common direction' abstracts the need for knowing, 'well-being' abstracts the need for being, and 'agile organization' abstracts the need for acting.</li> </ul>

VISUAL TEXT		
'to materialize'	<p><b>Explain and invite to join the movement</b></p> <p>'To materialize' invites employees to join the movement with a <b>material explanation</b>.</p>	<p><b>MATERIALIZE...</b></p> <p><b>Comm 1. The Tree</b> -What the fuzzy idea of SMO look like - a tree.</p>
'to spatialize'	<p><b>Explain and invite to join the movement</b></p> <p>'To spatialize' invites employees to join the movement with a <b>spatial explanation</b>.</p>	<p><b>SPATIALIZE....</b></p> <p><b>Comm. 2 VCZ (2)</b> -How the SMO can look like, as compared to traditional hierarchies.</p>
VISUAL AND VERBAL TEXT, LATENCIES		
'to infiltrate'	<p><b>Provide cues for action</b></p> <p>'To infiltrate' subtly orients employees towards action with <b>tacit and implied knowledge</b>.</p> <p>Upper management infiltrates ideas about:</p> <ul style="list-style-type: none"> <li>• Purpose ;</li> <li>• pre-conceptions ;</li> <li>• modes of organizing ;</li> <li>• priorities and ;</li> <li>• behaviors.</li> </ul>	<p><b>INFILTRATE THE IDEA THAT...</b></p> <p><b>Comm 1. The Tree</b> -Employees need to be part of a bigger whole (visual) -Employees should understand the organizational reality as dynamic (visual) -Employees should to decide of their own place in the tree (latency)</p> <p><b>Comm 2. VCZ (1)</b> -VCZ should create value for a higher purpose (verbal) -Upper management gives lesser importance to status (verbal) -Employees should lower their ego (verbal) -There is higher accessibility to upper management members (verbal) -Priority should be given to international development (visual) -Collaboration between VCZs is needed (visual) -Employees should decide of their own place in the tree (latency)</p> <p><b>Comm 3. VCZ (2)</b> -The CEO's VCZ would be the only one focussed on building the future (visual) -Employees should collaborate and coordinate efforts in the new VCZs (visual)</p>

The presented affordances are inspired by Meyer & al. 2018

Our results show that, on the one hand, verbal text enables to concretely answer the audience's question- *How can we concretely make the new organizational form come to life?* by providing verbal guidance for action. Indeed, the verbal affordances enable upper management to voice their 'matter of authority' (Vásquez, Bencherki, Cooren & Sergi, 2018) in guiding how organizational actors should concretely orient their future actions. 'To specify' enables upper management to specify the pillars, vision, purpose and priorities that should guide employee's future actions. Those elements are novel for employees (or novel relative to SMO), and are not yet fully anchored in sensory perceptions. 'To argue' helps upper management argue for the best choices that should guide employees' future actions. Those deliberate choices orient collective action around elements that are already known by the employees. 'To narrate' enables upper management to narrate stories around previous shared knowledge, that should also guide employee's future actions. 'To abstract' enables upper management to abstract ideas about recommended behaviors that should guide employee's future actions, that are, again, not anchored in sensory perceptions.

Visual text, on the other hand, enables to answer the audience's question: *What is SMO and how can we join the movement?* by providing visual explanations. The affordance 'to materialize' enables upper management to explain what SMO is through its materialization. They invite employees to join the movement by removing language barriers, inviting them to join the new tangible – visually represented idea of a new organizational form. 'To materialize' brings the new organizational form in the here and now. The affordance 'to spatialize' enables upper management to explain what SMO is through its spatialization. They invite employees

to join the movement by deconstructing the idea of hierarchy, and to reconstruct it into the configuration of a new organizational form - SMO.

Yet, one affordance has been purposefully left out from the two previous paragraphs: 'to infiltrate'. This affordance, which focusses on what is difficult to articulate, is normally associated with visual text. Yet, it was rather employed for *both* visual and verbal text in the three communication documents we studied. Verbal text took the form of names (of people or structures). 'To infiltrate' was also observed through latencies. We believe this finding is related to the very core intention behind communication about SMO: to change employees' perceptions about how a firm works, while asking them to adhere and enact this new organizational form.

Indeed, common wisdom wants that perceptions about how a firm is organized is taken-for-granted in a large established firm, especially in a traditional sector. Indeed, the Western education, couple with experience from the field, has led organizational actors from our empirical field to conceptualize large organizations as hierarchical bureaucracies. Yet, upper management wants employees to break away from those taken-for-granted perceptions. Here, the potential for contestation of SMO is extremely high; it risks to be conceived by many as an impossible achievement, and employees might refuse to adhere to it. Our results proved that using the 'to infiltrate' affordance was important for allowing upper management members to avoid the verbalization of what could trigger hard-to-tame debates. As such, our results show that 'to infiltrate' text enables upper management to infiltrate tacit and implied

knowledge (Torald, Islam & Mangia, 2018) about the purpose, pre-conceptions, modes of organizing, priorities and behaviors that should guide employee's future actions.

'To infiltrate' text enables to subtly answer the audience's question - *How can we make the new organizational form come to life?* By providing cues for action, but no clear answers. Indeed, verbal text is rather focused on purpose, pre-conceptions and behaviors, while visual text is focussed on purpose, pre-conceptions, modes of organizing, priorities and behaviors altogether. One particular latency, the absence of the human factor in the first communication document, also infiltrates a need for employees to adapt autonomous behaviors.

Our findings are important for CCO and multimodal researchers interested in how different semiotic modes interact, and how they contribute to the performativity of communication. Our results, first, demonstrate that all affordances suggested by Meyer & al. (2018) in their latest article are pertinent in shaping organizational communication in the context of an established firm. Yet, additionally to showing that 'to infiltrate' can be a relevant affordance for both verbal and visual text, we advance the counter-intuitive idea that, when communicating about a new organizational form, actors of high prominence such as upper management uses and promotes the affordance 'to infiltrate', normally associated with lower prominence text producers (Meyer & al. 2018).

We believed that, coupled with the general ability of visual communication and its situated perspectives 'to captivate' and increase personal relevance (Kress & van Leeuwen, 2006), using verbal and visual text showing both guidance and more implicit cues for action invites

employees to find their place in a benevolent, not imposed and experimental way. Using 'to infiltrate' affordances demonstrates how upper management members become 'Liberating Leaders' (Guetz, 2009, 2017; Guetz & Carney, 2012), as they establish an environment of intrinsic equality, where employees can feel motivated and entitled to act freely. As such, we advance that using 'to infiltrate' affordances, and more generally, visual text, enables to create the right culture or philosophical mood (Muniesa, 2018) to make a new organizational form come to life.

### **Stabilizing SMO: Communication makes SMO 'stick' over time**

The previous section has demonstrated how verbal and visual texts invite organizational actors to adhere to a new organizational form, SMO, by providing explicit guidance and implicit cues for action, both supported by visual explanations. Yet, beyond understanding the foundational and creative potential of communication for promoting a new organizational form, we are interested in locating a new organizational form 'in' communication (Kuhn, 2012) by demonstrating how the latter – often considered as ephemeral – can lead to the (per)formation of a more *stable* organizational phenomenon over time.

As such, we first discuss how CCO enacts a new organizational form, SMO, through co-orientation (Cooren & Taylor, 1997). Second, we discuss how SMO enacts the performativity of strategy *content* developed at the middle management level through matters of concerns and matters of authority (Vásquez & al., 2018). Third, we argue that strategy's advancements and overflows – which express middle management's general matters of concerns – invite upper management to change, improve or clarify global strategic priorities – or their general



matters of authority. Those strategic priorities also invite upper management to adjust their initial conception of SMO, which, once recommunicated, modifies middle management's performative pursuit of strategy *content*. As such, we conclude that continuous communication about SMO makes the new organizational form 'stick' over time.

### ***When CCO enacts SMO***

SMO – a new organizational form created to increase firms' performance through collective power – needs to be talked into existence (Weick & al., 2005) in order to bring distributed responsibility and higher levels of autonomy among employees. Current managerial literature emphasizes how liberating leaders should *share* the firm's corporate vision, *introduce* an environment of intrinsic equality (Guetz, 2009, 2017; Guetz & Carney, 2012) and *promote* novel organizational structures (Robertson, 2015) to fully entitle employees (middle management) to enact their human agency. Only then can employees be able to take the best decisions for the organization (Laloux, 2015) - as they break away from parent-child dynamics (Robertson, 2015).

As observed in our case, upper management introduces - through creative verbal and visual texts - a new environment of intrinsic equality enacted in the name of the firm's corporate vision. They specify a set of strategic priorities to guide middle management's actions, while also recommending the organizational form that should embody those strategic priorities. Those suggestions encourage middle management to adhere to the new organizational form, as they are being 'called to action'. Middle management's transactional response begins to be enacted as a self-organized network of communication (Cooren in Schoeneborn & al., 2014)

where, through co-orientation efforts (Cooren & Taylor, 1997), SMO is shaped. First, middle management shapes, through ongoing *conversations* or interactions-through-languaging, SMO's communities of practice (Cooren & Taylor, 1997; Taylor, 2009), as they identify the members that will constitute them.

Yet, having organizational members in place in a new structure is not enough to enact SMO, since members need to orient their actions towards the greater goals to prove their full autonomy in a context of distributed responsibility. As such, the second element of co-orientation, *texts*, arises. Organizational actors begin to co-elaborate the content of what will be developed within the new organizational form, thus laying the foundation for the deployment of SMO. We argue that it is this enactment of the self-organizing loop between conversations and texts (Taylor & Van Every, 2000) that enacts SMO. As such, initial communication from upper management is not what enacts SMO per say. Rather, it shapes the transactional nature of communication, but it is middle management's response, and how they autonomously engage in a self-organizing loop, that enact the new organization form.

### ***When SMO enacts performativity of strategy content***

Although our main objective in this article was to demonstrate how communication shapes a new organizational form, our data nonetheless revealed interesting insights on how a new organizational form can also impact the development of new strategy content. Indeed, as organizational actors start to shape SMO through conversations and texts, they inevitably begin to further enact strategy as a performative pursuit. Performativity of strategy is interested in examining strategy work as a performative pursuit (Cabantous, Gond & Wright,

2018) while extending the boundaries of strategy knowledge by demonstrating how discourse brings about a new strategic reality through its performance. While various approaches to the performativity of strategy exemplify how strategy manifests as practice (Whittington, 2006), our attention rather focusses on contributions grounded in the CCO literature. As such, Vásquez & al. (2018) show how matters of concerns are crucial for organizational actors to voice what they believe should be a firm's strategic priorities - in our case, embedded in a set of pre-defined broader strategic priorities constituted at the upper management level.

By collectively voicing and negotiating the strategic work to prioritize, actors arrive to agreement and can subsequently materialize those concerns into texts. As such, matters of concerns become legitimate, authored by the collective and authorized through their physical instantiations. Strategy, here conceptualize as a situated form of knowledge, thus becomes a matter of authority, and is therefore granted a social reality. As such, we can conclude that the performative pursuit of strategy content, in a context of SMO, can be understood as a process where the accumulation of various layers of matters of concerns, transformed into matters of authority, contribute to achieving the global strategic priorities and corporate vision.

### ***When strategic achievements & overflows call for new communication***

Although our results reveal that communicating on SMO have positive consequences in orienting collective human agency towards the greater pre-determined goals, we advance that the performative evolution of strategy content has two major yet unforeseen consequences for the deployment of SMO. First, as strategy content is continuously being

developed and deployed, global strategic priorities are naturally increasingly being *achieved*. This implies the eventual need for communicating on changed, improved or clarified global strategic priorities to guide action in the context of SMO. Moreover, when matters of authority developed by middle management do not correspond to the global strategic priorities, or the firm's vision and 'roots', they give rise to strategic overflows – what Garud, Gehman & Tharchen (2018) consider as an inevitable consequence of the dispersion of agency. These overflows imply the need to communicate on clarified global strategic priorities embedded in the firm's vision and 'roots' to re-orient collective action.

As such, we advance that the continuous achievement of strategic priorities and strategic overflows both act as middle management's general matter of concerns, which enables upper management to re-enter the performativity of strategy content conversation as they, first, acknowledge that employees' autonomous actions can lead to expected yet also unexpected outcomes and second, as they voice their changed, improved or clarified new global strategic priorities – or their new general matters of authority. Importantly, upper management re-communicates about those strategic priorities to middle management *through the new conception of SMO*, as strategy content now manifests in practice (Whittington, 2006) in and through the new organizational form.

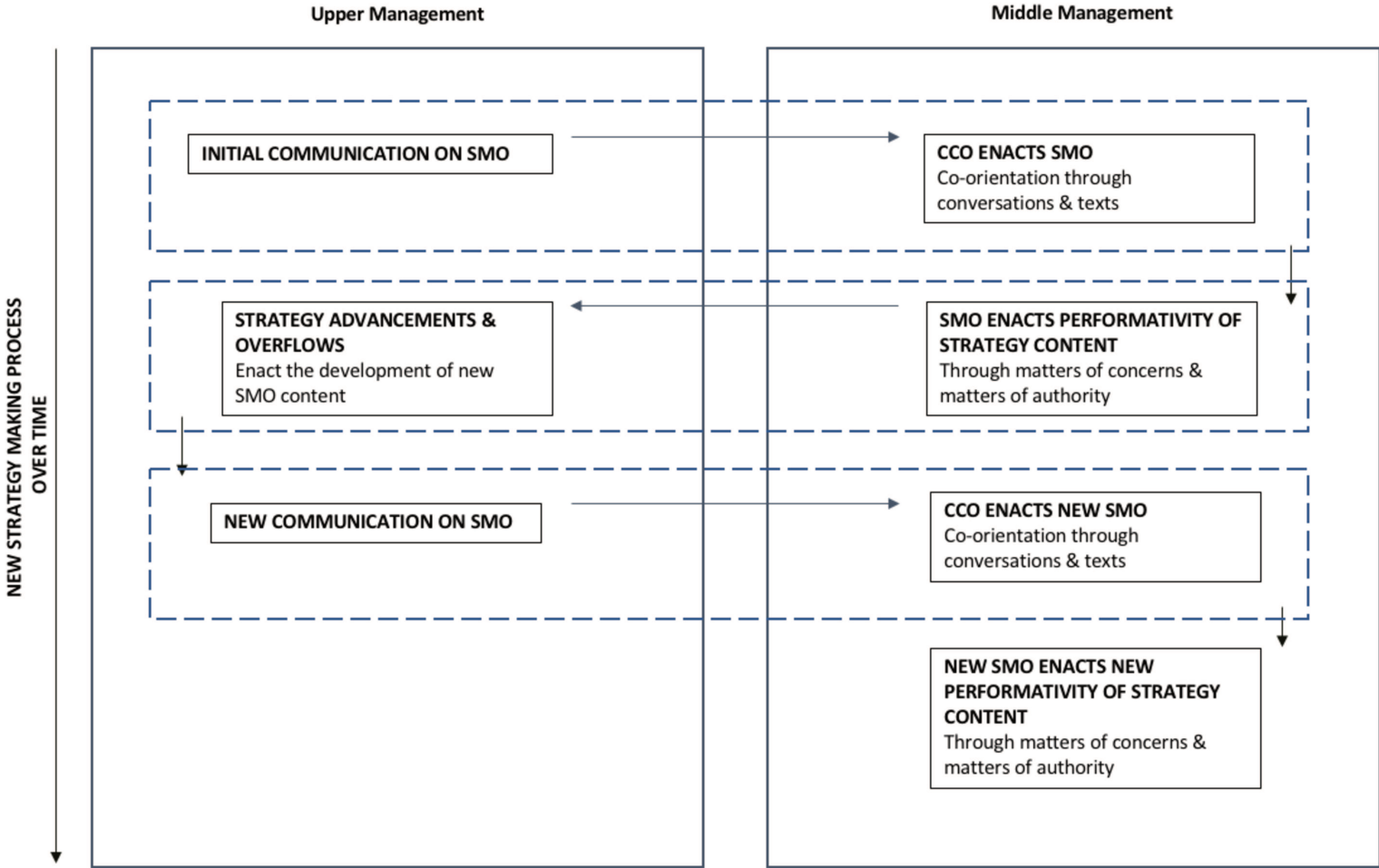
### ***When CCO shapes a new strategy making process***

In a transactional response to upper management's communication efforts on the new SMO, middle management de-constitutes and re-constitutes (Garud & al., 2018) the firm's initial organizational form to include the changed, improved or clarified strategy content – that will

influence further co-orientation sequences. As such, through conversations and texts, they enact new structures composed by different and new members, and co-determine the evolving content that will constitute the foundation of the new SMO. Middle management concomitantly starts to enact performativity of strategy content in regards to a new conception of SMO, as matters of concerns become legitimized into matters of authority. We therefore demonstrate how communication not only (re)invites employees to adhere to an evolving organizational form, but also becomes performative of the corporate strategy *making process*.

Indeed, the strategy making process is enacted as a conversation is established between middle management's matter of concerns (achievements of strategic priorities and strategic overflows) and upper management's matter of authority (changed, improved or clarified global strategic priorities) communicated through a renewed version of SMO. Consequently, as SMO and strategy has become inextricably linked over time, we suggest that communication is key in crafting a new organizational form as strategy, and strategy as a new organizational form. Figure 1 below exemplifies how communication – through SMO – shapes the overall strategy making process.

Figure 1. When Communication Shapes SMO



## Limits and Future Research

One avenue to further extend CCO's scholarship and to accelerate its institutionalization is to develop higher empirical research (Boivin, Brummans & Barker, 2017) on how communication gives rise to alternative organizational forms (Cnossen, 2018; Dobusch & Schoeneborn, 2015). We offer, to our knowledge, one of the first studies to theorize the self-managed organization (SMO) as a new organizational form, yet introducing the performativity of strategy – and its strategic achievements and overflows – as key to unveil how communication makes SMO 'stick' over time. Since we consider communication as key in creating and maintaining the continuously evolving strategic organizational reality embedded in a new organizational form, *we call for higher CCO research efforts studying new organizational forms as strategy, and strategy as new organizational forms.*

Future research questions could notably address how middle management can shape various semiotic modes which influences upper management's general matters of authority. This suggestion stems from a limitation of this research: we intended to show the impact of communication on a new organizational form from an upper echelon's perspective (Hambrick & Mason, 1984) and less from a strategy-as-practice perspective (Whittington, 2003). Yet, as demonstrated by Pälli (2018), actors at the middle management level use communication documents to express their matters of concern and authority (Vásquez & al., 2018) to upper management. As such, it would be interesting to understand how such matters and their physical instantiations impact how upper management conceptualizes new organizational forms. Another avenue for future research would be bridging the two, and to show how

various semiotic modes at both the upper and middle management shape, through transactional communicative situations, a new organizational form over time.

### **Practical Implications**

This article also offers valuable practical implications for upper management committees eager to implement SMO into their firms. The first implication calls for upper management to revise their classic conceptions of roles and responsibilities - starting with themselves. Indeed, our study demonstrates how the communicative role of upper management is central to achieve successful SMO. Upper management needs to take on the role of communicators who, first, need to craft an impacting initial communication about SMO to entice middle management to adhere to the new organizational form. They need not to impose but rather to suggest changes, as they use accessible forms of verbal and visual texts – and in particular, the affordance 'to infiltrate' – to better connect with all type of audiences. Once SMO starts to be enacted, upper management need to resist to the temptation of intervening, and need to adopt a 'performative mindset' (Garud & al., 2018).

As such, as strategy emerges, upper management needs to let the experimentation *perform*. Yet, our study also demonstrates the importance for upper management to listen and to operate constant monitoring of the organizational becoming, and to be vigilant to acknowledge the right moment to de-constitute and reconstitute (Garud & al., 2018) the firm's organizational form to make sure the organizational 'ship' doesn't deviate from its trajectory. Finally, and more broadly, this article demonstrates how upper management has the power to communicate and shape, through SMO, a 'good' organization that favors



employee's emancipation. All the more: upper management has the power to create a new organizational form that proves to lead to the fast development of strategic priorities, which might be the key to have a long-lasting impact in today's highly competitive business world.

### **Conclusion**

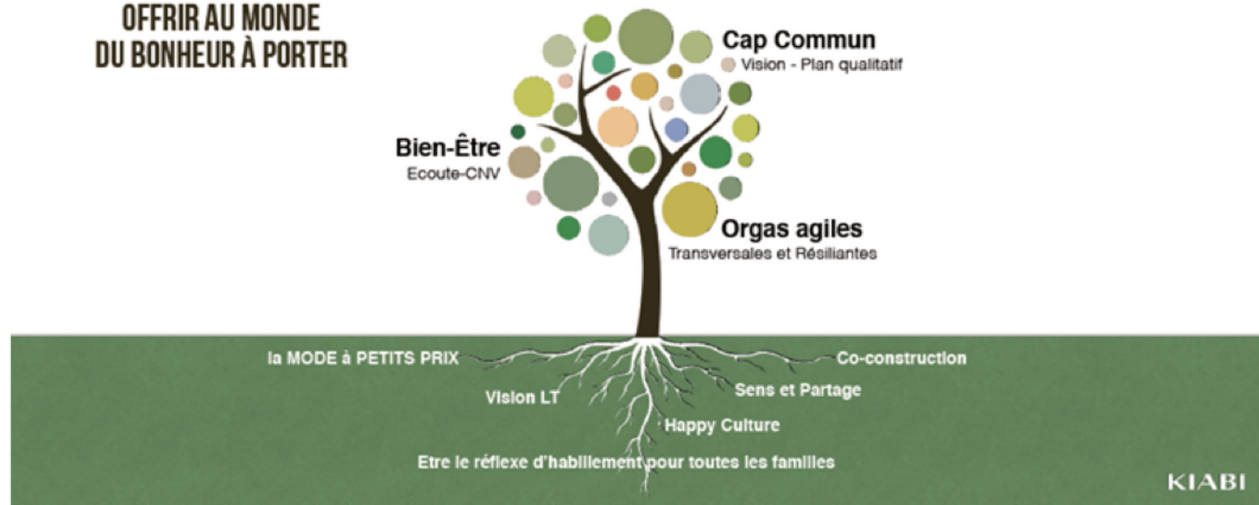
Our research demonstrates how beyond *constituting organizations*, communication has the power of making a *new organizational form come to life*. We exemplify how different semiotic modes such as verbal and visual text influence how employees begin to adhere to a new organizational form. Moreover, we expose communication's centrality in *stabilizing* the organizational phenomena. As strategy's performative accomplishments through strategic achievements and overflows enact needs for continuous communication – the latter makes the *new organizational form 'stick'* over time.

Appendix 1. The Tree Slide (2015)



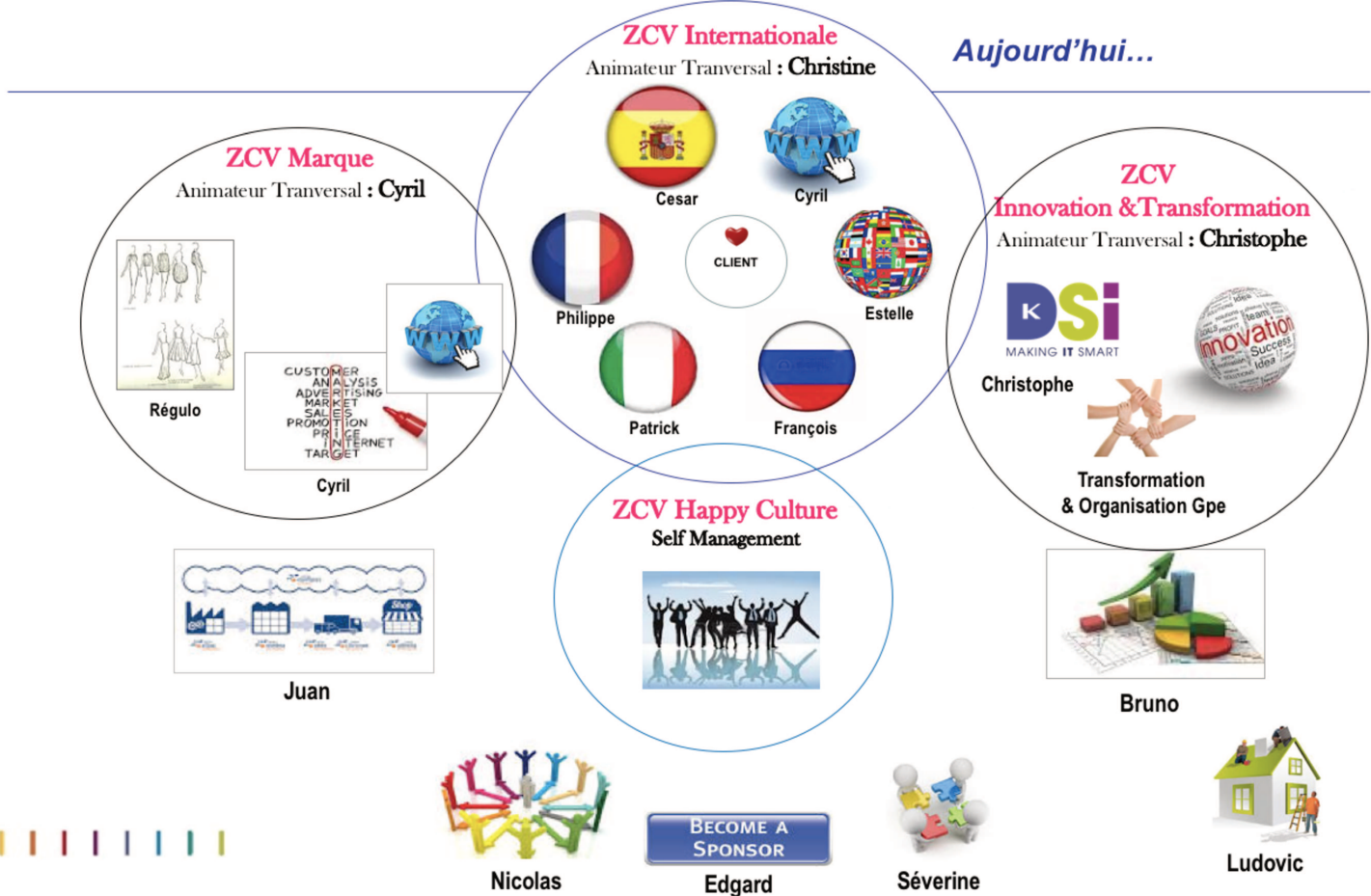
LE BONHEUR  
VOUS VA SI BIEN

OFFRIR AU MONDE  
DU BONHEUR À PORTER

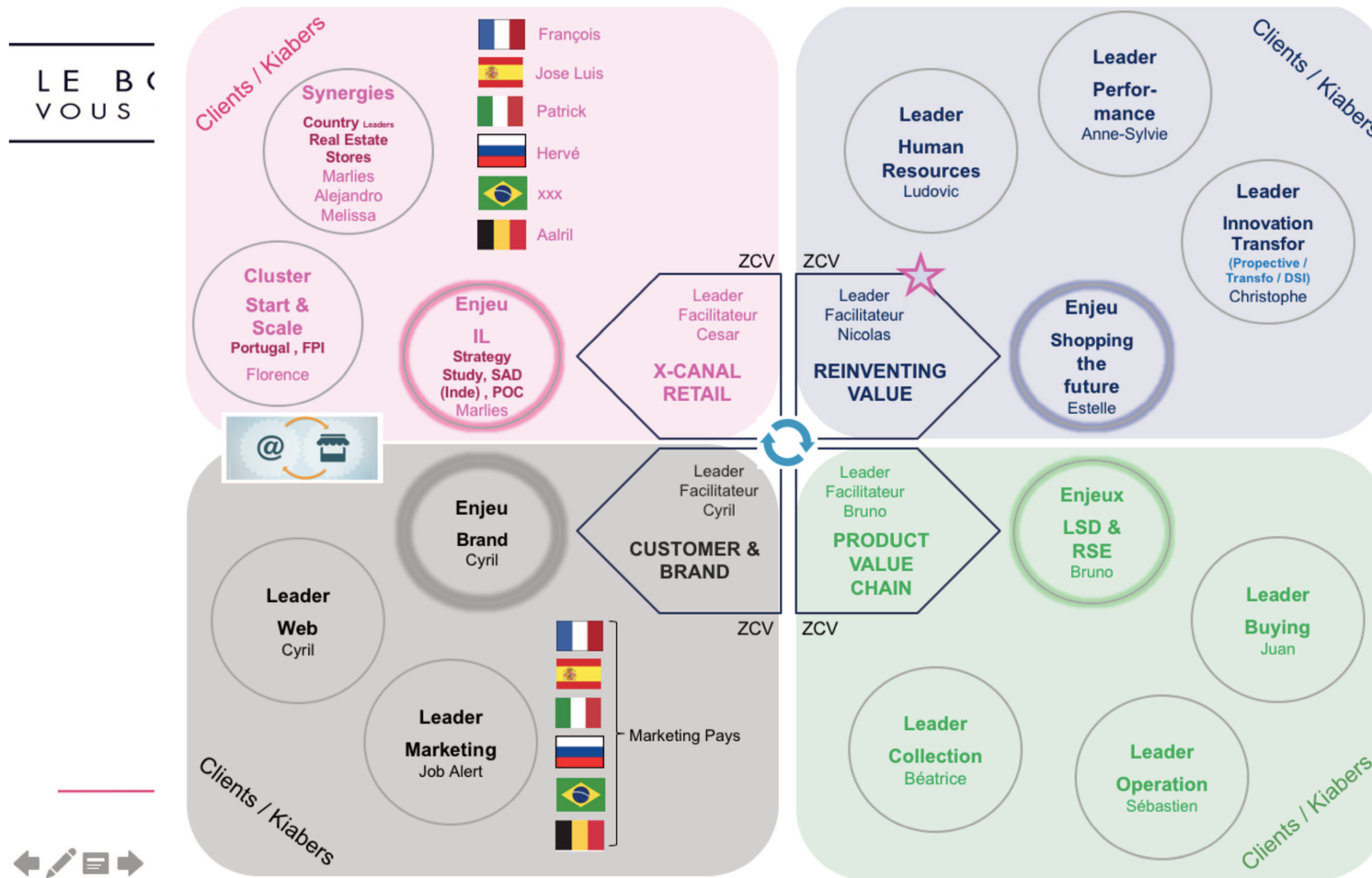


**KIABI**  
la mode à petits prix

Appendix 2. Value Creation Zones Slide (2015)



### Appendix 3. Value Creation Zones Slide - The evolution (2018)



## **Chapter 7. Article 2- Meta-Routines for Strategic Renewal: A routine dynamics approach**

### **7.1 Preface**

Article 2 seeks to unveil how introducing and deploying innovative meta-routines can shape the process of strategic renewal over time. It also demonstrate how changing from one meta-routine to another favors changes in the outcome perspective of strategic renewal. This article helps unveil how upper management **creates and favors** new innovative meta-routines for strategic renewal, and how middle management **creatively deploys** such routines.

### **7.2 Abstract**

Recent studies on routine dynamics have been interested in how routines emerge, stabilize and change. By recombining previous routines or integrating new routines from other organizations, firms achieve to promote change while introducing a sense of organizational stability. Surprisingly, strategic change literature has been scarce in unveiling how routines – and their inherent dynamics – shape a specific type of change: strategic renewal. Yet, we believe providing an internal dynamics outlook on strategic renewal not only allows to clarify its process, but also to reconcile the field's outcome tension. As such, we explore in this article how innovative meta-routines emerge, rise and cohabit in an established firm, and how they shape a firm's renewal process. Additionally, we exemplify how introducing new meta-routines favor changes in the outcome perspective of strategic renewal, which shifts from a co-alignment to a co-creation approach. We study this topical phenomenon at Kiabi, a multinational retailer who started to integrate the collaboration and eventually the agile method meta-routines in its day-to-day renewal work. We contribute to the strategic renewal

stream of research by introducing a novel internal dynamics outlook on both *the process and the outcome* perspectives of strategic renewal. We argue that an established firm's meta-routines and their inherent dynamics can be the missing link to unveil how firms operationalize day-to-day strategic work towards the broad outcome objectives of strategic renewal.

**Keywords:** Strategic renewal, routine dynamics, meta-routines, process, outcome.

### 7.3 Timeline

**Conference presentation:** A first version of this article was presented at EGOS, Tallinn (July 2018). We hope to present the current version at conferences during the summer of 2020 (E.g. EGOS, AOM).

### 7.4 Article

#### ***Introduction***

Recent studies on routine dynamics have been interested in how routines emerge, stabilize and change over time (Feldman & Pentland, 2003). By recombining previous routines (e.g. Cohendet & Simon, 2016) or integrating new routines from other organizations (e.g. Bertels, Howard-Greenville & Pek, 2016), firms notably achieve to promote change while introducing a sense of organizational stability. Surprisingly, prior literature on strategic change has been scarce in unveiling how routines and their inherent dynamics shape a specific type of change: strategic renewal. Yet, we believe using a routine dynamics approach to study strategic

renewal deserves higher academic attention since routines enable to reconcile the outcome tension of the strategic renewal literature.

Strategic renewal, defined as "the process that allows organizations to alter their path dependence by transforming their strategic intent and capabilities" (Schmitt, Raisch & Volberda, 2016), focusses on the momentum of change and how it is deployed over time. While past research has been displaying tensions on the antecedent, process and outcome perspectives of strategic renewal – we attempt, in this article, to reconcile a tension central to the outcome focus of strategic renewal: the co-alignment versus the co-creation approach (Schmitt & al, 2016).

Indeed, while the co-alignment approach to strategic renewal (Hannan & Freeman, 1984; Huff, Huff & Thomas, 1992) seeks to overcome strategic inertia and to re-create a fit between the firm and its environment, the co-evolution approach refers to grasping market opportunities in a proactive manner while influencing an industry's evolution (Eggers & Kaplan 2009; Kim & Pennings, 2009). Yet, we believe that past strategic renewal literature has been largely focused on the contingency perspective of its outcome (Schmitt & al, 2016), thus neglecting the internal dynamics and the process of firms deciding on such outcome. We argue in this article that a firm's new meta-routines and their inherent dynamics can be the missing link to unveil not only how firms choose which outcome perspective to adopt, but also how they shift from one perspective to the other over time.

As such, we believe studying the micro-processes of routines and how they change over time can provide precious insights on how strategic renewal evolves and matures in an established firm. Yet beyond exemplifying the renewal process, a routine dynamics perspective can also reveal how routines not only support firms in overcoming strategic inertia and re-creating a fit with their market, but also support how firms can proactively influence their competitive environment. As such, our internal dynamics outlook enables to "clarify the processes underlying firms' long-term survival and prosperity" (Schmitt, Raisch & Volberda, 2016: 94) with a both/and perspective (Lewis & Smith, 2014). Indeed, we claim firms can shift from one perspective to the other throughout the renewal process, and not be confined to only one.

As such, we answer through this article the following research question: *How can meta-routines shape an established firm's strategic renewal process?* We believe that this longitudinal approach helps unveil not only how a firm creates and deploys new meta-routines, but also how it shifts from one meta-routine to the other. Alongside with changing environmental conditions, this shift naturally invites organizational actors to change their outcome perspective about strategic renewal. Indeed, our case demonstrates that while actors once saw a new meta-routine intended to reach co-alignment with the market, the introduction of a new meta-routine – and the specific new capabilities it conveys – enables those actors to see strategic renewal as a never ending process which enables to influence the industry's evolution.



## ***Theoretical Background***

### **Strategic Renewal : A Core Tension**

The strategic renewal research stream seeks to unveil how organizations alter their future development by transforming their current strategic intent and capabilities (Huff & al., 1992; Flier, Van Den Bosch & Volberda, 2003; Albert, Kreutzer & Lechner, 2015). While strategic renewal's latest working definition refers to "the process that allows organizations to alter their path dependence by transforming their strategic intent and capabilities" (Schmitt & al., 2016: 85), strategic renewal can also be understood decomposing its two terms, where 'strategic' is defined as "that which relates to the long term prospects of the company and has a critical influence on its success and failure" (Agarwal & Helfat, 2009: 281), and 'renewal' as "the refreshment or replacement" (Agarwal & Helfat, 2009: 282) of the attributes of a firm. In the context of strategic renewal, attributes can be refreshed (restore their strength) or replaced (change what has been damaged) despite their useful function in the present (Agarwal & Helfat, 2009). Those attributes need to be either qualitatively substituted or extended in terms of size or scope.

Refreshment or replacement – which can be can be partial or full through the reconfiguration of current attributes – is thus focused on the momentum or the *process* that leads to future growth, which can be embedded in the broader strategic change stream of research (Van de Ven & Poole, 1995; Rajagopalan & Spreitzer, 1997). Yet, strategic change – in the form of strategic additions or deletions, for example – does not necessarily need to be associated with any type of renewal (Agarwal & Helfat, 2009). As such, strategic renewal is a specific type of strategic change, where change is understood as the quality of becoming different (Agarwal & Helfat, 2009).

The question of *why* firms undertake strategic renewal has been explored in past research through the outcome perspective of strategic renewal. The outcome perspective is not interested in the performance aspect of firms' renewal per se (Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece & Winter, 2007), but rather in the purpose of such renewal. Past literature has been divided between two outcome focus of strategic renewal: the co-alignment and the co-creation approaches (Schmitt & al, 2016). While the co-alignment approach (Hannan & Freeman, 1984; Huff & al., 1992) seeks to unveil how a firm re-creates a fit between its capacities and the ones of its environment by reducing organizational stress and inertia (Huff & al., 1992), the co-creation perspective rather refers to how firms grasp market opportunities in a proactive manner while influencing their industry's evolution (Eggers & Kaplan 2009; Kim & Pennings 2009). Both perspectives differ as to their authors' assumptions and findings; the first approach being embedded in population ecology and institutional theory (Hannan & Freeman, 1984), and the second rather embedded within a co-evolutionary approach (Volberda & Lewin, 2003). Moreover, past literature has stated that the choice of firms to whether adopt a co-alignment or a co-creation perspective to the outcome of strategic renewal depends on the firms' specific environmental conditions (Volberda, Van Den Bosch, Flier & Gedajlovic, 2001). For example, firms concerned with capitalizing on external opportunities and less on preserving internal resources might adopt a co-creation approach (Flier & al., 2003), while firms seeing environmental movement and dynamism as constraining tend to adopt a co-alignment approach (Stienstra, Baaij, Van Den Bosch & Volberda, 2004).

Yet, we argue that past literature has been largely focused on the contingency perspective of strategic renewal's outcome (Schmitt & al., 2016), thus neglecting the internal dynamics and *routines* of firms deciding on such outcome. As stated by Floyd & Lane (2000): "Most prior studies focused on the interaction between the firm and its environment, but largely ignored intra-firm interactions across organizational levels. However, strategic renewal in large, complex firms is often less centralized, less rational and less one-dimensional than described in these studies". We argue in this article that a firm's new meta-routines and their inherent dynamics can be the missing link to unveil how firms shift from one perspective to the other, and how they operationalize their conception into concrete routinized work. This is highly important for strategy scholars interested in the process that leads a firm to a better competitive position within established markets.

### **Routine Dynamics for Strategic Renewal**

The routine dynamics stream of research concentrates on the internal dynamics of routines and how routines not only emerge through their own enactment but also in relation to other practices (Feldman & Orlikowski, 2011). Defined as "the dynamics within and across routines as they are enacted in practice" (Feldman, Pentland, d'Adderio & Lazaric, 2016), the routine dynamics approach seeks to demonstrate how stability and change unfold in organizations (Feldman & Pentland, 2003) by displaying routines' performative (actions) and ostensive (patterns) aspects as well as their mutual constitution (LeBaron, Christianson, Garrett & Ilan, 2016). Routines – as recognizable patterns of actions – can be considered as dynamic when, first, they are bounded in a temporal horizon, and second when their repetitive performances potentially lead to changes in how routines are enacted over time (Feldman & al., 2016).

We believe the routine dynamics stream of research is especially relevant to study the process of strategic renewal and its outcome perspective for two reasons. First, from a performative perspective, routines use situated actions as core units of observation, and actions are embedded in the here and now. Likewise for strategic renewal – since a firm's *present state* shapes its future capacity to seize strategic opportunities (Winter, 1987; Nelson, 1991 in Agarwal & Helfat, 2009). Using an approach grounded in the practice lens (Giddens, 1984; Feldman & Orlikowski, 2011) is particularly well-suited to study the micro-processes of how strategic renewal's process is recognized, formulated and executed towards determined outcomes. Second, from an ostensive perspective, routines enact patterns of strategic renewal sequences and promote routine interactions since routines occur in ecologies (Nelson & Winter, 1982; Kilduff, 1992; Birnholtz, Cohen & Hoch, 2007). We believe routine interactions enable strategic renewal researchers to witness how renewal endeavors change alongside their routines and the new capacities they convey, and how they may affect a firm's outcome approach to strategic renewal.

While widely cited mechanisms used to favor organizational change from a routine perspective are recombination of routines (Nelson & Winter, 1982; Winter & Szulanski, 2001) and endogenous change of routines (Feldman, 2000; Feldman & Pentland, 2003), we focus, for the purpose of this article, on how meta-routines (Nelson & Winter, 1982; Adler, Goldoftas & Levine, 1999) shape strategic renewal. Meta-routines are considered as routines for changing other routines, which "guide the search for and the selection of new routines" (Nelson & Winter, 1982: 18). Our empirical context provides evidence on how a meta-routine can impact a firm's traditional strategy making process. Indeed, the latter changes from being

conceived as a top down process to a bottom up accomplishment (Wooldridge & Floyd, 1990; Pettigrew, 1992) as exemplified in the research setting below. In that context, all actors become "knowledgeable and often reflective" (Feldman & al. 2016) when deploying meta-routines for strategic work.

## ***Methods***

### **Research Setting**

We conducted a three-year and four months research project at the multinational apparel retailer Kiabi – a French-based established firm which operates 500+ stores in 15 countries, and has an online presence in 17 additional countries. Kiabi was founded in 1978 by the Mulliez Family Association (MFA), a group that also possesses worldwide retail giants such as Decathlon, Adeo and Auchan. With 10,000 employees in 2019 mainly located in France, Spain, Italy and Russia, Kiabi offers apparel at low prices and its closest competitor is H&M. Nevertheless, Kiabi came a long way since it could position itself as a competitor of the aforementioned retailer. Less than 10 years ago, the firm's products and brand were considered utterly outdated and its international development was stagnating.

In 2010, a new Chairman took the reins of Kiabi. Albeit Kiabi's shareholders considered the firm's performance – which just passed the 1 billion euros turnover mark – as satisfying, the Chairman still believed he needed to intervene to insure the firm's long term prosperity, given the highly competitive market it was in. In the late 2000's, MFA's most avant-garde companies, Adeo and Decathlon, initiated novel practices they called 'collective vision exercises'. These were the collective elaboration of the future ambitions of the firm with *all*

the members of the organization. These exercises increasingly became necessary for Adeo and Decathlon in order to insure success, as their competition was hastily growing. The firms needed to reinvent themselves and decided to do it *from within*. Kiabi's Chairman was inspired by his peer's initiatives. As such, he decided to integrate the practice and to organize Kiabi's first collective vision workshop using *collaboration methods*. Therefore, late 2010, employees collectively decided to first, increase the firm's level of fashion, and second, to increase the firm's international presence.

Since then, collaboration methods have been used at Kiabi as a meta-routine enabling strategic renewal. Yet, and importantly, the collaboration meta-routine was initially solely intended to collectively develop strategic content (vision) but not to shape the overall strategic renewal process. The meta-routine's subsequent performances was a consequence of upper management witnessing the positive consequences of the meta-routine on strategic change and promoting them among all organizational layers.

By collaboration methods, we simply refer to organizing events where actors from different horizons join efforts towards a common objective (Dunne & Martin, 2006; Gloppen, 2009; Sato, 2009). Methods used at Kiabi were often borrowed from design thinking (Brown, 2008) with a notable focus on visual thinking (Carr, Halliday, King, Liedtka, & Lockwood 2010; Drews, 2009; Ward, Runcie, & Morris, 2009), but not exclusively. Indeed, employees developed the reflex to regroup various stakeholders to make collective decisions, but not always through the use visual objects. This is why we label the routine as 'collaboration meta-routine' and not 'design thinking meta-routine'. As such, through the various performances of the increasingly

routinized collaboration meta-routine, Kiabi's employees achieved to enhance their collections' fashionable signature and to develop in 11 additional countries – leading to an additional yearly turnover of 600 million euros<sup>2</sup> in 2018. We believe Kiabi is an exemplary case of strategic renewal achieved through the use of a firm's specific meta-routine.

## Data Collection

We conducted a series of 47 interviews, yielding to 48 hours and 26 minutes of audio recording and 739 pages of transcript, Calibri font 12, single-spaced. Our main question when interviewing the participant was: *Can you tell me the story of Kiabi's transformation<sup>3</sup> from your perspective?* Naturally and without intervention, all interviewees referred to using collaboration methods to enable change in their area of expertise. Those interviews are summarized by hierarchical position (table 1) and by function (table 2) below. We believe the interviews unveiled interesting insights on upper and middle management's roles and actions towards strategic renewal. Indeed, the two groups contributed differently to creating (upper management) and deploying (middle management) new meta-routines for strategic renewal. Moreover, we interviewed a majority of employees from the project function (30%) since they were the ones predominantly driving routine replication and variation over time.

**Table 1. Interview Summary (by hierarchical position) (n=47)**

Upper Management	Leaders	Second-level Managers	First-level Managers	Consultants
8	14	13	11	1
17%	30%	28%	23%	2%

<sup>2</sup> 2018 numbers, compared to 2010.

<sup>3</sup> Transformation is the term used at Kiabi referring to overall strategic change.

**Upper Management:** Chairman, CEO and Senior Vice-presidents. All board members.

**Leaders:** Vice-presidents and Directors.

**Managers (second-level):** Managers with subordinates (head office).

**Managers (first-level):** Managers with subordinates (in stores) or without (head office).

**Consultants:** External to the company.

\*Middle management at Kiabi encompassed First-level Managers, Second-level Managers and Leaders.

**Table 2. Interview Summary (by function) (n=45)**

Functions	Number of interviews	Percentage
1. Projects	14	30%
2. Executives	9	19%
3. Marketing and Web	5	11%
3. Collections	5	11%
4. HR and Communications	4	8,5%
5. Supply Chain	4	8,5%
6. IT	2	4%
7. Merchandising	1	2%
8. RSE	1	2%
9. Stores	1	2%
10. Consultants	1	2%
<b>TOTAL</b>	<b>47</b>	<b>100%</b>

Moreover, one of the researchers attended 24 company events and meetings, accounting for 134 hours of presence and 148 pages of notes transcript. Among them, 10 events were related to the collaboration meta-routines, representing 101,5 hours of presence and 102 pages of notes transcript. Additionally, 88 objects were collected (PowerPoints, videos, internal communication material, etc.), which displayed for example collaborative workshop protocols or deliverables, as well as videos of collaborative events. Moreover, one of the researchers exchanged 275 emails with Kiabi employees, and revised 163 press releases and 60 Google links.



## **Data Analysis**

We used for this article a visual mapping strategy (Langley & Truax, 1994; Langley, 1999) and our data analysis unfolded into two steps: data selection and mapping a visual flowchart. First, we proceeded to selecting the various interview transcripts addressing explicitly the subject of collaboration at Kiabi. Moreover, we selected material artefacts provided by Kiabi managers which helped us replace the collaboration events in time. Second, we proceeded to the chronological coding of raw data about the adoption of a new meta-routine for strategic renewal into a process flowchart (available Appendix 1 of the article). We followed a visual mapping strategy and developed a chart which we consider as "an intermediary step between the raw data and a more abstract conceptualization" (Langley, 1999). The purpose of this chart was to inductively demonstrate how actors contributed through their actions to the adoption of new meta-routines which shaped the firm's renewal process.

We chose various shapes to represent categories of events. Round-corned rectangles indicate activities, whereas ovals represent decisions. We added squared-rectangles to represent events outside of the firm's control and parallelograms to indicate behaviors observed at the middle management level (impacting future decisions and activities at Kiabi). The location of the aforementioned shapes represent the layers the events are attached to: the first layer represents decisions and activities occurring at the upper management level, the third layer represents behaviors and decisions occurring at the middle management level, and the second layer represents the adoption of the meta-routine, or the common ground where upper and middle management meet to engage in meta-routine activities. Moreover, the arrows represent the positive or negative effects events had on the adoption of meta-routines

for strategic renewal. Lastly, we added a minus sign framed with dashed line to represent the appearance of routine malfunctions, which are crucial to understand how routines change over time. The letter C (C for Change) was added to identify events that triggered the need to adopt a new meta-routine, in our case, agile methods. Once the process flowchart was built, it was simple to create temporal phases which enabled to structure the narratives described below.

## **Results**

The present section introduces an historical recount of how a new meta-routine emerges, stabilizes and changes over time - as it shapes a firm's strategic renewal process and outcome. The first phase *Introducing the collaboration meta-routine at Kiabi (2010-2014)* demonstrates how Kiabi's initial experience of collaboration methods to create new strategic intents forges its routinization as it paves the way for *co-alignment* strategic renewal initiatives. The second phase *Meta-routine for operational work and routine malfunctions (2015-2018)* shows how the application of such meta-routine to operational work brings sustainable changes for strategic renewal, but also threatens it. The third phase *Welcoming a new meta-routine: Routine interaction for strategic renewal (2018-2019)* exemplifies how routine malfunctions invite upper management to promote a new meta-routine for strategic renewal, where two meta-routines can now cohabitate. The last phase *Kiabi's step ahead (2018-2019)* demonstrates how a new routine favors *co-creative* renewal endeavors.

For higher clarity, we italicize insights that reveal how the new meta-routines were adopted. We also highlight in bold insights as per Kiabi's evolving outcome perspective on strategic renewal.

#### **2010-2014: Introducing the Collaboration Meta-Routine at Kiabi**

In September 2010, Kiabi's new Chairman decided to take a leap of faith: together with the firm's 8,500 employees, he wanted co-elaborate Kiabi's very first corporate vision. He named the Head of HR and Internal Communications as official organizers, who quickly turned to a consultancy firm *specialized in executive coaching and collaborative work*. Consultants helped them determine a clear agenda and a methodology to reach their goal, and suggested the first steps should be to conduct an online survey and to lead one-on-one interviews. As such, employees from all international business units were invited to fill in an online survey about how they envisioned Kiabi 10 years from now. Additionally, organizers appointed HR managers as project leaders to visit each department and to conduct in-depth interviews, to better complete survey data and to get employees' full engagement. As a result, Kiabi's employees aligned to, first, increase the firm's level of fashion and to second increase its international presence. All in all, employees expressed a strong desire to compete against strong players like H&M.

Upper management was pleased with the level of ambition that was expressed. Yet, they wanted to push the exercise further, to better *mirror Adeo and Decathlon's collaborative methodology* deployed in their vision exercise. The organizers therefore invited a sample of 200 employees coming from every department, every hierarchical position and every country to collectively write down the vision in a two-day workshop. The collective was invited to bring

clarity to the enormous amount of data collected by going through the survey's printed answers. In teams, they had to identify key ideas from the verbatims and to formulate a clear vision proposition in the form of a short sentence written on a paper-board poster. The purpose of the workshop was to generate as many ideas as possible for the formulation of the vision and to *develop a collaborative work culture*. Short after the workshop, upper management re-used the material produced to define the ultimate vision of the firm: To be an international multi-channel leader of fashion at low prices. The latter was communicated to all employees by the end of 2010 in the form of an inspiring video, in which the workshop's participants expressed how they understood Kiabi's new vision and how they lived the workshop experience. The Chairman felt this exercise enabled to galvanize the troops around the collective 'dream', as he called it. He also felt employees were more united than ever.

Yet, employees were suddenly 'awoken from their dream' at the beginning of 2011. Indeed, Kiabi was unexpectedly hit by a crisis in the cotton industry, and the rising price of raw material strongly affected the firm's ability to compete. As a solution, upper management gave the direction to their employees to *increase their collaborative efforts* and to stop doing anything that was not contributing newly designed vision. Teams achieved to bring numbers back up by the end of 2012. Yet, employees felt exhausted at this point and they needed a respite. This had had a consequence that upper management didn't anticipate: managers *stopped collaborating*. Upper management was extremely frustrated since many managers that previously proved to have great collaboration skills went back *to working in silos and showed lack of trust in working with their peers*. "It was a feeling of annoyance... of exasperation.... [...] Silos are absolute danger!" remembered the Executive Vice-president Value Chain in 2018.

The Chairman and the CEO believed those behaviors signalled that *collaboration was not being concretely experienced* by the employees within each department. Moreover, upper management noticed that collaboration was prevented by employees' blocking mindset: "It doesn't work... but there is nothing we can do". Executive claimed collaboration was also prevented by employees 'collective dampening beliefs': "We will never be fashion".

As such, upper management decided to re-unite 109 influential managers in a room in April 2014. Upper management expressed their intention to *make the firm more collaborative* since it had proven to lead to great performance results in the past three years. Yet, the 109 influential managers in the rooms were the ones who needed to change their postures first. As such, managers were asked in June 2014 to work on clarifying and extending the 2010 vision. Reproducing the methodology of the 2010 two-day workshop, managers first explored what had been elaborated in 2010 (vision statements), but also other documents such as business units' 2014 roadmaps and plans. On the second day, they wrote down clearer propositions of vision, mission and values. Upper management once again re-used the material produced, and notably created a final vision statement: 'Offer the world with happiness to wear'. Another video summarizing the exercise and the results was sent to all employees by August 2014.

Yet, the CEO strongly believed they needed to push the exercise further to make sure the firm had *a true appropriation* of both the company's new strategic statements and the *collaborative methods*. As such, they asked all departments and business units to use the firm's new strategic statements to develop their own scope of work. All departments and

business units were required to deliver their own 10-year vision, 3-year strategic plan and one-year roadmap in the form of PowerPoint presentations. As such, from September 2014 to June 2015, managers of each department and business units had to organize *their own collaboration process* and used similar methods as the ones witnessed in the 2010 and 2014 workshops: They first listened to employees' potential strategic imperatives ideas, wrote down those ideas, and then synthesized what had been elaborated. Once the visions, 3-year plans and 1-year plans were completed in June 2015, they were all presented in another 200-person workshop. This time, customers and partners were also invited. The final deliverable was the *collective formulation* of Kiabi's 10-year vision including the points of view of all departments and business units. Another video was created and sent nationally and internationally, from national head offices to stores. Now, upper management felt they really achieved not only to make sure employees were aware of Kiabi's new strategic statements **which would eventually enable Kiabi to raise up to the level of H&M**, but also to insure that *employees took decisions in a collaborative manner*.

### **2015-2018: Meta-routine for operational work and routine malfunctions**

By early 2015, the CEO of the Italian division was promoted to be Kiabi's new world CEO. The Chairman promoted the one he called the 'people's guy' for his natural fit and inclination towards the *new collaboration routines deployed* in the organization. Indeed, the new CEO deeply believed in the power of collaboration, and proved it by securing substantial budgets to create an 'Innovation and Transformation Group' whose mandate was *to promote and to diffuse collaboration methods* throughout the firm. The group, led by full-time project managers and various volunteers, would for example organize 'co-design seminars' to teach

collaboration methods to store employees, or 'business process management escape games' to entice employees to collaboratively renew their business processes. This group enabled to keep the *collaboration routine alive through various performances*. Yet, for the purpose of this article, we will focus on how collaborative work was mobilized in operational activities to better favor the refreshment or replacement of Kiabi's attributes for strategic renewal.

Late 2014, the Director of Collections and the Director of Supply Chain started discussing how to integrate *the collaboration routine into product confection*. In 2012, the former CEO hired the firm's first Artistic Director who decided to double the amount of in-house Stylists. Those new competences promoted a higher sense of fashion to Kiabi's collections, yet the Director of Collections and the Director of Supply Chain knew fashionable products were useless **to better compete against H&M** if the firm couldn't fix 'product degradation': the lack of collaboration between Stylists, Product Managers, Buyers and Suppliers occasioned various moments where fashionable ideas were degraded, mainly for cost reduction concerns along the confectioning chain. As such, the Directors started to *organize workshops* in Asia with Stylists, Product Managers, Buyers and Suppliers, where all parties would express their needs to better align product conception. By 2015, upper management felt they had reached the level of fashion wished by employees in the 2010 vision exercise: **Kiabi believed they now had comparable products to H&M.**

Yet, the second part of the vision – international development – had to be taken care of. The VP of Finance suggested that to bring fashionable products to new markets, the firm needed to revamp its collection and supply chain management tools. While previous tools were

created to push the same world collection to all markets, the new envisioned tool would enable to create assortment by climate zones - a necessary competence to acquire **to better align with fast-fashion giants**. The VP of finance named a Project Leader, who suggested to *involve, in a very collaborative manner, end-users* from the Collections, Countries and Supply Chain departments to build this new tool according to their needs. Yet, shortly after the project started early 2016, Kiabi began to witness the limit of their new meta-routine.

Reproducing the experience lived during the first and second vision exercises, the Project Leader knew her team needed to listen to everyone's ideas to build a representative solution and to favor tool appropriation. Yet, their team was quickly faced with an important problem: The Collections and International business units wouldn't agree on the notion of zones. Creating zones for Collections meant additional work; they therefore wanted to limit the amount of zones to three: warm, mild, and cold. Countries, on the other side, felt they needed more zones for product rightness: they were arguing for zones by countries, and even by cities. Discussions kept going for 12 months until project managers took a decision, and even after the decision was taken, various stakeholders kept on arguing on the definition of a zone. Mid-2017, upper management started to get impatient. Five new countries had been developed over the course of seven years, but Kiabi didn't have the matching tools to send the right products at the right moment, **something that was easily done by competitors like H&M**. Upper management wanted to give space for collaboration to their employees - and were satisfied that managers *really did collaborate* after all the efforts deployed to spread the meta-routine since 2010. Nevertheless, delivering projects was long. Upper management needed to find a solution.



Early 2018, Kiabi's CEO organized an off-site strategic and operational meeting to discuss how to better make sure projects were actually implemented. He invited the 22 extended upper management committee to Stockholm and Copenhagen, not only to discuss those problems but also to visit inspiring start-ups. Upper management was, in their own words, 'blown away' by how those firms used *agile methods* in product conception: they not only used collaboration methods as Kiabi did, but they also leverage *fast decision-making cycles to make change happen faster*. Back in France, sitting in a meeting room short after the trip, they looked at each other and thought: "Well, we are *not* like that". Upper management realized *how decision making was Kiabi's main problem* when incorporating collaboration routines into operational work. Indeed, the 2010 and 2014 vision exercises showed employees how to collaborate for ideation... but not for decision making. The Head the Innovation and Transformation group expressed what he believed was Kiabi's true problem: "What is hard to do, I believe, is to allow people say what they want and then say...NO. [...] What is difficult for us is to converge [towards a solution]." Nevertheless, upper management didn't intervene at this stage. The CEO's executive assistant recalls: "We came back full of good will and ideas. Yet, all of this slowly faded, as our day-to-day came back...". Importantly, early 2018, Kiabi's 'day-to-day' was very positive and motivating. Indeed, Kiabi performance was higher than ever, dampening the need for changing routines. Moreover, as the firm was celebrating its 40<sup>th</sup> anniversary, Kiabi also celebrated a **very important milestone: They surpassed H&M in the French Market for the woman segment**. Yet, by summer 2018, celebrations stopped.

### **2018-2019: Welcoming a new meta-routine: Routine interaction for strategic renewal**

By mid-2018, the world textile consumption unexpectedly started to decrease, affecting the European market in particular. Kiabi's 2018 revenues were decreasing for the first time in

several years, and the firm was incurring considerable expenses related to overstock production and storage. Similar to what was demanded after the 2011 cotton crisis, the CEO asked head office employees to stop doing any project that was not essential to achieving operational performance. Whereas in the past he had encouraged employees to create new projects to increase the firm's value, the CEO now asked them to better prioritize. But in a firm where, in 2018, 40 projects were considered strategic, employees wondered: what is a priority... and what is not?

As a solution to their doubts, upper management came up with a roadmap by the end of 2018. They invited all employees to a December end-of-year meeting to mark a need for a change. They introduced the 2019 roadmap they called *Kiabi Reloaded* which was a list of 20 actions to prioritize. Upper management wanted to lead by example and show that even if it was not easy, they did achieve to prioritize. Moreover, throughout their speech, they started to strongly promote *the word 'agile'*. The CEO notably told the audience when starting the meeting: "Kiabi has started a great human transformation in recent years, that brought us very far, where we are today. And this new governance is a step towards a more agile and cross-functional company." Indeed, *agile methods needed to become Kiabi's new meta-routine*.

The *Kiabi Reloaded* roadmap was imposed to Kiabi employees. Most of them felt reassured to know upper management could prioritize, yet, many wondered if that meant the end of the collaboration meta-routine. Upper management reassured them: it would not. In March 2019, the CEO organized a new collaborative workshop where 150 employees were asked to

challenge and improve *Kiabi Reloaded*. In doing so, upper management signaled *it didn't forget the power of collective intelligence*. Yet, they also recalled how strategic events were useful moments to *disseminate a new routine*. As such, this meeting also became Kiabi's first occasion to collectively *experience agile methods and to learn how to accelerate collective decision making*. Once again, Kiabi *hired an agile method consulting firm* to facilitate the various activities. Yet, beyond this specific event and in order to better diffuse agile methods at Kiabi, the CEO created early 2019 a group of volunteers he called the *Operational Excellence* group, who would explore the agile methods theme and *find occasions to use them to accelerate Kiabi's implementation capabilities*. This group strongly mirrored the Innovation and Transformation group created in 2015. For example, the *Operational Excellence* group appointed a Project Manager in charge of the agile implementation of the new tools developed for Collections and Supply Chain teams. Such decision accelerated the tools' full deployment during 2019 - **enabling Kiabi to be at par with H&M and other close competitors**, according to the upper management team.

### **2018-2019: Kiabi's step ahead**

Upper management was satisfied with the path they pursued since 2010. With their new collaboration meta-routine, Kiabi improved its employee experience and won, for example, the Top 10 Great Place to Work Award for 6 consecutive years. Upper management was struck by the increasing amount of CVs received year after year: the CEO believed it proved Kiabi might have a 'a little more soul' than other employers with their focus on collaborative work. Yet, upper management was very conscious that in the past 10 years, they didn't achieve to become what they labelled 'prescribers' in their markets. Indeed, even if they **had surpassed**

**H&M in France in 2018**, upper management **didn't feel they influenced the fast fashion market**: at best, they were starting to be at par with it. When leading meetings about international development mid 2018, the CEO and the executive VPs realized it was now time to think about 'Kiabi's step ahead'. Project managers were discussing on how to implement stores in city centers and shopping malls – as they were historically located in peripheral areas. But upper management and Project Managers came up to the same conclusion: if they were going to conquer those locations, they wanted to do it following new consumption trends that in 2018, no retailer could ignore.

As such, the CEO asked the VP of franchising to take on a new role as the Leader of a new project they called 'Shopping into the future'. The CEO's idea was to create, through *collaboration and agile methods*, ideas to build Kiabi's step ahead that would differentiate them from fast fashion European and international competition. As such, the newly appointed leader organized in February 2019 what they called a one-week Hackathon with 30 employees, once again, from every division and every country. Yet, she wanted to make sure – as suggested during the Kiabi Reloaded meeting – that employees would *not only ideate novel avenues of competitive advantage, but also elaborate business cases and concrete action plans to make sure decisions were taken*. Just like in 2010 for the vision workshop, she hired a *consulting firm who had the agile expertise* Kiabi didn't yet have to lead the 'Shopping into the future' workshop. By the end of the five days, employees had listed what they called eight 'big bets' that were ready to be tested in a six-month time frame. Upper management was satisfied: they believed that the *agile method meta-routine would have a true impact on faster implementation* of strategic ideas at Kiabi. Moreover, they believed that the eight big

bets would truly **enable Kiabi not only to follow the best practices of the industry - but rather, to shape them.**

### ***Discussion***

#### **From co-alignment to co-creation : Meta routines as the missing link**

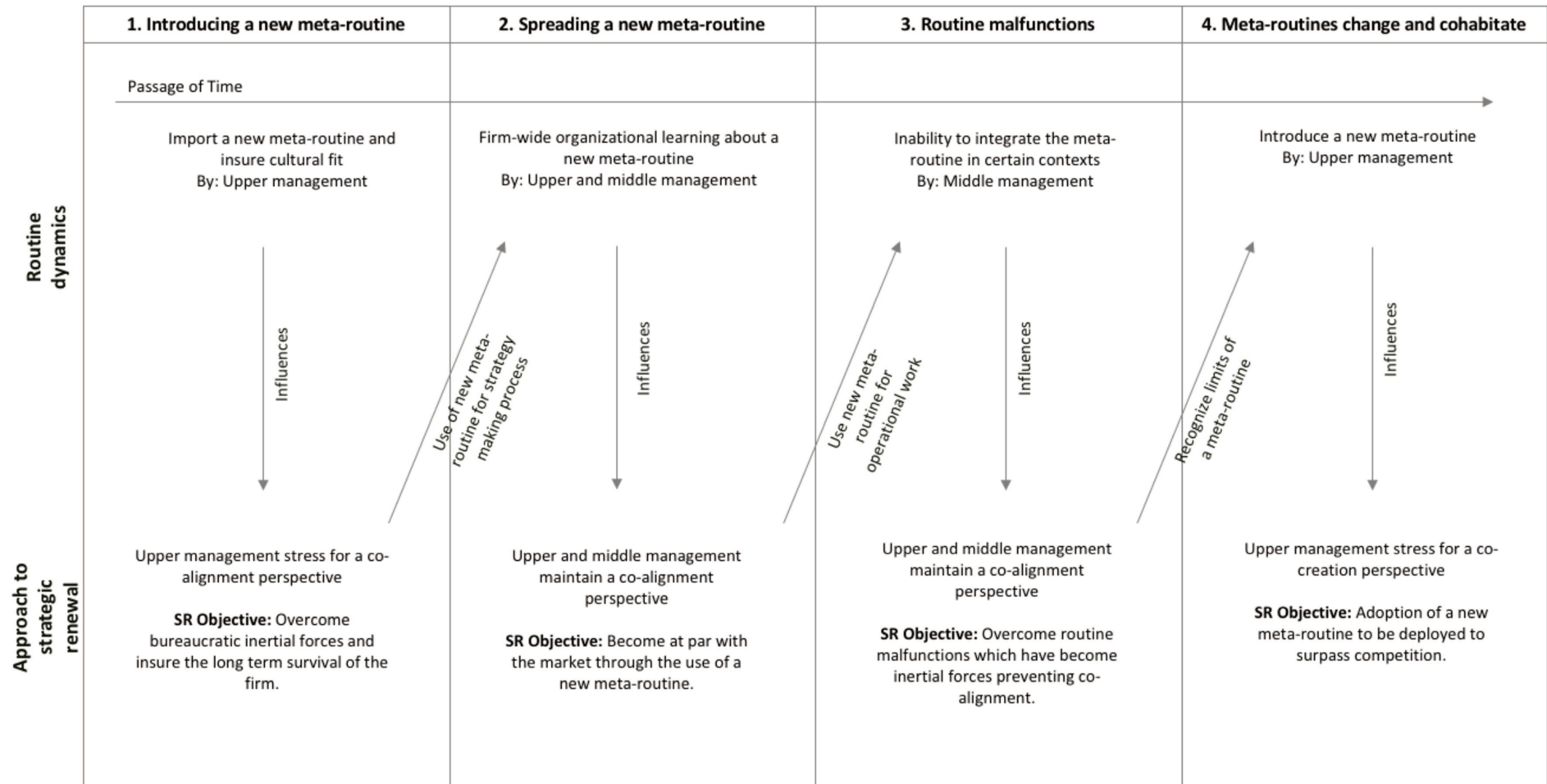
Past research has been displaying a core tension between the co-alignment and co-creation approaches to the outcome perspective of strategic renewal (Schmitt & al. 2016). While the co-alignment approach (Hannan & Freeman, 1984; Huff & al., 1992) seeks to explain how a firm re-creates a fit between its capacities and the ones of its environment by reducing organizational stress and thus inertia (Huff & al., 1992), the co-creation perspective rather refers to how firms grasp market opportunities in a proactive manner while influencing their industry's evolution (Eggers & Kaplan 2009; Kim & Pennings 2009).

Past literature has stated that the choice of firms to whether adopt a co-alignment or a co-creation perspective to the outcome of strategic renewal depends on the firms' specific environmental conditions (Volberda & al., 2001). Yet, we argue that past strategic renewal literature has been largely focused on the contingency perspective of its outcome (Schmitt & al, 2016), thus neglecting the internal dynamics and thus process of firms deciding on such outcome. We argue in this article that a firm's new meta-routines and their inherent dynamics can be the missing link to unveil not only how firms choose which outcome perspective to adopt, but also how they shift from one perspective to the other over time.

To prove our claim, we used a routine dynamics approach to strategic renewal, and followed how new meta-routines emerge, stabilize and change over time. We exemplified how a meta-routine can leave room for a new meta-routine to arise, as the two begin to cohabitate. We believe studying the micro-processes of routines and their core units of observation, actions, are key to unveil the micro-foundations of tensions within strategic renewal (Schad & al., 2016), which we attempt to reconcile in this article.

As such, we will better explicit in the following paragraphs the evolution of meta-routines over time, and how they shape the transition between a firm's co-alignment and co-creation approach to the outcome of strategic renewal. How routine dynamics impact strategic renewal is represented in Figure 1 below.

**Figure 1. Routine Dynamics for Strategic Renewal: From a Co-alignment to a Co-creation Approach**



### *Introducing a new meta-routine*

Our empirical setting displays how, first, a new meta-routine is introduced for strategic renewal. While cited mechanisms for organizational change from a routine outlook are recombination of routines (Nelson & Winter, 1982; Winter & Szulanski, 2001) and endogenous change of routines (Feldman, 2000; Feldman & Pentland, 2003), we rather observed a case where an entirely new meta-routine was imported from another firm (Bertels & al., 2016) and rather displayed strong cultural fit. Cited reasons to import new routines are to acquire new skills (Edmonson, Bohmer, & Pisano, 2001) or appease stakeholder demands (Bertels & Pelozo, 2008); yet, we argue that our case also demonstrated that importing a new routine was the result of the CEO's cognitive base and values (Hambrick & Mason, 1984) and the pressing needs to overcome inertial forces (Huff & al., 1992). Here, the new meta-routine is imported mainly to insure the long-term survival of the firm (Lewin & Volberda, 1999): it is a purposive process with a clear beginning (Stopford & Baden- Fuller 1994) but *not* an end. Indeed, since the strategic intents are co-created at the middle management level (Floyd & Wooldridge 1997, 2000; Lindell 1986), the renewal trajectory still has to be defined. Yet, at this stage, the general objective of strategic renewal remains co-alignment with competitors, a perspective shared by all organizational actors in the firm.

### *Spreading a new meta-routine*

Our setting also displays how a new meta-routine is appropriated and reproduced over time. An element naturally emerged from our empirical results as an enabler to a new meta-routine's replication: its socio-material experience. Socio-materiality (Orlikowski & Scott, 2008) is interested in how both objects and social processes shape the organizational reality. The routine dynamics stream of research has



increasingly been interested in how sociomaterial entanglements shape routines (D'Adderio, 2008, 2011, 2014 ; Berente, Lyytinen, Yoo & King, 2016; Sele & Grand, 2016). Indeed, routines – embedded in specific sociomaterial contexts – are claimed to be not only enacted through materiality (D'Adderio, 2008, 2011; Pentland & Feldman, 2005), but also through people or communities (D'Adderio, 2014), objects (Turner & Rindova, 2012) and ideas (Zbaracki & Bergen, 2010). In our pursuit of revealing how routines and their dynamic properties shape strategic renewal, we have noted how material objects – such as survey results, past vision statements, roadmap PowerPoints, etc. – were crucial to enable visual thinking (Carr, Halliday, King, Liedtka, & Lockwood 2010; Drews, 2009; Ward, Runcie, & Morris, 2009) about strategic renewal, but also more generally thinking by doing (Boland & Collopy; 2004, Lockwood, 2010; Rylander, 2009).

Moreover, social dynamics usually associated with design thinking, such as collaborative workstyle (Dunne & Martin, 2006; Gloppen, 2009; Sato, 2009) and human-centred approach (Brown, 2008; Holloway, 2009; Ward, Runcie & Morris, 2009) enabled to use of a design approach to promote user-centeredness (Brown, 2008). As such, we believe materiality came as a support to employees' desires and intentions (Taylor, Groleau, Heaton & Van Every, 2001) throughout strategic renewal endeavors and replication, yet without playing down their mutual entanglement. At the stage of spreading a new meta-routine, effortful accomplishments (Pentland & Rueter, 1994) are rather focused on organizational learning for strategic renewal (Crossan, Lane & White, 1999; Jones & Macpherson, 2006; Makri, Hitt & Lane, 2010) – the antecedent driving the co-alignment outcome perspective shared by all organizational actors in the firm.

### *Meta-routines and routine malfunctions*

While organizational learning (March, 1991) drives meta-routines replication for the creation of strategic intents, it is rather the dynamic capability approach to strategic renewal (Lindell, 1986, Flier & al., 2003) that prevails when using and deploying a new meta-routine for operational work. Indeed, as strategic renewal's core objective is to modify a firm's critical resources and capabilities (Agarwal & Helfat, 2009), similar or even variations of previous sociomaterial assemblages (Feldman & al., 2016) need to be transferred from a strategy making context to a capability and resource building one. Yet, as observed in the empirical setting, while a resource – in our case product and supply management tools – might constraint future strategic development (Helfat, 2002), it is rather the capability of collective decision making – that was not taught through the first meta-routine – that impeded project advancements. As such, we advance that if prior choices of resource deployment and investment shape a firm's competitive strategy (Kor & Mesko, 2013), so do the content of meta-routines which impacts actors' collective behaviors towards organizational change: failing to overcome the routine malfunctions might hinder strategic renewal's co-alignment outcome.

### *Meta-routines change and cohabitate*

Yet, achieving to surmount routine malfunctions and rigidities enables the transition from a co-alignment to a co-creation perspective to the outcome of strategic renewal. Indeed, as a firm realizes one meta-routine's limits and enacts a new meta-routine for change, they achieve to accelerate (Flier & al, 2003) the speed of change and counter newly created organizational stress (Huff & al., 1992). Through the use of a new meta-routine – in our case, focused on decision-making and *agility* – the firm builds the right

resources and dynamic capabilities for strategic renewal (Helfat & al, 2007) and begin to be at par with its competitors. As such, through a new meta-routine, the firms once again alter its path dependence (Schmitt & al., 2016) and shapes how strategic renewal manifests in practice. We believe introducing new routines for novelty (Nelson & Winter, 1982; Becker, Knudsen & March, 2006) and favoring routine interactions (Spee, Jarzabkowski & Smets 2016; Yi, Knudsen & Becker, 2016) enable to surpass the static recognition, formulation and execution process of strategic renewal (Basu & Wadhwa, 2013; Ben-Menahem, Kwee, Volberda & Van Den Bosch, 2013; Kwee, Van Den Bosch, & Volberda, 2011). As such, as new meta-routine enables to "constantly engage in strategic renewal to remain agile" (Agarwal & Helfat 2009; Ravasi & Lojcono, 2005; Volberda & al. 2001, in Schmitt & al., 2016), the firm is naturally invited to see strategic renewal as a never ending process and ever changing trajectories. Yet, beyond the internal dynamics of the firm, we noted the importance of environmental conditions – in our case, a decrease in apparel demand – which became true drivers for upper echelon levels (Hambrick & Mason, 1984) to engage in reflective talk (Dittrich, Guérard & Seild, 2016) and promote new experimental spaces (Bucher & Langley, 2016) for routine change. Therefore, we also adopt a both/and perspective (Lewis & Smith, 2014) as we attempt to reconcile both internal dynamics and a contingency approach to unveil how a firm shifts from the co-alignment to the co-creation approach to strategic renewal's outcome.

## **Future research**

Our longitudinal study suggests that using a routine dynamics approach to study strategic renewal can be useful to explore how strategic renewal occurs in practice and how it shapes a firms' 'menu of future choice' (Winter, 2007). Precisely, looking at the micro-foundations of strategic renewal enables to unveil one of the field's most important tensions (Schad & al., 2016) – the outcome tension – that we have

attempted to reconcile in this article. One avenue for future research stems from a limitation of our investigation: we raised indications in the discussion section about a tension regarding the antecedents of strategic renewal, namely *organizational learning versus dynamic capabilities*. We believe this tension, slightly addressed in this article, should be further explored to extend the scope and relevance of future strategic renewal research (Lewis & Grimes, 1999), and answer the following research questions, suggested by Schmitt & al. : *How do prior learning experiences influence the development of future capabilities? Do firms combine or alternate between learning-based and capability-based renewal efforts?* (Schmitt & al. 2016: 87). We suggest that a longitudinal perspective (Schmitt & al. 2016) is à propos to unveil such tension, specifically through the use of meta-routines and their units of observation, actions.

## **Practical Implications**

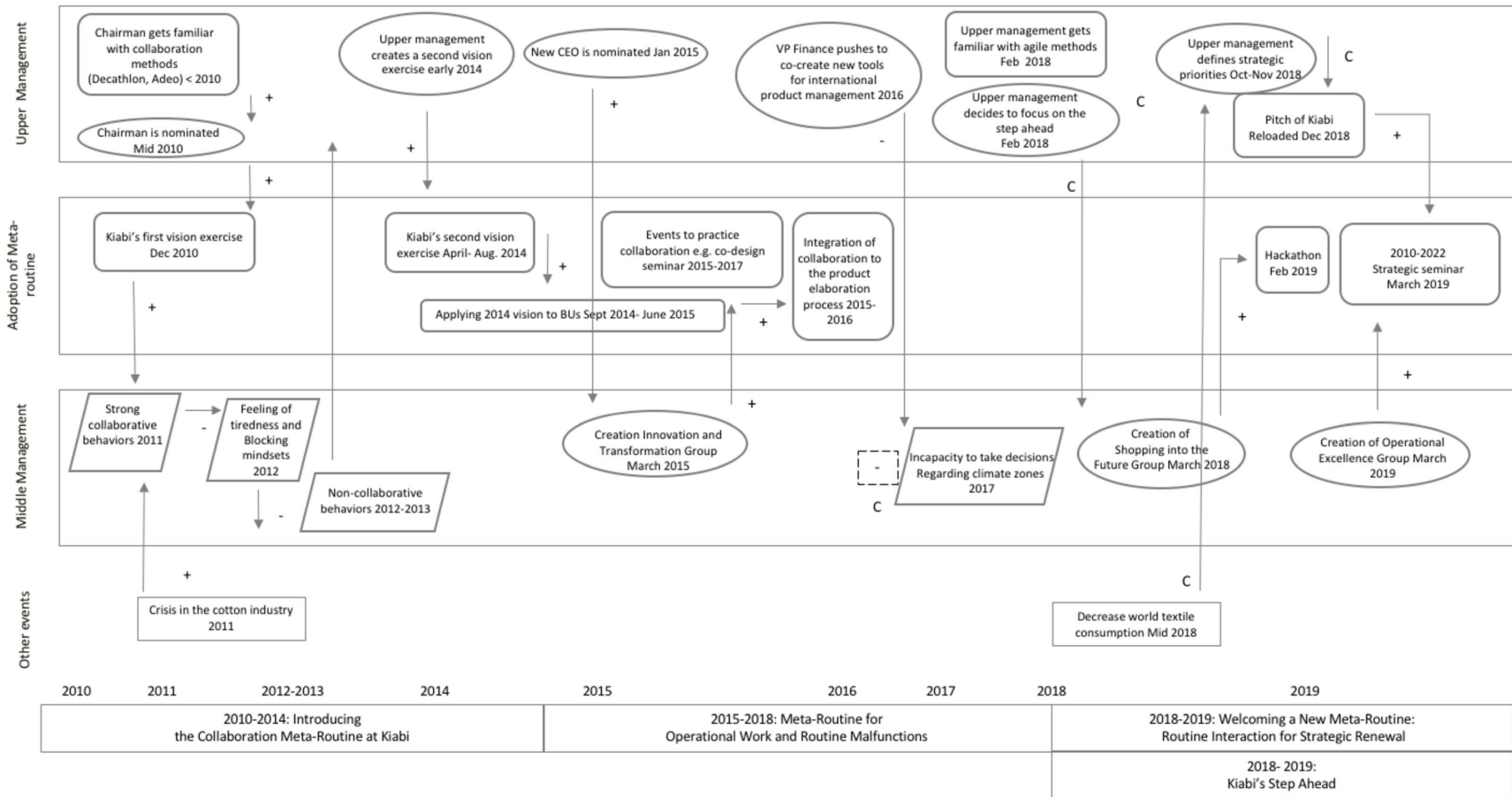
We believe our research offers valuable practical implications for upper management committees who feel increasing pressures to find novel ways to insure their firm's long-term survival. First, we invite upper management committees to adopt a practice lens approach (Giddens, 1984; Feldman & Orlikowski, 2011) and to envision strategic renewal through a magnifying glass: our article has proven that strategic renewal occurs through daily operational actions. Second, we invite upper management committees to adopt a 'routine creators' role in order to set the stage for their firm's strategic renewal continuous process. Exploring how Kiabi executives brought about sustainable strategic change through (n)ever changing routines (Pentland, Hærem, Hillison, 2011) enable executives from other firms to realize that they should not only be recognizing and formulating needs for strategic change, but that they should also enact it. As such, our research invites upper management circles to create and promote novel meta-

routines to better leverage the creative potential of their employees through experimental spaces (Bucher & Langley, 2016). Upper management is invited to promote experimentation in order for middle management to test and learn such meta-routines. They should also choose to intervene in suitable time to use new or modified meta-routines to better shape the firms' next refreshment or replacement endeavors.

### ***Conclusion***

We have sought with this article to unveil how innovative meta-routines emerge and rise in an established firm, and how they shape its strategic renewal process. We have demonstrated how meta-routines and their inherent dynamics can be the missing link to unveil how established firms operationalize day-to-day strategic work towards their chosen outcome objectives of strategic renewal. As such, we contribute to advancing strategic renewal's scholarship by bringing a novel internal dynamics outlook on both the process and the outcome perspectives of strategic renewal.

## Appendix 1. Process Flowchart – The Adoption of New Meta-Routines



## **Chapter 8. Article 3- Unveiling the Experimentation Process of Business Model Innovation: A sociomateriality perspective**

### **8.1 Preface**

Article 3 seeks to unveil how the business model experimentation process unfolds over time. I demonstrate how material objects and their inherent social processes shape dynamic conversations between upper and middle management, whom together create a new business model. This article helps unveil how upper management members favor business model advancement through **the decisions** they make, and how middle management members **create objects** towards business model innovation and strategic renewal.

### **8.2 Abstract**

Innovative business models have been on the radar of strategic management scholars for their ability to lead to better competitiveness. Yet, the trial-and-error process leading firms to create new and innovative business models, referred to as the experimentation process, remains largely unknown in business model innovation (BMI) literature. To further advance BMI's scholarship and to enable further theorizing on BMI performance, we suggest researchers should focus their efforts on unveiling the micro-processes and dynamics of the experimentation process over time. As such, we adopt a sociomateriality perspective to reveal how a new business model emerges in an established firm. We offer process-based narratives based on evidence collected at a multinational firm which operated architectural business model changes over the course of ten years. Our contribution to the BMI stream of research is twofold: First, we further expand knowledge on the discovery-driven experimentation process demonstrating the crucial role of agency – both human and material – in shaping a new business model. In doing so, we

corroborate the *driven by fate* nature of the experimentation process as understood in current BMI literature. Second, we demonstrate the counter-intuitive notion that *order* naturally invites itself in the experimentation process, which we conceptualize as a dynamic conversation between the upper and the middle management levels. Our novel outlook thus invites business model researchers to evaluate established firms BMI's performance through ordered sequences of dynamic conversations.

**Keywords:** Business model innovation, experimentation, sociomateriality, human and material agencies.

### 8.3 Timeline

**Conference presentation:** Business Model Conference, New York (June 2019) & Strategic Management Society (SMS), Minneapolis (October 2019). IAE Lab Presentation (October 25<sup>th</sup>, 2018). LEM Day Presentation (June 25<sup>th</sup>, 2019).

### 8.4 Article

#### ***Introduction***

Innovative business models have been on the radar of strategic management scholars for their ability to lead to better competitiveness. Early studies have found that innovative business models have positive effects on established firms' performance (Chesbrough & Rosenbloom, 2002; Zott & Amit, 2007). As such, scholars have been interested in further theorizing their performance implications (e.g. Aspara, Hietanen & Tikkanen, 2010; Bock, Opsahl, George, & Gann, 2012; Kim & Min, 2015) and impacts on incumbent and new markets.



Yet, authors claim that it is the *process* of BMI, and not its innovative business model *outcome*, that deserves higher academic attention to further advance BMI's scholarship: "We still have to learn a lot about how processes of designing novel business models inform the exploitation of emerging opportunities" (Spieth & al. 2014: 243). Authors interested in the processual approach of BMI have identified discovery-driven experimentation processes (McGrath, 2010; Sosna, Trevinyo-Rodriguez & Velamuri, 2010) as established firms' primary solution to exploit innovative models. Yet, the BMI experimentation process lacks of theoretical underpinnings in current literature. As such, we suggest researchers should first unveil the micro-processes, the dynamics and the patterns which impact how firms achieve to create new and innovative business models over time.

We explore the following research question: *How is the BMI experimentation process shaped over time in an established firm?* More precisely, we offer a sociomateriality perspective (Orlikowski & Scott, 2008) to demonstrate how social dynamics and objects – and their respective affordances (Gibson, 1986, Hutchby, 2001) – become key units of analysis to the experimentation process for their ability to shape sequences of change. Our process-based narratives (e.g. Chandler, 1962; Pettigrew, 1985) are based on data collected during a three year and four months investigation project at multinational apparel firm called Kiabi. Kiabi decided in 2010 to use the collective power of its 8,500 employees to redefine its 10-year vision. Since then, the firm has been using new social processes and multiple objects to eventually achieve architectural business model changes that would fit the firm's new long-term vision.

In this article, we support the current theoretical understanding of the BMI experimentation process and show how a firms' organizational becoming is somewhat *driven by fate* by its discovery-driven approach. Yet, we bring in a novel outlook on the BMI experimentation process and demonstrate how *order* naturally invites itself in the process, as experimentation becomes routinized into an agency-driven dynamic conversation between the upper and middle management levels. As such, we invite researchers not to evaluate BMI's performance on its final outcome (the innovative business model), but rather to continuously monitor established firms' BMI performance through sequences of dynamic conversations, the building blocks of an emerging business model's progress over time.

### ***Theoretical Background***

#### **Business models, BMI and the Experimentation Process**

Since the early 2000s, the business model perspective, defined as the "design or architecture of value creation, delivery and capture mechanisms" (Teece, 2010: 172), has attracted the attention of strategic management scholars interested in reintroducing creativity to the strategy literature (Demil, Lecocq, Ricart & Zott, 2015). Indeed, with a strong focus on value creation, the business model stream of research has proven to be more interested in reaching a new uncontested marketplace rather than seeking for a competitive advantage in saturated markets. While the business model research stream has rather been focused on establishing definitional clarity and measuring performance implications of innovative business models, it nevertheless paved the way for a more processual approach to business model research with the introduction of the business model innovation perspective (BMI).

Slightly distancing itself from its original stream of research, the BMI perspective rather seeks to explain novelty in business models. While some authors describe BMI as a general reconfiguration of its activities (Santos, Spector, & Van der Heyden, 2009) or its content, structure and governance (Amit & Zott, 2012), many authors adopt a processual, long-term view of BMI (Mitchell & Coles, 2004; Bucherer, Eisert & Gassmann, 2012; Casadesus-Masanell & Zhu, 2013). For the purpose of this study, we adopt Casadesus-Masanell & Zhu's definition: "Business model innovation refers to the search for new logics of the firm and new ways to create and capture value for its stakeholders; it focuses primarily on finding new ways to generate revenues and define value propositions for customers, suppliers, and partners." (Casadesus-Masanell & Zhu, 2013: 464).

This 'search of new logic' has mostly been explored through the experimentation process of BMI (McGrath, 2010; Sosna & al., 2010; Moingeon & Lehmann-Ortega, 2010; Andries & Debackere, 2013; Günzel & Holm, 2013; Cavalcante, 2014). This discovery-driven approach (McGrath, 2010) suggests that business models cannot be anticipated in advance as they need to be tested and learned over time - thus conferring a *driven by fate* nature to the experimentation process. Studies have focussed on the global stages of the experimentation process and on organizational actors' newly developed learning mechanisms (Achtenhagen & al. 2013; Andries & Debackere, 2013; Frankenberger, Weiblen, Csik & Gassmann, 2013). Nevertheless, very few studies have focused, to our knowledge, on the micro-processes that enable a novel business model to take form over time. As such, we offer a sociomateriality perspective not only to better unveil the micro-processes of the BMI experimentation process, but also to uncover its yet to be discovered dynamics and patterns.

## **A Sociomateriality Perspective**

Strategic management scholars increasingly acknowledge that looking at the relational and enacted nature of strategizing (Whittington 1992, 2006; Jarzabkowski, 2005, 2008) can reveal interesting insights on how strategy making processes occur over time. Among the various perspectives the practice turn offers, the sociomateriality stream of research has blossomed and gained important momentum in organization research for its ability to uncover the micro-processes of strategizing.

The sociomateriality perspective argues for a higher focus on the way materiality becomes implicated in the process of organizing and how it shapes organizational life (Orlikowski & Scott, 2008). Moving away from deterministic representations of materiality induced by contingency theorists (Woodward, 1958; Perrow, 1967), contemporary sociomateriality researchers seek to establish a more dialectic interaction between materiality and organization (Orlikowski, 1992). Without falling into voluntarism (Leonardi & Barley, 2008), sociomateriality researchers seek to bring back human agency at the core of the discussion while giving back material agency the considerations it deserves (Orlikowski & Scott, 2008).

Albeit various streams of sociomateriality research co-exist (Orlikowski & Scott, 2008), we adopt for the purpose of this research a mutually dependant assembles perspective (e.g. Barley, 1988; Prasad, 1993; Boudreau & Robey, 2005). This perspective adopts a processual logic where social processes and materiality are interdependent systems that shape each other through interaction and co-evolution. Originating in structuration theory (Giddens, 1984), the mutually dependant assembles perspective

posits that agency - the capacity for action - involves motivation, rationalization and reflexive monitoring from all organizational actors, where all cognitive processes are linked to human intention.

Since BMI seeks to explain how a new business model emerges over time (Bucherer & al, 2012; Mitchell & Coles, 2004; Casadesus-Masanell & Zhu, 2013) and how actors shape its experimentation process through a test and learn approach (McGrath, 2010; Sosna, Trevinyo-Rodriguez & Velamuri, 2010), the logical structure of the mutually dependant assemblies perspective, based on process research, and the head status of human agency (and human intention) (Taylor, Groleau, Heaton & Van Every, 2001) seemed to be a natural inclination for this article.

Moreover, our chosen perspective offers affordances as primary mechanisms for understanding the interplay between materiality and organizational life. Affordance theory suggests that the materiality of an object *favours, shapes and at the same time constrains a set of specific uses* (Gibson, 1986; Hutchby, 2001). As such, how actors perceive the affordances of the objects they create along the experimentation process enable researchers to understand how the material and the social become imbricated at various points in time. Yet additionally, we believe affordances can also help to witness how sequences of sociomaterial imbrications shape patterns of change along the experimentation process of BMI. This notion of affordances will be essential in the coding phase, described in the methods section below.

## **Methods**

### **Research Setting**

Our research took place at a multinational apparel firm called Kiabi. Kiabi offers affordable apparel for the whole family, and its closest competitors are H&M and Primark. The firm's most established markets are France, Spain, Italy and Russia. Kiabi is part of the Mulliez Family Association, a group that also owns retail firms such as Adeo and Decathlon. With the arrival of a new Chairman in 2010, upper management wanted to revise Kiabi's long term vision. Reaching one billion euro in turnover, the firm's performance was considered satisfying. Yet, competitive pressures were high, and top managers knew that sustainable changes had to be made to remain relevant in the long run.

Kiabi agreed upon two new long-term ambitions as part of a strategic renewal plan: First, they decided to increase the firm's level of fashion. Kiabi had been tagged as an outdated brand for many years which prevented the banner to be more competitive in today's fast-changing markets. Second, Kiabi decided to increase the firm's international presence. If Kiabi really wanted to make an impact in the fast-fashion industry, it needed to expand to foreign markets. The process of how the firm decided to build the new strategic ambitions is of particular interest for this study, as it gave strong importance to individuals and thus human agency. Indeed, the new vision was co-elaborated with Kiabi's total workforce, coming from the headquarters and the stores. As such, the firm's 8,500 employees were asked to fill in a survey with one central question: *How do you envision Kiabi 10 years from now?*

The collected answers allowed the Executives to design a collectively created vision for the firm. In 2012, each department was also asked to collectively build a department vision, based on the overarching global vision. As such, team members of each department systematically developed three crucial objects to support their ambitions: a 5-year vision plan, a 3-year operational plan and a one-year project roadmap. These objects were essential for team members to understand the long, mid-term and short term ambitions of the firm, and orient their actions towards BMI.

We considered that Kiabi operated between 2010 and 2018 architectural BMI – and more specifically adaptive BMI (Foss & Saebi, 2017). Indeed, changes were applied to the overall business model and was new to the firm, but not to the industry. Kiabi's traditional business model from 1978 to 2009 was focussed on clothing for necessity. It was motivated by a cost-leadership strategy, providing European customers with clothing at the lowest price. Its value creation and value capture mechanisms were based on traditional competences for retail *but not* for fashion. Kiabi's new business model which gradually emerged as of 2010 was rather focussed on clothing for happiness with the firm's new tagline 'Happiness looks good on you'. It was motivated by a cost *and* differentiation strategy, providing international customers with clothing at the lowest price possible *and* with high fashion standards, for higher happiness.

New value creation mechanisms enabled the firm to offer fashionable products to their women, men and kids segments. First, Kiabi tripled its number of stylists to intensify the development of Kiabi's own fashionable signature. Second, they reduced its number of suppliers by 60% and worked with the

selected partners on improving product quality, reducing costs and decreasing delivery delays. Third, Kiabi decided to regroup the operations, logistics, purchases and transportation departments into an overarching Supply Chain division. This notably enabled the creation of new 'linking roles' such as inbound and forecasting planners to insure stock availability in every store; a basic requirement in the fast-fashion industry. Fourth, Kiabi entirely revamped its Collections, Supply Chain and IT tools to fit its internationalization goals. Overall, business model changes driven by Kiabi's new value proposition led to a +600 millions turnover increase in 2018 as compared to 2010, representing a 60% increase in terms of value capture.

## Data Collection

We conducted a three year and four months in-depth case study at Kiabi. First, we conducted a series of 47 interviews, yielding to 48h and 26 minutes of audio recording. The research was inductive and participants were asked one overarching question: *Can you tell me the story (Magretta, 2002)<sup>4</sup> of how Kiabi's transformation<sup>5</sup> emerged from your perspective?* No particular focus was put on materiality since the researchers wanted it to naturally emerge as an integral component of the sociomaterial dynamics involved in making a new business model. The interviews were well balanced between hierarchical positions and functions (see tables 1 and 2) and yielded in 739 pages of transcript, single-spaced, font 12. This enabled to obtain a fair representation of changes across the firm. It is important to note that Kiabi considered First-level managers, Second level managers and Leaders to be part of the encompassing middle management category. Indeed, Kiabi was very much focussed on implementation

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<sup>4</sup> Magretta refers to business models as stories that explain how enterprises work (Magretta, 2002: 4)

<sup>5</sup> Kiabi used the word transformation to refer to business model *and* strategic change.



and empowered all its actors to lead concrete hands-on work related to business model changes and as previously described, strategy making.

**Table 1. Interview Summary (by hierarchical position) (n=47)**

<b>Upper Management</b>	<b>Leaders</b>	<b>Second-level Managers</b>	<b>First-level Managers</b>	<b>Consultants</b>
8	14	13	11	1
17%	30%	28%	23%	2%

**Upper management:** Chairman, CEO and Senior Vice-presidents. All board members.

**Leaders:** Vice-presidents and Directors.

**Managers (second-level):** Managers with subordinates (head office).

**Managers (first-level):** Managers without subordinates (head office) or with subordinates (in stores).

**Consultants:** External to the company.

**Table 2. Interview Summary (by function) (n=47)**

<b>Functions</b>	<b>Number of interviews</b>	<b>Percentage</b>
1. Projects	14	30%
2. Executives	9	19%
3. Marketing and Web	5	11%
3. Collections	5	11%
4. HR and Communications	4	8,5%
5. Supply chain	4	8,5%
6. IT	2	4%
7. Merchandising	1	2%
8. RSE	1	2%
9. Stores	1	2%
10. Consultants	1	2%
<b>TOTAL</b>	<b>47</b>	<b>100%</b>

Our data collection also comprised attending to 24 company events and meetings, which accounted for 134 hours of presence and 148 pages of note transcripts. 88 material objects were collected (PowerPoints, videos, organizational charts, newsletters, advertising support, etc.), which ranged from

operational to highly strategic documents. One of the researchers exchanged 275 emails with Kiabi employees and revised 163 press releases and 60 Google links. These documents were revised to create links and even challenge evidence collected during the interviews.

Our data collection process was strongly inspired by Carlile and Dionne's (2018) five guides to using a sociomaterial approach to drive impact in organization studies research. During our interviews, we first focused on harnessing outcomes and not just processes. Indeed, the BMI process is punctuated by key outcomes (e.g. achieving a new value proposition) which enables the firm to move to a higher degree of change. Second, we focused on the accumulation of such outcomes for broader business model changes, and not just activities. Third, we focussed on layers of analysis and not just levels. Before being able to use the sociomateriality perspective for narrating the experimentation process (micro level) and how it leads to business model changes (meso level), we had to focus on the accumulation of different layers that build the stratification of how a new business model is conceived. Fourth, we acknowledged relative durability and not just dynamics. While temporal dynamics are always at work within BMI, accumulation processes might differ in terms of time scale. As such, we emphasised on better understanding how relative temporality enables or constrains business model changes. Finally, we focussed on consequences and not just change. Rather than merely looking at change impacts from a first business model to a new one, we focused our attention on how changes – through new objects and processes – were consequential for the actors shaping it.

## Data Analysis

The research design of this study is inductive and the data analysis unfolded into three logical steps: coding, selecting and building the narratives. First, we coded a list of 309 material objects spontaneously mentioned by our respondents during the interviews. By objects, we refer to all range of material forms, varying from PowerPoint presentations (Kaplan, 2011) to newly created softwares. All objects were tagged with codes such as the department where they came from and – in line with our mutually dependant assemblies perspective – verbs that summarized what the objects *afforded* in the eyes of the respondents.

Second, we selected 78 objects<sup>6</sup> that reflected, as per Casadesus-Masanell & Zhu's definition (2013), "new ways of generating revenues and defining value propositions " (p.464). Those were tagged with the Collections and Supply Chain departments. Third, we chronologically ordered the selected objects to build process-based narratives (e.g. Chandler, 1962; Pettigrew, 1985). Even if the passage of time was a key anchor point (Langley, 1999) to unveil the experimentation process of BMI, three meta categories emerged from the data, segmenting how the experimentation process occurred over time. Indeed, objects created between 2012-2014 afforded to increase the firm's level of fashion. Objects created between 2014-2016 afforded to better work with suppliers when conceiving products. Objects created between 2016-2018 afforded the firm to use the right tools to operate expansion to new markets<sup>7</sup>.

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<sup>6</sup> Many objects had various incidences.

<sup>7</sup> We chose the 6 or 7 most relevant objects per meta category to explain how the experimentation process occurred over time.

As such, a pre-existing conception of the business model inductively emerged from our data: the RCOV model (Demil & Lecocq, 2010). This model claims for the dynamic interaction between the value proposition, internal and external organization and resources and competences components when crafting a new business model. Yet, beyond their dynamic interaction, our data suggested that each component of the RCOV model unfolded as meta-affordances in a logical order. Even if all three components were at play *within each sequence of change*, there was a dominant affordance logic where all objects were created toward one component of the business model as per the RCOV model. We therefore decided, as per narrative strategy's best practices, to use such business model conception as a reference framework to make sense of the data (Woiceshyn, 1997) and to generate more explicit theoretical explanations (Langley, 1999) with our narratives.

We believe that the emergence of the RCOV business model framework in our sociomaterial grounded data is theoretically sound since both conceptions are linked by their ontological approach to resources. The RCOV conception takes root in resource theory, more specifically in Penrose's (1959) view of the firm as a bundle of resources (Demil & Lecocq, 2010). Penrose conceptualizes a firm's growth as a dynamic process where resources, mainly human and material, interact. These resources are not important for a firm's growth per se. Rather, she claims that it is the *services of resources*, defined as the combination of different types or amounts of resources and the way they are used, that provoke new opportunities. Sociomateriality, as mentioned before, is positioned within the practice lens (Feldman & Orlikowski, 2011). The practice lens acknowledges that practices are essential to the ontology of resources (Feldman & Worline, 2011) since things can only be called resources when they are being used. It is thus the combination of things and use that makes a resource (Orlikowski, 2000). The two streams

of research are thus naturally linked by their ontological approach to resources, since they both confer value to resources in use.

## **Results**

The thick descriptions presented below unveil how a new business model experimentally emerged at Kiabi through three sequential blocks: value proposition (2012-2014), internal and external organization (2014-2016) and resources and competences (2016-2018). The experimentation process and its test and learn dimension is illustrated through actors' perceptions of affordance (or constraint) which unveils how the material and the social dimensions become imbricated at different points in time. It is the sequences of those imbrications that progressively shape the experimental process and its 'building blocks'. Our description reveal the power of human and material agencies in the experimentation process, which is *driven by fate* as per its current theoretical assumptions. Yet, we progressively show how *order naturally invites itself in the process*. As such, we bring the reader's attention to upper management's decisions taken at the beginning of each block. Those decisions have a considerable influence in shaping sequences of sociomaterial imbrications developed at the middle management level. Moreover, we suggest that those decisions are also being shaped by previous sequences of sociomaterial imbrications.

For higher clarity, we highlight in bold decisions taken at the upper management level. We underline change initiator objects that shape the BMI experimentation process. We italicize perceptions of affordance or constraint, where the former is associated with opportunities of *to be created* objects and

social processes, and the latter with existing *to be fixed* objects and social processes. We also bold the social impacts created by new or modified objects: those are represented with verbs of action undertaken by various actors throughout the experimentation process. A summary of our narratives is available in table 3 at the end of this section.

## **Block 1. Value Proposition**

### **How can we develop higher levels of fashion?**

#### **Towards building the foundation of a new value proposition (2012-2014)**

By the end of 2012, Kiabi's CEO wanted to propel changes towards the newly designed vision of 2010. The employees had determined two long-term objectives: increase the firm's level of fashion and develop as a fashion brand in new markets. The second objective was tributary to the first; the CEO's priority was thus to increase the level of fashion. As such, **he hired Kiabi's very first Artistic Director (AD)**. The CEO didn't know what 'more fashionable' really meant for Kiabi. He therefore asked the AD to design his own mission. He was given *carte blanche*.

In his first week when joining the team, the AD was encouraged to fully immerse himself in Kiabi's world. Going to stores and getting acquainted Kiabi's products in their natural environment indeed appeared like the best way to *understand the firm's current level of style*. He started to looking, touching and analyzing Kiabi's current product offering. His trendy eye focused on style, shapes, fabrics, cuts and colors. Quickly, the AD identified that Kiabi's color choices and high number of product references were the most problematic elements preventing a higher sense of fashion. Therefore, the AD suggested to the

Director of Collections that **collections deserved a very thorough cleaning**. Yet, they wondered: where to start to clean this... mess?

The AD thought: "I need the 200 Collections' employees to get their hands dirty to help me with cleaning". Yet, he and the Director of Collections knew the AD didn't have any formal authority among the team in place. As such, they decided to create early 2013 a new hierarchical structure they called the Trendslab. They imagined this structure as a **'style consulting office' to support the Collections department** in *bringing harmony in the women, men and children's collections*. For the moment, the Trendslab was composed solely of the AD and was strongly supported by the Director of Collections.

The AD's first initiative in 2013 was to choose the right set of pantones. The AD inventoried the firm's number of pantones. Result: 300. "I never saw that! *They had every color of the rainbow!*" said the AD, shocked by the *collections' lack of legibility*. The Director of Collections asked him what the right number of pantones should be. He answered: "**We reduce to 100 colors** per season." From now on, the AD and Director of Collections wanted only those specific 100 pantones **to be used by the Stylists**. The new orientation was communicated... without great reception. Many complained that less colors engendered less creativity. While the majority complied to the new orientation, some Stylists admitted small misdemeanours... and did use colors outside of the 100 pantones.

Conscious of the situation yet not conferring it too much attention, the Trendslab - still incarnated in the person of the AD - continued his cleaning initiative. He now wanted to remove unnecessary product

references. Too many models of jeans, t-shirts or dresses were offered which *decreased collections' legibility*. Moreover, *many models were out of style*. As such, the AD asked Product Managers **to renounce to unnecessary references** and, in his own words, to 'hunt fashion killers'. Changing was hard for Product Managers. As much as they understood the AD's intention, their performance was measured on how much margins references yielded for the firm. Getting rid of 'fashion killers' also meant renouncing to high margins. The AD and Director of Collections understood their concern and made a deal: employees could create replacement products for fashion killers; similar references but with a higher sense of style. Product Managers enjoyed the creativity process around replacement products and were reassured they could keep high margins.

Late 2013, the Trendslab (the AD) was satisfied since most of the cleaning initiative was done. The 100 pantones were now systematically used and fashion killers were dead. The fashion killers hunt also had the unplanned consequence of making Product Managers more aware of customer targets' needs while stopping relying on historical sales: " We had those horrible t-shirts with panthers... and we also had those cute little t-shirts with dinosaurs! Ok, panthers were dead. We had to find new ways to make our numbers... but we had to think what we wanted to offer to our customer targets first. " Remembers a Product Manager.

Yet, those targets were another problem. The Collections department was historically organized by targets called Casual, Contemporary and Chic. A Stylist would design for example the complete wardrobe for women in the chic target. Yet, this structure was not optimal: when removing fashion killers mid-



2013, the AD and Directors of Collections realized that this *structure created product duplicates* across targets. Moreover, the AD noticed that this *structure caricatured targets*: in real life, customers can be causal, contemporary and chic at the same time.

The AD and Director of Collections started to get interested in how the neighbour department, Procurement, was organized. Procurement started in 2012 to organize by fabrics instead of customer groups: this organization yielded interesting financial results and better fabric expertise. The Director of Collections therefore decided to match Procurement's mode of organizing. From now on, **Collections would be re-structured by lines of products** (e.g. jeans) and be paired with the right interlocutor on the Procurement side (e.g. denim). This new structure also had the unplanned consequence of making Stylists become, for each line of products, *real experts in fabrics, shapes, colors, and style* - the building blocks to develop fashionable apparel. Yet, a couple of months into this new mode of organizing, the AD had an unpleasant surprise. When receiving the first samples of next year's collections, he saw that the **silhouettes created** (bottom, top, accessories) were **a total mismatch!** Products were individually with higher sense of style. Yet, the overall look clearly showed something was missing to create logical, uniform and trendy silhouettes.

Early 2014, the AD started to reflect on how to support Collections members in building uniform silhouettes across lines of products. He thought that Collections members *were probably not aware of what trendy silhouettes looked like*. Falling back to his experience in a Parisian style Agency, he decided to send employees a Trends PowerPoint, a document **showing pictures of the latest trends on the**

**podiums.** The document was not perceived as adding much value: Collections employees felt buying trends books would have been simpler and less costly. The AD was then faced with the same legitimacy question he faced when starting his job in 2012: How could he add value to product creation now?

He discussed the issue with his working partner, the Director of Collections. Increasingly early 2014, she started to voice her concern that Stylists and Modelists were not really needed internally at Kiabi. "She believed we didn't need Stylists nor Modelists because we could rely on our suppliers' competences", recalled a Project Manager. She didn't take any decisions to abolish those jobs at this stage. Yet, her intentions to increasingly work with suppliers for product creation put the AD into a state of immobilism: he didn't know if and how he could collaborate with Stylists and Modelists.

In the same time period, the Director of Collections wanted to work around an important object at the heart of the Collections department: the Offer pyramid. Kiabi historically relied on a three-layer Offer pyramid to represent categories of product offering. Yet, this pyramid was *obsolete since the firm created new fashionable products*. The Director of Collections asked the Market Leaders and the AD to develop a new **pyramid to better reflect the firm's new levels of fashion**. They came up with two additional layers of products and redefined the three previous layers. The final five-layer object was presented to upper management and triggered very important reflections from its members, especially from the Supply Chain Leader. He acknowledged that Collections had enormously improved over the past years. Yet he couldn't deny, as strongly suggested by the Director of Collections, that Supply Chain processes didn't quite match the five layers of the new Offer pyramid. Those processes needed to be created.

## Block 2. Internal & External Organization

### How do we better organize and coordinate?

#### Towards creating synergies between Collections, Supply Chain and Suppliers (2014-2016)

In parallel to having discussions on better collaboration between the Collections and Supply Chain departments, the new Supply Chain Leader launched Kiabi's first Supply Chain strategy. As part of the latter, he and the upper management committee took the decision of **delocalizing the Procurement department to Asia**. In the summer of 2014, French and local Chinese **employees inaugurated** Kiabi's new Hong Kong office. The Supply Chain Leader knew that *building higher proximity and creating long-lasting partnerships with suppliers* was crucial in order to *conceive better products*. This was especially true for the most fashionable (and most demanding) layers of the Offer pyramid. This decision delighted the Director of Collections, who was fond of working with suppliers for product conception.

Opening an Asian office was a big change for Kiabi. Yet, life went on at the French Headquarters and Collections continued to do their job as usual, their Procurement counter-parts missing in the now empty neighbour room. As usual, style sheets, a brief used to initiate product conception, was given to Procurement teams, only this time by email. Conversations were organized through Visio conference calls, yet for employees, it was just not the same. When Procurement returned, late 2014, the first physical samples of what Collections asked for in their briefs for the 2015 collection, Product Managers were unhappily surprised: products didn't match at all what had been expressed through style sheets. After various conversations with Procurement, Product Managers realized they *had not been clear enough with their requirements*. In the past, even if *style sheets' content was vague*, they could easily be

clarified with Procurement through informal face-to-face discussions. Now, without Procurement's physical presence, Product Managers understood they needed **to engage in ongoing discussions with Stylists and Modelists to clarify** style sheets requirements.

Early 2015, a big twist occurred at Kiabi: The Director of Collections gave her resignation. A new Director of Collections was internally promoted. Yet, he had a very different approach to managing collections: "And when I say different, I mean totally different!" remembers a Project Manager. Indeed, the new Director had previous experience in higher-end banners. He was extremely demanding on quality control, and for him, mastering product conception in-house was key to success. His views were totally opposed to the former Director of Collections who believed in relying on the power of suppliers.

As such, and very importantly, the new Director of Collections promoted a strong direction of involving Stylists and Modelists in product conception. First, he asked that some **Modelists were trained to conceive** their own sewing patterns with a newly purchased sewing pattern software. The Director of Collections was frustrated with recurring *mismatch between expected and received products from the suppliers' side*. Since sewing patterns used to be exclusively created by suppliers and *were not capitalized internally*, Kiabi was highly dependent on their supplier's understanding of the brief. Knowing how to create patterns should help *clarify products' measurement expectations*.

The Director of Collections also hired 10 new Stylists to reinforce and expand Kiabi's in-house competences – especially since the firm wanted to develop in various new countries in the upcoming

years. Kiabi's new value proposition existed and was materialized in the object of the new Offer pyramid. Nevertheless, the teams had not found yet any mechanisms to better organize to build more coherent silhouettes. As such, the Director of Collections suggested to hierarchically involve the most experienced Stylists in the Trendslab structure. The AD agreed, and together with his new contributors, they **started to build an improved version** of the Trends PowerPoint: it was now a 200-pages PowerPoint presentation **with co-elaborated fashion choices**. More involvement from Stylists brought a *higher sense of consensus on fashion bias* and choices, and thus enabled to obtain more coherent silhouettes. Yet, the Trendslab was still criticized for making recommendations far from Collections' reality and not 'translated' enough from the podiums to affordable apparel collections.

This feedback was heard by the AD. He needed to figure out another way of, in the AD's words, *developing the team's ownership over fashionable collections through higher sensitivity to style*. We reformulate this affordance by the need of Collections members to embody the fashion creation process. As such, the AD and new Director of Collections thought that inspiring trips could be improved **to favor the ideation process**. Inspiring trips always existed at Kiabi. Yet, the AD suggested to stop choosing classic destinations (New York, Milan) and to **structure itineraries** so that the delegation could visit exhibitions and concept stores and not only competitors stores. For each trip, the AD asked Stylists and Product Managers to take notes on colors, fabrics, shapes and style, and to take as many pictures as possible.

When coming back from their first renewed trip in Venice in 2015, the team gathered 4,000 pictures. *But how could the teams use the material they had collected?* In 2015, the CEO was promoting higher collaboration and involvement from employees to reach the company's vision – even more than in 2010. In line with that collaborative spirit, the AD, the Director of Collections and Market Directors suggested that the teams should organize collections making just like the vision workshops they experienced in 2010. They replicated the workshops' format and **organized what they called a two-day kick-off meeting**. In its most finalized version in 2016, Senior Stylists had to come prepared with a poster including pictures, notes from the trip and clear propositions of themes that could influence Kiabi's next collections. On the first day, Senior Stylists would present each poster and their colleagues would take notes. On the second day, posters would be regrouped **to create common themes** to be exploited for the next season. This new mode of organizing would now happen twice a year, for winter and summer collections. The AD and new Director of Collections were satisfied of their work and believed that employees finally grasped what coherent silhouettes really meant. Overall, early 2016, both Collections and Supply Chain believed they developed a value proposition and organized well enough to compete against the Primark and H&M of this world.

### **Block 3. Resources and Competences**

**How do we develop the right tools and competences to go international?**

**Towards enabling a new value proposition in new markets (2016-2018)**

Early 2016, upper management was reflecting on how to enable international development as a fashion brand. The VP of Finance knew the firm had developed great internal and external organization to deliver

Kiabi's new value proposition to new markets. Nevertheless, he also knew that some of the firm's internal processes were not strong enough to sustain international development. Indeed, an ongoing conflict had been voiced by the Collections and Countries business units: *Sales prevision budgets were not aligned between the two parties*. Each group were assertive on what the right sales previsions (and thus budgets) should be. Nonetheless, employees were conscious that this misalignment between a supply (collections sales prevision) and a demand perspective (countries historical sales) often *created stock surplus and financial losses*. The budget issue made upper management wonder: How can we expand to new countries if we can't master our own processes in our established countries? They first needed to develop the right tools and matching competences to fix the situation. After, they could develop other tools to enable reaching new markets as a fashion brand. As such, the VP of Finance **decided to create a temporary project management structure** he called LSD- Link Supply and Demand. He changed his role to Leader, Value Chain and imagined the creation of three tools: A, B & C.

The Leader Value Chain named a Project Leader who **recruited Project Managers and Commercial Finance Analysts** from the Countries and Collections departments. The Project Leader imagined the Analysts could act as end-users who - freed from their full-time jobs - **would give their input** on how to build a new sales budgeting tool, Tool A. The Project Leader and his new team first needed to *understand what functionalities end-users (both Collections and Countries) would need*. As such, they looked at current tools to better understand how budgeting worked for both parties. Then, they listed a series of questions to ask end-users to make sure the *tool fitted their needs*. Project Managers asked Commercial Finance Analysts: If you had to build a common budgeting tool by country AND by product line, what kind of views and KPIs would you like to see? Answers from interviews enabled the project

team to *clarify the work to be done* and therefore to **create a complete specification document detailing the steps to follow** to build Tool A.

Project Managers realized that budgeting's main problem was that roles were not attributed clearly. On the one hand, countries were making budgets according to sales history. On the other hand, Collections were making their budgets according to trends promoted by the TrendsLab. As such, Project Managers started to imagine a budget construction 'timeline' – a *description of what each group's new roles and responsibilities should be*, in a sequenced order. As such, countries would have to first write their sales ambitions at a global level, and Collections would then use this data to elaborate budgets by lines of products. Both parties agreed and Project Managers **elaborated Tool A** according to this matrix mode of organizing.

Mid-2016, Tool A's project team took charge of Tool B. Tool B was imagined as a tool using Tool A's budgeting strategy to *enable better forecasting and replenishment of stores in established markets*. The previous forecasting tool used at Kiabi was built on Collections budgets exclusively, and thus excluded the Countries perspective. Tool A's Project Leader asked his Managers to recommend the best software to develop Tool B from; yet, they didn't seem to find the right software from the solutions they knew. As such, the Project Leader organized, with the Head of Commercial Finance and Director of Supply chain, a trip to the United States. They wanted to meet innovative software editors and see what they had to offer.



They met a small start-up specialized in machine learning, who suggested to **use such technology to better forecast inventory needs**, as precise as at the store-level. The team liked it and **hired the consultants**. "Big data. Machine learning. It all looked good. It's going to revolutionize our company! " Remembers the Project Leader of Tool B, appointed short after the consultants were hired. Through various discussions with the teams in place, the consultants suggested to match machine learning with Collections' Offer pyramid to have the right amount of product for each layer in stores. Again: Carte blanche. Result? "It was a disaster! Nothing worked. They were very complex equations where you put a lot of information... and the equations just didn't match the needs in the textile industry." Recalls Tool B's Project Leader. It took one year for the consultants to deliver satisfying results for Kiabi. When Tool B was roughly fixed, Kiabi developed new roles associated with Tool B: Inbound and Forecasting Planners. The new resources and competences enabled having the adequate amount of stock in stores early 2017, reaching a 95% availability rate - a record level at Kiabi.

Early 2017, it was time to develop another tool, Tool C. Product Managers had been complaining for a long time that current product management tools *prevented them from adapting their collections country-specific needs*: they always needed to create parallel orders. The VP Value Chain and Tool's C Project Leader perceived Tool C as opportunity to create *collections by climate zones to better serve international customers*. Together with Project Managers of Tool A and B, Tool C Project Managers decided to build the latter from scratch. First, because softwares available in the market didn't seem to match their technical needs. Second, because they didn't want to be dependent on external providers - as experienced with Tool B - to successfully carry out their project. They mirrored Tool A's team

organization: **Tool C's functionalities were developed** throughout 2017 and 2018 in an exploratory mode **with Product Managers** as end-users.

Building Tool C was materially complex. It required including lots of data, many view as well as many connections with Tools A and B. Yet additionally, inter-departments relational problems started to arise when Tool C's Project team started to discuss the implications of climate zones early 2018. When talking to Marketing, Supply Chain and Collections, they realized that no department shared the same definition of climate zones, nor were ready to make concessions. "Everybody wanted to create their own zones", said tool B's Project leader. As a results, developers were constantly waiting for new information, or changing already created functionalities to match with the latest conception of 'zones'.

Moreover, Projects Managers of Tool B realized late 2018 how the concept of zones also affected their own success. When first trying to include the notion of climate zone, they realized that the software was technologically limited to include this unplanned dimension. "We were talking about it [how to include climate zones] every day. We did 10,000 workshops together, everybody was arguing, and no decisions were taken", recalled Tool B's Project Manager. Material agency started to have a stronger impact on business model development at this stage. The Leader Value Chain was not happy with implementation delays - and promised to shareholders that the LSD Tools be fully implemented in operational teams early 2019. LSD project teams were getting impatient, tired and strained to their limits. Yet, Kiabi's Value Chain Leader was definitive: the firm needed to launch its new tools by 2019 to enable the firm to bring its new value proposition to international markets.

**Table 3. The BMI Experimentation Process at Kiabi - An Affordance Perspective**

Change initiator objects	Actors involved	Perception of affordance or constraint (Reformulation of concerned actors)	Social impact
Block 1 VALUE PROPOSITION	How can we develop higher levels of fashion? Towards building the foundation of a new value proposition (2012-2014)		
Upper management decision: Hire of Kiabi's first artistic director, 2012			
Kiabi's products  (Object) 2012	Artistic Director	<b>Affordance</b> "I need to understand Kiabi's current level of style. "  -Artistic Director	The Artistic Director <b>calls for a thorough cleaning</b> of collections in terms of colors and product references.
Trendslab  (Structure) 2012	Artistic Director, Director of Collections	<b>Affordance</b> "We need to create a structure that brings harmony in the women, men and children's collections. "  -Artistic Director	Artistic Director and Director of Collections create a formal structure that <b>supports Collections</b> as a style consulting office.
New set of pantones  (Object) 2013	Artistic Director	<b>Constraint</b> "They had every color of the rainbow! The collections lacked of legibility. "  -Artistic Director	The Artistic Director <b>reduces to 100</b> the number of pantones Stylists should use.
Unnecessary products references (fashion killers) and replacement products  (Objects) 2013	Artistic director, Director of Collections, Product Managers, Stylists.	<b>Constraint</b> "We currently have too many references which decrease collections' legibility. Plus, lots of them are out of style. "  -Product Manager, Underwear, Collections department	The Artistic Director and Director of Collections ask Product Managers and Stylists <b>to renounce to unnecessary references</b> . They are suggested to <b>create replacement products</b> .
Structure by line of products  (Structure) 2013	Artistic Director, Director of Collections, Stylists	<b>Constraint</b> "Our targets were caricatured. A woman is every of those women. Plus, with this structure, we had too many product duplicates. "  -Coordinator of style, accessories  <b>Affordance</b> "We were now able to become real experts in our line of products. "  -Coordinator of style, accessories	The Trendslab <b>re-structures</b> the Collections department by line of products (e.g. jeans, t-shirts). Yet, <b>silhouettes created</b> are a total mismatch.
Trends PowerPoint  (Object) 2014	Artistic Director	<b>Constraint</b> "Collections members are not aware of what trendy silhouettes look like. "  -Artistic Director	The Trendslab <b>shows</b> Collections teams <b>what the latest trends</b> are on the podiums.

<b>Offer pyramid</b>  (Object)  2014	Director of Collections, Market Leaders, Artistic Director	<b>Constraint</b> "Collections' previous pyramid was obsolete since Collections developed a new offer."  -Value Chain Project Leader	Market Leader and the Artistic Director elaborate an Offer pyramid that <b>better reflects the firm's new levels of fashion.</b>
<b>Block 2 INTERNAL AND EXTERNAL ORGANIZATION</b>	<b>How do we better organize and coordinate? Towards creating synergies between Collections, Supply Chain and Suppliers (2014-2016)</b>		
Upper management decision: <b>Delocalize the Procurement department to Asia, 2014</b>			
<b>New Kiabi office in Hong Kong</b>  (Object)  2014	Supply Chain Leader, Procurement Department	<b>Affordance:</b> "We needed to build higher proximity with our suppliers to create long-lasting partnerships and ultimately better products. "  -Project Manager, Supply Chain Department	French and local Chinese employees <b>inaugurate a new Kiabi Hong Kong office.</b>
<b>Style sheets and samples</b>  (Objects)  2015	Product Managers, Procurement, Stylists, Modelists	<b>Constraint</b> "We had not been clear enough with our style sheets. Our former ones were too vague. "  -Project Manager, Collection Department	Product Managers need <b>to engage in ongoing discussions</b> with Stylists and Modelists to clarify style sheets requirements.
<b>Sewing patterns and software</b>  (Objects)  2015	Director of Collections, Modelists	<b>Constraint</b> "We didn't obtain the expected products from our suppliers. Sewing patterns were not capitalized internally to clarify our measurement expectations. "  -Project Manager, Collection Department	The Director of Collections requests some Modelists <b>to be trained to develop their own sewing patterns</b> on a specialized software.
<b>New Trends PowerPoint</b>	Artistic Director, Stylists	<b>Affordance</b> "It brought consensus on fashion bias. "  -Artistic Director	The Artistic Director and Stylists <b>build an improved version of the Trends PowerPoint.</b>
<b>Inspiring pictures and notes</b>  (Objects)  2015	Artistic Director, Stylists and Product Managers	<b>Affordance</b> "Trips help develop the team's ownership over fashionable collections through sensitivity to style. "  -Artistic Director	The Artistic Director <b>create structured trip itineraries to favor the ideation process:</b> lots of pictures and notes are taken.
<b>Poster, pictures, notes and themes</b>  (Objects)  2016	Artistic Director, Director of collections, Market Leaders, Stylists	<b>Affordance</b> "We needed to use the material we had collected. "  -Coordinator of style, accessories	The Artistic Director, Director of Collections and Market Leaders <b>organize a two-day meeting</b> for Stylists to <b>create themes for the next collections.</b>

Block 3 RESOURCES AND COMPETENCES	How do we develop the right tools and competences to go international? Towards enabling a new value proposition in new markets (2016-2018)		
Upper management decision: <b>Creation of ‘Link Supply and Demand’ project management structure, 2016</b>			
<b>Tool A</b>  (Object)  2016	Tool A Project Managers, Commercial Finance Analysts	<b>Constraint</b> "The Collections and Countries budgets didn't align: it created stock surplus and financial losses. "  -Executive Leader, Value Chain	Tool A's Project Leader <b>recruits</b> Project Managers and Commercial Finance Analysts <b>who give their input</b> on how to build Tool A.
<b>List of questions</b>  (Objects)  2016	Tool A Project Managers, Commercial Finance Analysts	<b>Affordance</b> "We need to understand what functionalities would suit end-users' needs. "  -Project Manager, Tool A	Tool A's Project Managers elaborate a list of questions <b>to ask end-users</b> .
<b>Specification document</b>  (Object)  2016	Tool A Project Managers	<b>Affordance</b> "We needed to clarify the work to be done. "  -Project Manager, Tool A	Tool A's Project Managers <b>create a specification document</b> detailing the <b>steps to follow</b> to develop Tool A.
<b>Budget construction timeline</b>  (Object)  2016	Tool A Project Managers	<b>Affordance</b> "We had to build a timeline to describe each group's roles and responsibilities. "  -Project Manager, Tool A	Tool A's Projects Managers <b>elaborate Tool A</b> according to the new matrix mode of organizing.
<b>Tool B</b>  (Object)  2016	Tool B Project Managers, Head of Commercial Finance, Director of Supply Chain, Software Editor	<b>Affordance</b> "We could better forecast sales and replenish stores according to Tool A's budgeting strategy. "  -Executive Leader, Value Chain	Project Managers <b>hire a software editor</b> (consultants) to <b>use machine learning</b> to enable forecast and replenishment.
<b>Tool C</b>  (Object)  2017	Tool C Project Managers, Product Managers	<b>Constraint</b> "Current product management tools prevent Product Managers from adapting their collections to country-specific needs. " -Project Leader, Tool C  <b>Affordance</b> "This new tool will enable us to create collections by climate zones and better serve our international customers. " -Executive Leader, Value Chain	Tool C Project Managers <b>develop with end-users Tool C's functionalities</b> .

## ***Discussion***

### **Contribution to Theory & Research**

This article suggests that the BMI perspective can use the sociomateriality perspective to unveil how the BMI experimentation process is shaped over time. Unveiling how BMI (Schneider & Spieth, 2013; Spieth, Schneckenberg & Ricart, 2014; Foss & Saebi, 2017) occurs in an established organization is highly relevant for business model scholars, who have acknowledged that it is the *process* of BMI, and not the BMI outcome, that deserves higher academic attention to further advance BMI's scholarship: "We still have to learn a lot about how processes of designing novel business models inform the exploitation of emerging opportunities" (Spieth & al. 2014: 243).

By informing how a new business model takes form in and through its experimentation process, we demonstrate the *driven by fate* nature of experimentation, as per its current theoretical assumptions. We indicate the preponderance of human agency in shaping a new business model, while conferring material agency a strong yet increasing power as the experimentation process evolves. Yet counter-intuitively to current conceptions, we demonstrate, how *order* naturally invites itself in the process, as the BMI experimentation process becomes routinized into an agency-driven dynamic conversation between the upper and middle management levels.

### ***Experimenting through human and material agencies: A driven by fate process***

This section seeks to expose *how* the BMI experimentation process is driven by fate as per its current theoretical assumptions. First, we wish to demonstrate the preponderance of human agency over

material agency in the comprehensive BMI experimentation process, and thus how experimentation is first and foremost driven by human intention. The mutually dependant assembles stream of sociomateriality research posit that human agency possesses a head status over material agency (Taylor & al., 2001). Rooted in structuration theory (Giddens, 1984), the head status of human agency supposes that organizational actors' motivation, rationalization and reflexive monitoring capacities are all linked to human intention. Our case demonstrated how human agency – or the ability to form and realize one's goal (Giddens, 1984) – dominated the BMI experimentation process.

Driven by a higher purpose – the 2010 collectively created vision – upper management took important decisions shaping the building blocks leading to a new business model (upper management' intentions). Moreover, employees developed sociomaterial imbrications oriented towards the corporate vision (middle management's intentions). The employees' perceptions of affordance or constraint (Gibson, 1986, Hutchby, 2001) forged their capacity to build a specific set of social actions (Giddens, 1984) through material objects, thus proving how middle management's human agency was crucial in shaping the new business model. Additionally, our case outlined how specific middle management actors' beliefs (e.g. new Director of Collections - 2015) had a true impact on the objects collectively created and their inherent social processes. Indeed, some key individuals had a substantial impact on the development of the new business model as per their hierarchical position and thus the formal influence of their intentions.

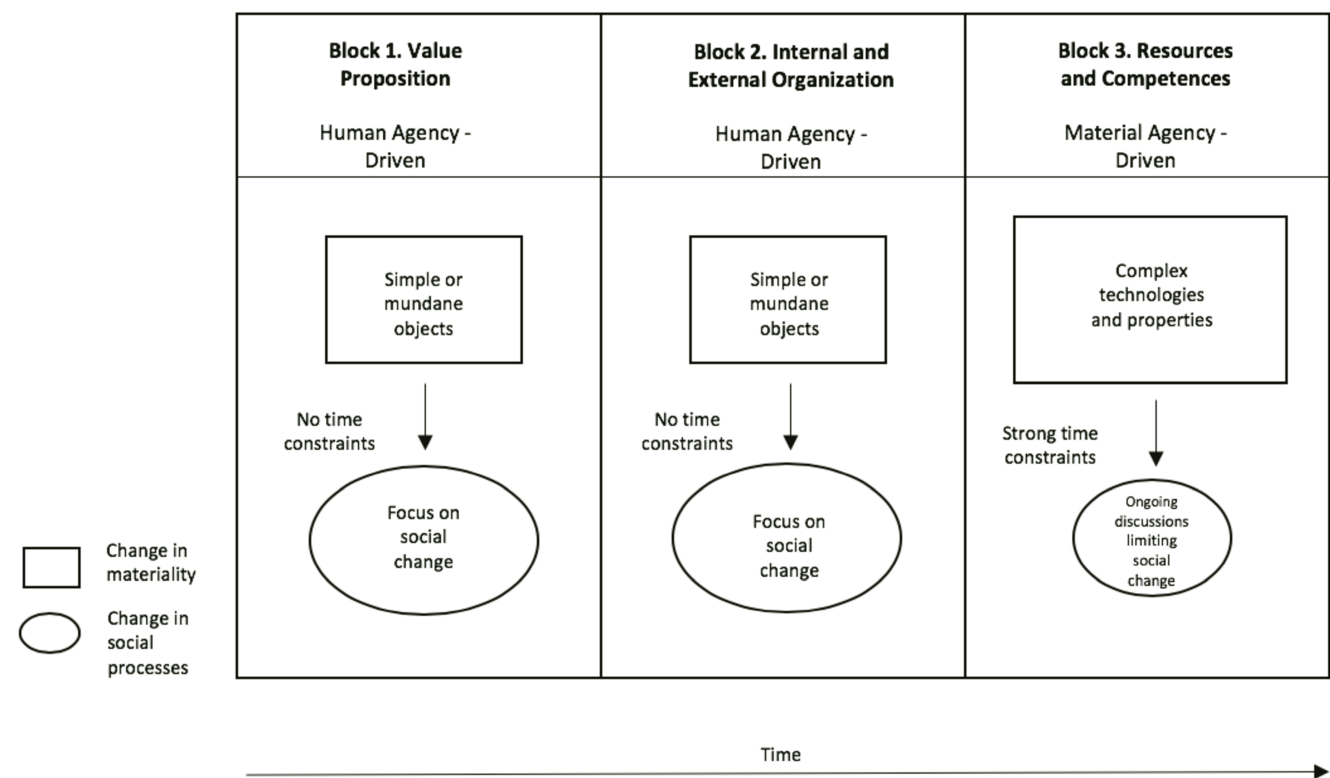
Moreover, our case allowed to demonstrate that while material agency comes with a support status to human agency in the comprehensive BMI experimentation process, material agency *does* have stronger impact on human agency and business model innovation as the experimentation process evolves. Our case revealed that the three building blocks of BMI naturally unfolded to represent the RCOV model's components (Demil & Lecocq, 2010) in a sequenced order. The BMI experimentation process allowed to unveil that the first two blocks were primarily human agency-driven. Indeed, to enable value proposition and internal and external organization, actors created simple, even mundane objects, easy to elaborate and to implement. As such, those actors could focus their time and energies on leading the social changes required by the creation of those objects.

*A contrario*, the third block was material agency-driven – demonstrating the capacity for non-human entities to act on his or her own, apart from human intervention (Leonardi, 2011: 148). Indeed, to enable developing new resources and competences, actors were in various cases at the mercy of technological constraints. Technologies and their material properties confronted actors as external objects (Callon, 1986; Latour, 1999; Law, 2008) when changes to emerging technologies were long to implement. Moreover, the delays in creating desired functionalities gave more time to middle management to discuss on the best social changes to adopt and the functionalities to design, creating higher levels of confusion and conflicts over unclear human intentions. This case reveals how materiality can exercise its agency through its performativity (Pickering, 1995; Barad, 2003), leaving organizational actors in situations beyond their control. As such, we suggest that as the nature of objects evolves from simple or mundane to more complex technologies, sociomaterial imbrications become longer, thus changing temporal dynamics (Carlile and Dionne, 2018) experienced at previous stages of the BMI



experimentation process. This suggestion, which invites BMI scholars to acknowledge the enabling yet restricting power of material agency in the BMI experimentation process, is represented in figure 1 below.

Figure 1. The Increasing Power of Material Agency on the BMI Experimentation Process



*The experimentation process as agency-driven dynamic conversation:*

*When order naturally invites itself*

Counter-intuitively to current theoretical assumptions of the BMI experimentation process, our case has proven that experimentation is not only *driven by fate*. Rather, our case proves how *order* naturally invited itself to structure the experimentation process. First, upper management’s decisions shaped

sociomaterial imbrications developed at the middle management level during the experimentation process. The nature of the decisions gave cues as to what business model components to develop; in our case, the sequentially ordered value proposition, internal and external organization and resources and competences, as per the RCOV model (Demil & Lecocq, 2010). Even if we acknowledge that all RCOV components were at play within each block, we still advance that upper management's decision set the tone for the dominant component to be deployed.

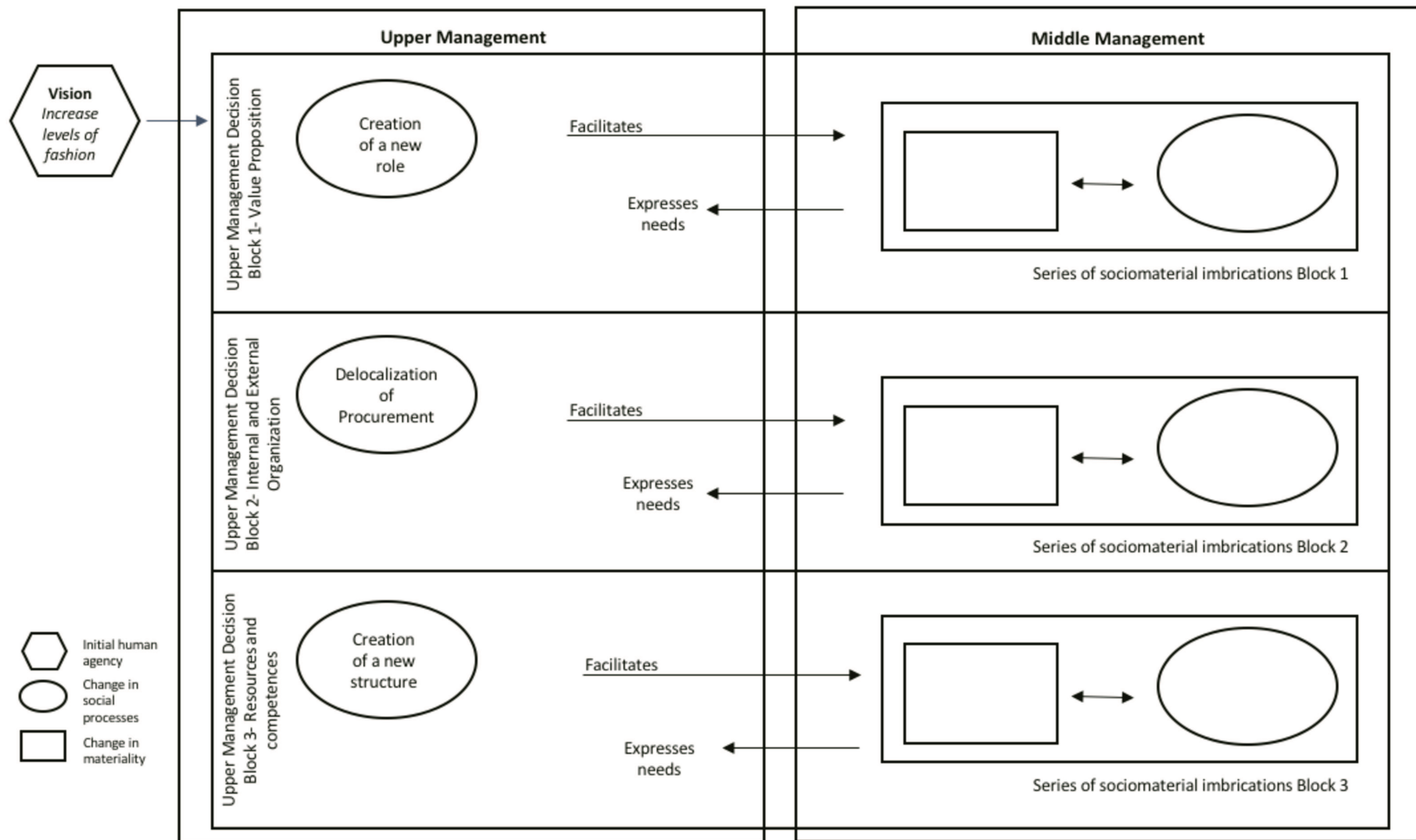
Second and reversely, sociomaterial imbrications developed at the middle management level proved to influence upper management's decisions during the BMI experimentation process. Naturally, upper management based their decisions on visible social dynamics and how groups of actors collaborated towards the corporate vision. They also based their decisions on the objects developed since they concretely demonstrated future needs for change (e.g. Offer pyramid - need to improve supply chain processes). But it is rather the accumulation of outcomes created by the sociomaterial imbrications that *together* shaped a general sense of accomplishment towards value proposition, internal and external organization and resources and competences. This validates how "prior imbrications lay the ground work for continuous organizing (...) [where] past human material imbrications influence how human and material agencies will be imbricated in the here-and-now" (Leonardi, 2011: 152) in a BMI context.

As such, we propose to conceptualize the BMI experimentation process as an *agency-driven dynamic conversation* between upper management and middle management. Upper management represents, through their decisions, the dominance of human agency, while middle management, being the authors

of series of sociomaterial imbrications, represents both human and material agencies. This conception supports the head status of human agency (Taylor & al., 2001) at both organizational levels: upper echelons shape the strategic orientations of the firm (Hambrick & Mason, 1984) while middle managers enable strategy-as-practice dynamics (Whittington, 1996).

As such, decisions taken at the upper management level *facilitate* the development of sociomaterial imbrications oriented towards one component of the business model. As middle management achieves to deliver such component through sequences of sociomaterial imbrications, they *express* the need to upper management that it is time to facilitate a new series of sociomaterial imbrications. The dynamic conversation is enacted when upper management takes a new facilitating decision. This agency-driven dynamic conversation shaping the BMI experimentation process is represented in figure 2 below. We believe that this conception, which shows how *order* invites itself in the experimentation process, brings a novel outlook on the latter: it is now considered as both an *ordered & driven by fate* process.

**Figure 2. The Experimentation Process as an Agency-Driven Dynamic Conversation Between the Upper and Middle management Levels**



Inspired by Leonardi, 2011

### **Future Research- *Novel ways to measure BMI performance***

We have previously suggested that to further advance BMI's scholarship and to enable deeper theorizing on BMI performance, researchers should focus their efforts on unveiling the micro-processes and dynamics of the experimentation process over time. Foss & Saebi (2017) claim : "One reason for the low number of studies that look relatively rigorously at the performance consequences of BMI may lie in the sheer complexity of linking BMI and performance. If, for example, BMI affects the firm's value proposition, segments, value chain, and revenue model, then there are multiple complex links between BMI and performance - links that play out differently across time and may even be intertwined. It would be unrealistic to expect BMI research to empirically account for all such complicated mechanisms given the present state of development of the field." Yet, we suggest that unpacking the process of BMI and its accumulation of outcomes (Carlile & Dionne, 2018) can be key to advance BMI's research. Our study acts, to our knowledge, as one of the first attempts to demonstrate the internal dynamics of the BMI experimentation process – which can inform BMI researchers on novel ways to measure BMI performance consequences.

As such, we encourage BMI researchers to continuously monitor established firms BMI performance through sequences of dynamic conversations. In introducing the BMI experimentation process as an *agency-driven dynamic conversation between the upper and middle management levels* - where each sequence of conversation corresponds to one of the components of the business model - we unpack and reduce BMI's complexity by isolating the development of value propositions, internal and external organization and resources and competences over time. Consequently, we believe that rigorously

unpacking the performance consequences of such sequences – in terms of innovation, profitability and even competitive advantage – becomes more accessible for BMI performance researchers.

### ***Conclusion***

We have sought in this article to unveil *how* a new business model emerges in an established firm using a sociomateriality perspective. We demonstrated the *driven by fate* nature of the experimentation process, guided by both human and material agencies. Yet, counter-intuitively to current theoretical assumptions, we demonstrated how *order* invites itself in the experimental process, as the latter becomes routinized into an agency-driven dynamic conversation between the upper and middle management levels.

## Chapter 9. Discussion

I wish to discuss the contributions of this thesis in five sections. In the first section, Summary of Results, I summarize how each article answer this thesis' global research question *What roles and behaviors do upper and middle management adopt in the process of strategic renewal?* I summarize for each article the theoretical gap I try to close, what the results demonstrate, the article's elements of surprise and the broader contribution I want to make. In the description, I bring the reader's attention to upper and middle management's specific roles in the process of strategic renewal, which will be further developed in section 9.2.

In the second section, Introducing Six Meta-Roles for Strategic Renewal, I provide evidence to reconcile the existing tension between the 'top down' and the 'bottom up' perspectives of strategic renewal. To do so, I first define a set of six meta-roles which emerged from my three articles. Three pairs of meta-roles illustrate how upper *and* middle management operate *jointly* strategic renewal efforts. Second, I further describe the specific roles and behaviors expected within those meta-roles, relying on previous work from Floyd and Lane (2000). Third, I suggest that the six meta-roles can be associated with various stages of the corporate rejuvenation process (Stopford & Baden-Fuller, 1990).

In the third section, Broader Contributions for the Strategic Renewal Field, I highlight the broader contributions of my thesis. First, I Introduce three figures to illustrate how meta-roles become the driving forces that enable strategy and structure to shape and to be shaped by each other over time. Then, I introduce two arguments of discussion. The first argument revives Burgelman's focus on

emergent roles and behaviors for strategic renewal. Indeed, I demonstrate the dominance of emergent roles and behaviors (as opposed to purposive roles and behaviors) in the strategic renewal process. The second argument revives Burgelman’s attention to the strategy and structure debate, yet with a processual approach rather than a content one. As such, I focus on how strategy and structure *are continuously* shaping and being shaped in the process of strategic renewal - enacted when meta-roles act as driving forces for change.

In the fourth section, Practical Implications, I highlight the practical relevance of this thesis and choose to focus on recommendations aimed at upper management committees. As such, I encourage upper management committees to become excellent communicators, to look for innovative routines outside of the firm, to let middle management experiment and to support organizational actors in finding their optimal level of implication. Finally, in the fifth section, Limitations and Future Research, I present the limitations of this thesis (scarcity of non-linear or disrupting events, test for generality and simplicity) and avenues for future research (empirical contexts close to SMO – with high collaboration and creativity). The outline of the discussion chapter is presented in table 12, below.

**Table 12. Discussion Chapter Outline**

Topics	Objectives
<b>9.1 Summary of Results</b>	- Summarize how each article answer this thesis’ global research question  - Focus on: theoretical gap, results, elements of surprise, contribution, UM & MM roles.



<b>9.2 Introducing Six Meta-Roles for Strategic Renewal</b>	<ul style="list-style-type: none"> <li>- Reconcile the process tension of strategic renewal by defining a set of six meta-roles (three pairs) which emerged from my investigation</li> <li>- Describe the specific roles and behaviors expected within those meta-roles relying on Floyd &amp; Lane (2000)</li> <li>- Suggest that the meta-roles can be associated with the stages of the corporate rejuvenation process (Stopford &amp; Baden-Fuller, 1990)</li> </ul>
<b>9.3 Broader Contributions for the Strategic Renewal Field</b>	<ul style="list-style-type: none"> <li>- Introduce 3 figures to illustrate how meta-roles become the driving forces that enable strategy and structure to shape and be shaped by each other over time</li> </ul> <p><b>First argument of discussion:</b></p> <ul style="list-style-type: none"> <li>- Revive Burgelman's focus on emergent roles and behaviors for strategic renewal</li> <li>- Demonstrate the dominance of emergent roles and behaviors in the strategic renewal process</li> </ul> <p><b>Second argument of discussion:</b></p> <ul style="list-style-type: none"> <li>- Revive Burgelman's attention on the strategy and structure debate</li> <li>- Focus on how strategy and structure are continuously shaping and being shaped - enacted when meta-roles act as driving forces for change</li> </ul>
<b>9.4 Practical Implications</b>	<ul style="list-style-type: none"> <li>- Provide implications for upper management committees eager to implement SMO: <ul style="list-style-type: none"> <li>→ Become excellent communicators ;</li> <li>→ Look for innovative routines outside of the firm ;</li> <li>→ Let middle management experiment and ;</li> <li>→ Support organizational actors in finding their optimal level of implication.</li> </ul> </li> </ul>
<b>9.5 Limits and Future Research</b>	<ul style="list-style-type: none"> <li>- Highlight the scarcity of non-linear or disrupting events, test for generality and simplicity</li> <li>- Promote empirical contexts close to SMO – with high collaboration and creativity</li> </ul>

## 9.1 Summary of Results

I wish to summarize in this section how each article answer this thesis' global research question. The research question I posed in Chapter 1- Literature review was: *What roles and behaviors do upper and middle management adopt in the process of strategic renewal?* This question stemmed from the realization that previous research on the process dimension of strategic renewal was divided between research adopting an upper echelon perspective (Hambrick & Mason, 1984) versus a more bottom up strategy process perspective (Wooldridge & Floyd, 1990; Pettigrew 1992). Very little research adopted a perspective where *both* organizational layers led the strategic renewal process together (with notable exceptions, such as Floyd & Lane (2000)).

The three articles presented have their own agendas. Indeed, they each have their own theoretical gaps embedded in three different literatures (communication as constitutive of organizations, strategic renewal, business model innovation) and so do their contributions. Yet, all three articles have in common the ability to unveil how upper and middle management *act jointly* in the process of strategic renewal. The thick descriptions provided in the results sections of the three articles unveil how upper and middle management adopt new roles and behaviors for strategic renewal.

Moreover, results provide insights as per how upper and middle management interact as they adopt those new roles and behaviors – enacted to implement a new organizational form, new meta-routines or a new business model. Those three categories of change correspond to the building blocks of Kiabi's strategic renewal process, as stated in the research design chapter. As such, I believe that the three articles exhaust the topic of strategic renewal occurring in my empirical setting, since I look at *all* the three different categories of change occurring for strategic renewal. The three articles combined thus provide an exhaustive examination of this thesis' research question.

Table 13, Summary of Results, presented below, summarizes the articles' research questions, theoretical gaps, results, elements of surprise and contributions. I also bring the reader's attention to upper and middle management's specific roles in the process of strategic renewal, which will be further described in section 9.2.

**Table 13. Summary of Results**

Articles and Research Questions	Theoretical gap	Results demonstrate	UM & MM Roles	Elements of surprise	Contributions
<b>Article 1. Self-Managed Organization</b>  <i>How does communication shape self-managed organizations?</i>	<b>CCO:</b>  Little investigation exists on how communication shapes organizational beginnings.	How different semiotic modes (verbal and visual text) influence how employees begin to adhere to a new organizational form.	UM communicates.  MM creates strategy content.	Strategy's accomplishments and overflows enact needs for continuous communication, which makes the new organizational form 'stick' over time.	Communication not only shapes the organizational beginning of SMO. It also enables to stabilize the organizational form over time.
<b>Article 2. Meta-Routines</b>  <i>How can meta-routines shape an established firm's strategic renewal process?</i>	<b>Strategic renewal:</b>  The internally driven process of strategic renewal lacks of theoretical underpinnings.	How innovative meta-routines emerge and rise in an established firm, and how they shape the strategic renewal process.	UM promotes and diffuses routines.  MM creatively deploys the routines.	Meta-routines and their inherent dynamics can unveil how established firms operationalize day-to-day strategic work towards the outcome objectives (co-alignment and co-creation) of strategic renewal.	Strategic renewal can be internally driven through meta-routines and their inherent dynamics. Meta-routines can shape the outcome perspective of strategic renewal.
<b>Article 3. Sociomateriality &amp; BMI</b>  <i>How is the BMI experimentation process shaped over time in an established firm?</i>	<b>Business model innovation:</b>  BMI's experimentation process remains blackboxed.	How experimentation occurs through 3 sequential blocks: value proposition, internal and external organization, resources and competences. Experimentation is driven by fate.	UM takes decisions.  MM creates objects.	Order invites itself in the process, and becomes routinized into an agency-driven dynamic conversation between the upper and middle management levels.	BMI is an experimental process that is both driven by fate and ordered, guided by both human and material agencies.

In Article 1 Self-Managed Organization, I pose the **question** *How does communication shape self-managed organizations?* This question stems from a **theoretical gap** in current communication as constitutive of organizations' literature (CCO), which is that little investigation exists on how communication shapes organizational beginnings. This article tackles the concept of strategic renewal as per changes in a firm's organizational form.

The **results demonstrate** how different semiotic modes such as verbal and visual text influence how employees begin to adhere to a new organizational form. Indeed, our results demonstrate how upper management communicates to invite middle management to join the movement. Yet, the invitation is not enough to enact the self-managed organization. SMO can only enacted when middle management uses upper management's initial communication to create new strategy content for SMO. Yet, as **an element of surprise**, we highlight how strategic achievements and overflows signal needs for continuous communication from the upper management side: they need to clarify new strategic priorities and to continuously communicate about what they expect from SMO. As such, in this article, we **contribute** to demonstrating how communication not only shapes the organizational beginning of SMO. Communication also enables to stabilize the organizational form over time.

In Article 2 Meta-Routines, I pose the **question** *How can meta-routines shape an established firm's strategic renewal process?* This question stems from a **theoretical gap** in strategic renewal's literature, which is that the internally driven process of strategic renewal lacks of theoretical underpinnings. This

article tackles the concept of strategic renewal as per changes in management methods, incarnated in our empirical case by the collaboration and the agile methods meta-routines.

The **results demonstrate** how innovative meta-routines emerge and rise in an established firm, and how they shape the strategic renewal process. Evidence from the case demonstrates not only how upper management promotes and diffuses new routines, but also how middle management creatively deploys those routines. Moreover, as an **element of surprise**, we demonstrate how meta-routines and their inherent dynamics enable established firms to operationalize day-to-day strategic work towards the outcome objectives (co-alignment and co-creation) of strategic renewal. In doing so, we **contribute** first to demonstrating how strategic renewal can be internally driven through meta-routines and their inherent dynamics. We also shows how meta-routines can shape the outcome perspective of strategic renewal.

In Article 3 Sociomateriality and BMI, I pose the **question** *How is the BMI experimentation process shaped over time in an established firm?* This question stems from a **theoretical gap** in business model innovation literature, which is that the BMI's experimentation process still remains blackboxed. This article tackles the concept of strategic renewal as per changes in a firm's business model – with sociomaterial dynamics as drivers for change.

The **results demonstrate** how experimentation occurs through three sequential blocks: value proposition (1), internal and external organization (2) and resources and competences (3). Within those

blocks, experimentation is driven by fate through sociomaterial imbrications. Through the article, we demonstrate how middle management creates new objects and their inherent social processes to build a new business model, and so, based on upper management's previous decisions. The article also shows how upper management makes decisions based on middle management's newly created objects and their inherent social processes. Moreover, as an **element of surprise**, we show how order invites itself in the BMI experimentation process which becomes routinized into an agency-driven dynamic conversation between the upper and middle management levels. In doing so, we **contribute** to demonstrating how BMI is an experimental process that is both driven by fate and ordered, guided by both human and material agencies.

Overall, the three articles provide evidence as per the broad roles upper and middle management undertake *together* in the context of strategic renewal. This focus on upper and middle management collaboration towards strategic renewal has been under-researched in the field, and I believe that this thesis is one of the few studies that demonstrate the process of inter-layer collaboration on strategic renewal. Yet, to better discuss those implications in section 9.3, I wish to provide more micro-level understanding of strategic renewal's roles and behaviors adopted at both the upper and middle management levels in the next section.

## **9.2 Introducing Six Meta-roles for Strategic Renewal**

I introduce in this thesis six meta-roles undertaken by upper and middle management. The first article, the most macro (as per strategy's level of implementation) and that I label 'Self-Managed Organization', discusses how a new organizational form can be enacted through communicative efforts from the upper

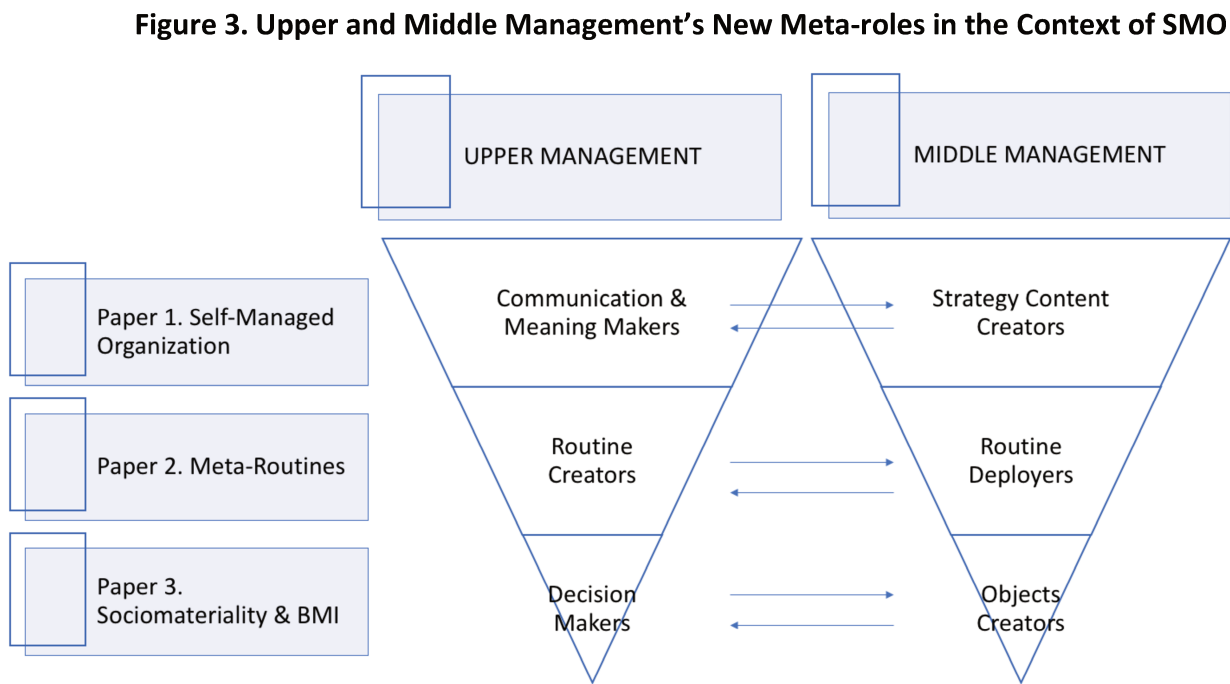
management side. Yet, I also demonstrate how middle management responds; by developing new strategy content. As such, I display two roles I label 'Communication and Meaning Makers' (UM) and 'Strategy Content Creators' (MM). At the upper management level, 'Communication and Meaning Makers' refers to upper management communicating and creating meaning about *what SMO is* and *how* the new organizational form can be enacted. At the middle management level, 'Strategy Content Creators' refers to elaborating texts to give authority to certain strategic intents that will guide the firm's renewal process.

The second article, the most meso (as per strategy's level of implementation) and that I label 'Meta-Routines', discusses how new meta-routines promoted by upper management enable strategic renewal when those routines are deployed by middle management. As such, I display two roles I label 'Routine Creators' (UM) and 'Routine Deployers' (MM). At the upper management level, 'Routine Creators' refers to creating the conditions for a new routine to be experienced in practice by all organizational actors. At the middle management level, 'Routine Deployers' refers to putting new routines and their variations into practice.

The third article, the most micro (as per strategy's level of implementation) and that I label 'Sociomateriality & BMI', discusses how upper management makes business model decisions, and how middle management develops objects for BMI based on previous upper management decisions. As such, I display two roles I label 'Decision Makers' (UM) and 'Object Creators' (MM). At the upper management level, 'Decision Makers' refers to taking decision based on business model objectives *and* on business

model’s advancement (based on newly created objects and social processes). At the middle management level, 'Object Creators' refers to creating useful objects and their inherent social processes to enable the experimental creation of a new business model.

The six meta-roles described above are presented in Figure 3 below. The arrows indicate which group initiates the interaction and which one responds.



Yet, beyond identifying the empirically grounded meta-roles from the three articles proposed in this thesis, I suggest to examine the specific kinds of *roles and behaviors* strategic renewal requires from both upper and middle management. Floyd and Lane (2000) offer an insightful synthesis of the roles and behaviors deployed by upper, middle and operating management in the context of strategic renewal. Yet, in an organizational context like SMO, I advance that roles and their inherent behaviors need to be



changed and moved around. Indeed, in order for employees to reach full autonomy in their area of responsibility, upper and middle management need to reconceive their implication towards strategic renewal.

As such, I suggest to look at the different roles and behaviors outlined by Floyd and Lane (2000) (table 14, inserted below) through the prism of the six meta-roles defined above. For the sake of brevity, I only describe upper and middle management's behaviors (Floyd & Lane's second column) as the most micro units of observation. Yet, the related over-arching roles (Floyd & Lane's first column) are identified in Table 15 below. Moreover, I associate for each meta-role one or various stages of corporate rejuvenation (Stopford & Baden-Fuller, 1990): I want to insure that each meta-role and their inherent roles and behaviors are tagged along my chosen conceptualization of the process of strategic renewal.

**Table 14. Floyd & Lane's Strategic Roles of Managers (2000: 159)**

<b>Roles</b>	<b>Behaviors</b>	<b>Documenting Studies</b>
<b>Top management</b>		
<b>Ratifying</b>	Articulate strategic intent Monitor Endorse and support	Hamel & Prahalad (1989) Burgelman (1983a) Hart (1992)
<b>Recognizing</b>	Recognize strategic potential Set strategic direction Empower and enable	Burgelman (1991) Mintzberg (1983) Hard (1992)
<b>Directing</b>	Plan Deploy resources Command	Ansoff (1987) Schendel & Hofer (1979) Bourgeois & Brodwin (1984)
<b>Middle Management</b>		
<b>Championing</b>	Nurture and advocate Champion Present alternatives to top management	Bower (1970) Burgelman (1983a,b; 1991) Wooldridge & Floyd (1990)
<b>Synthesizing</b>	Categorize issues Sell issues to top management Blend strategic and hands-on information Synthesize	Dutton & Jackson (1983) Dutton & Ashford (1993) Nonaka (1988) Floyd & Wooldridge (1992)
<b>Facilitating</b>	Nourish adaptability and shelter activity	Bower (1970)

	Share information Guide adaptation Facilitate learning	Mintzberg (1978) Chakravarthy (1982) Chakravarthy (1982)
<b>Implementing</b>	Implement Revise and adjust Motivate and inspire; coach	Schendel & Hofer (1979) Nutt (1987) Hart (1992); Quinn (1980)
<b>Operating Management</b>		
<b>Experimenting</b>	Learn and improve Link technical ability and need Initiate autonomous initiatives Experiment and take risks	Argyris & Schön (1978) Burgelman (1983a,b) Burgelman (1991) Hart (1992)
<b>Adjusting</b>	Respond to the challenge	Hart (1992)
<b>Conforming</b>	Be a good soldier Follow the system	Bourgeois & Brodwin (1984) Hart (1992)

### **Article 1. Communication and Meaning Makers & Strategy Content Creators**

*Upper Management as Communication and Meaning Makers* : The meta-role of 'Communication and Meaning Makers' refers to communicating and creating meaning about *what SMO is* and *how* the new organizational form can be enacted in practice. Article 1 enables to witness how upper management *champions* new ideas (Burgelman, 1983 a, b; 1991) towards middle management to create a novel organizational form. Upper management also needs *to nurture and advocate* (Bower, 1970) for new ideas, since SMO's impact on power structure might find strong resistance among lower organizational levels. Moreover, upper management facilitates the collective strategy making process as its members begin to *share* ample *strategic information* (Mintzberg, 1978) with the middle management teams so they can develop new strategic intents. Upper management *motivates, inspires and coaches* (Hart, 1992; Quinn, 1980) employees to take more autonomy and responsibilities: indeed, middle management can now contribute to the strategy making process, and not only to the execution part. Finally, in the later phases of SMO, when strategic achievements and overflows call for new strategic imperatives to be developed, upper management *categorizes* issues (Dutton & Jackson, 1983) occurring due to dispersion of agency, and *synthesizes* (Floyd & Wooldridge, 1992) the new strategic priorities to be developed.

*Middle Management as Strategy Content Creators:* The meta-role of 'Strategy Content Creators' refers to elaborating texts to give authority to certain strategic intents that will guide the firm's renewal process. Article 1 enables to witness how middle management is encouraged and take on the responsibility of *articulating* strategic intents (Hamel & Prahalad, 1989) by *setting the strategic direction* (Mintzberg, 1983). Middle management, from first-level managers to first line Vice-presidents, is encouraged to *recognize strategic potential* (Burgelman, 1991) and to voice it among its peers. Middle management is also encouraged to enact newly determined strategic intents by *elaborating plans* (Ansoff, 1987) in the form of roadmaps, and to *command* (Bourgeois & Brodwin, 1984) and *decide* on the actions to take for the roadmap's objectives to be achieved.

*Impact on the corporate rejuvenation process:* The two roles are connected by middle management's transactional response to upper management's communicative endeavors to forming SMO. In terms of strategic renewal, the 'Communication and Meaning Makers' (UM) and 'Strategy Content Creators' (MM) interaction encourages middle management to develop new strategic intents and avenues for renewal. As such, I identify this pair of meta-roles with the Simplification and Control and Re-complication stages of corporate rejuvenation. Indeed, CCO enacts SMO through the creation of the right organizational structure (for Kiabi, Value Creation Zones) and the choices of strategic intents enable to reduce and refine the scope of the new competitive battleground (Simplification & Control). Moreover, the same process is repeated when achievements and overflows start to arise, and CCO enacts changes in SMO to ensure the firm is able to pursue growth and to maintain the momentum of change (Re-complication).

## **Article 2. Routine Creators & Routine Deployers**

*Upper Management as Routine Creators:* The meta-role of 'Routine Creators' refers to creating the conditions for a new routine to be experienced in practice by all organizational actors. Article 2 enables to witness how upper management starts to experiment with novel routines. Upper management *initiates* a novel initiative (Burgelman, 1991) when importing a never before tested meta-routine from another firm. By doing so, upper management *experiments and takes risks* (Hart, 1992) that the new meta-routine will not be appropriated or will not bear fruits in terms of strategic renewal. Finally, in the later phases of SMO, when routine malfunctions start to arise, upper management *learns* about the liabilities of the new meta-routine, and *improves* (Argyris & Schön, 1978) the strategic renewal process by adding a new meta-routine. Upper management *experiments* on how two new meta-routines can cohabitate (Hart, 1992).

*Middle Management as Routine Deployers:* The meta-role of 'Routine Deployers' refers to putting new routines and their variations into practice. Article 2 enables to witness how middle management begins to *experiment* (Hart, 1992) with a never tested before meta-routine. First, by applying new routines, middle management *links* newly developed *abilities* with business needs (Burgelman, 1983, a,b), applying for example the technical knowledge of collaboration methodologies to revamp business processes. Middle management members *initiate* novel initiatives (Burgelman, 1991) when they perform variations of the meta-routine which serve new purposes. In doing so, they *experiment and take risks* (Hart, 1992) since the novel application of the routine might not resonate in novel contexts. Finally, they *learn* about new meta-routines and continuously *improve* their skills (Argyris & Schön, 1978) when asked to juggle with two meta-routines at the same time.

*Impact on the corporate rejuvenation process:* The two roles are connected when upper management creates the right conditions for middle managers to learn about and practice new meta-routines. They are also connected when middle management's routine malfunctions signal to upper management that it is time to change or to import a new routine. In terms of strategic renewal, the 'Routine Creators' (UM) and 'Routine Deployers' (MM) interaction enables middle management to develop the right capabilities to enact strategic renewal. As such, I identify this pair of meta-roles with the Simplification and Control, Investing in organizational capabilities and Re-complication stages of corporate rejuvenation. Indeed, learning about a new meta-routine and deploying it to elaborate new strategic intents is a new way for the firm to reduce and refine the scope of its competitive battleground (Simplification & Control). Deploying a meta-routine in novel contexts (e.g. operational work and not strategy) demonstrates how managers mobilize their efforts and new competences to change current processes (Investing in organizational capabilities). Finally, being able to change and to adopt a new meta-routine (at Kiabi, agile methods) ensures that the firm is able to pursue growth and to maintain the momentum of change (Re-complication). The two 'routine' meta-roles are the only one that are present at every stage of corporate rejuvenation.

### ***Article 3. Decision Makers & Object Creators***

*Upper Management as Decision Makers:* The meta-role of 'Decision Makers' refers taking decision based on business model objectives and intentions, but mostly on business model's advancement (based on newly created objects). Article 3 enables to witness how upper management starts to take decisions based on newly developed objects at the middle management level. First, upper management members recognize middle management's power in shaping a new business model; they *empower and enable*

them (Hart, 1992) to make strategic choices - consistently with SMO's principles. Upper management *monitors* (Burgelman, 1983, a) the objects created and their inherent social processes, through formal meetings and informal listening sessions. When a project or an object is considered important for the advancement of the new business model, the project or the object is *endorsed and supported* (Hart, 1992). Indeed, upper management *decides* on how *resources should be deployed* (Schendel & Hofer, 1979) next (especially in terms of budget).

*Middle Management as Object Creators:* The meta-role of 'Object Creators' refers to creating useful objects and their inherent social processes to enable the experimental creation of a new business model. Article 3 enables to witness how middle management members not only *implement* (Schendel & Hofer, 1979) and *revise and adjust* (Nutt, 1987) the objects used for business model innovation, they also *share higher levels of information* (Mintzberg, 1978), *nourish adaptability and shelter activity* (Bower, 1970) through how they organize around the creation of those objects (eg. in user-centered workshops). Moreover, because middle management co-creates the firm's vision and strategic imperatives, its members are better able to *blend strategic and hands-on information* (Nonaka, 1988) and therefore better *sell their issues and present alternatives* – in the form of objects – to top management (Wooldridge & Floyd, 1990; Dutton & Ashford, 1993). In doing so, they *coach, motivate and inspire* (Hart, 1992; Quinn, 1980) upper management to take the best decisions.

*Impact on the corporate rejuvenation process:* The two roles are connected when middle management champions objects and their inherent social processes to upper management committees, which take decision regarding the deployment of the business model. In terms of strategic renewal, the 'Decision Makers' (UM) and 'Object Creators' (MM) interaction enables for a faster deployment of a new business model in the context of strategic renewal- enabled through dynamic conversations. As such, I identify this pair of meta-roles with the Investing in organizational capabilities stage of corporate rejuvenation. Indeed, as actors experiment and build a new business model, they mobilize their efforts and resources to change renewal processes. They also invest in new equipment to better exploit opportunities.

The re-arrangement of roles and behaviors, tagged along with the stages of corporate rejuvenation it impacts, is presented in Table 15 below. This table is different from Floyd & Lane's as it associates roles and behaviors stemming from previous documenting studies *not with hierarchical layers*, but rather with the *six meta-roles* presented above.

**Table 15. Meta-Roles of Upper & Middle Management in the Context of SMO**

*Inspired by Floyd & Lane, 2000*

Meta-Roles	Roles	Behaviors	Documenting Studies
<b>UPPER MANAGEMENT</b>			
<b>Article 1.</b> <b>Self-managed organization</b>	Championing	Nurture and advocate	Bower (1970)
		Champion	Burgelman (1983 a, b; 1991)
	Synthesizing	Categorize issues	Dutton & Jackson (1987)
		Synthesize	Floyd & Wooldridge (1992)
	Facilitating	Share information	Mintzberg (1978)

Upper Management as Communication and Meaning Makers	Implementing	Motivate and inspire, coach	Hart (1992); Quinn (1980)
<b>Impact on corporate rejuvenation:</b> Simplification and Control, Re-complication			
<b>Article 2. Meta-Routines</b>  Upper management as Routine Creators	Experimenting	Learn and improve	Argyris & Schön (1978)
		Initiate autonomous initiatives	Burgelman (1991)
		Experiment and take risks	Hart (1992)
<b>Impact on corporate rejuvenation:</b> Simplification and Control, Investing in organizational capabilities, Re-complication			
<b>Article 3. BMI and sociomateriality</b>  Upper management as Decision Makers	Ratifying	Monitor	Burgelman (1983, a)
		Endorse and support	Hart (1992)
	Recognizing	Empower and enable	Hart (1992)
	Directing	Deploy resources	Schendel & Hofer (1979)
<b>Impact on corporate rejuvenation:</b> Investing in organizational capabilities			
<b>MIDDLE MANAGEMENT</b>			
<b>Article 1. Self-managed organization</b>  Middle Management as Strategic Content Creators	Ratifying	Articulate strategic intent	Hamel & Prahalad (1989)
	Recognizing	Recognize strategic potential	Burgelman (1991)
		Set strategic direction	Mintzberg (1983)
	Directing	Plan	Ansoff (1987)
		Command	Bourgeois & Brodwin (1984)



<b>Impact on corporate rejuvenation:</b> Simplification and Control, Re-complication			
<b>Article 2. Meta-Routines</b>  Middle Management as Routine Deployers	Experimenting	Learn and improve	Argyris & Schön (1978)
		Link technical ability and needs	Burgelman (1983 a, b)
		Initiate autonomous initiatives	Burgelman (1991)
		Experiment and take risks	Hart (1992)
<b>Impact on corporate rejuvenation:</b> Simplification and Control, Investing in organizational capabilities, Re-complication			
<b>Article 3. BMI &amp; sociomateriality</b>  Middle Management as Object creators	Championing	Present alternatives to top management	Wooldridge & Floyd (1990)
	Synthesizing	Sell issues to top management	Dutton & Ashford (1993)
		Blend strategic and hands-on information	Nonaka (1988)
	Facilitating	Nourish adaptability and shelter activity	Bower (1970)
		Share information	Mintzberg (1978)
	Implementing	Implement	Schendel & Hofer (1979)
		Revise and adjust	Nutt (1987)
		Motivate and inspire, coach	Hart (1992); Quinn (1980)
<b>Impact on corporate rejuvenation:</b> Investing in organizational capabilities			

This table enables to reader to witness the new expectations regarding the roles and behaviors demanded to upper and middle management along the corporate rejuvenation process in the context of SMO. First, I highlight how the SMO context calls for an increased amount of work for both upper and middle management. Indeed, compared to Floyd & Lane (2000), the number of expected roles (table 15, second column) increases for both parties (+5 for UM and +4 for MM). Upper management take on

middle management roles, and middle management take on upper management roles. Logically, this implies that both groups keep some of their 'original' roles (Floyd & Lane, 2000) while delegating others. Moreover, and importantly, both upper and middle management take on a role previously associated with operating management: the experimentation role. Those findings, of highly practical nature, will be used in section 9.4, Practical Implications.

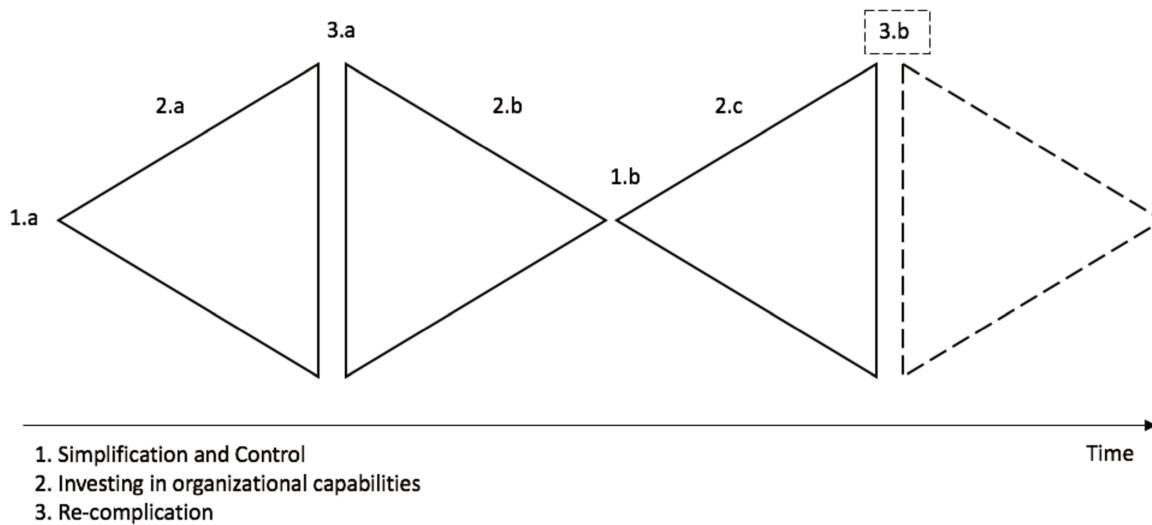
Moreover, I highlight in the previous description at which stage of the corporate rejuvenation process upper and middle management put in practice the six-meta-roles. The roles are categorized by stages and are summarize in Table 16 below.

**Table 16. Meta-Roles by Corporate Rejuvenation Stages**

1.Simplification and control	2. Investing in organizational capabilities	3. Re-complication
Upper Management as Communication and Meaning Makers	Upper management as Routine Creators	Upper Management as Communication and Meaning Makers
Middle Management as Strategic Content Creators	Middle Management as Routine Deployers	Middle Management as Strategic Content Creators
Upper management as Routine Creators	Upper management as Decision Makers	Upper management as Routine Creators
Middle Management as Routine Deployers	Middle Management as Object Creators	Middle Management as Routine Deployers

I conclude that most meta-roles can be associated with various stages of corporate rejuvenation. I suggest that this observation lies in the fact that in a context of SMO, Kiabi's rejuvenation process emerged to be dynamic and continuous. Corporate rejuvenation as dynamic and continuous process is presented in Figure 4 below.

**Figure 4. Corporate Rejuvenation as Dynamic and Continuous Process**



Indeed, after simplifying its strategic scope (1.a 2010-2014- Simplification and control) while using a new innovative meta-routine (1.a & 2.a 2010-2018) and creating a new business model (2.a 2015-2018- Investing in organizational capabilities), the firm started to witness overflows and malfunctions when deploying the aforementioned business model. Upper management asked teams to focus on the most important strategic actions and priorities within their Value Creation Zones (3.a 2018- Re-complication). Spontaneously, the agile method meta-routine started to emerge at Kiabi to fix malfunctions and was notably deployed by the IT and Projects department (2.b 2018- Investing in organizational capabilities). The overflows witnessed stemmed from a large amount of ongoing projects and a difficulty to prioritize. Upper management therefore developed a prioritization plan (Kiabi Reloaded) and a new 2020-2023 corporate business plan (1.b 2018-2019- Simplification and control). At the moment this thesis is being written, upper management is preparing new occasions for middle management to practice a new routine – agile methods – for strategic renewal (2.c 2019- Investing in organizational capabilities). As

such, I suggest that Kiabi's next steps will lie in a phase of Re-complication (3.b 2020+) when deploying their new business model through the use of a new meta-routine.

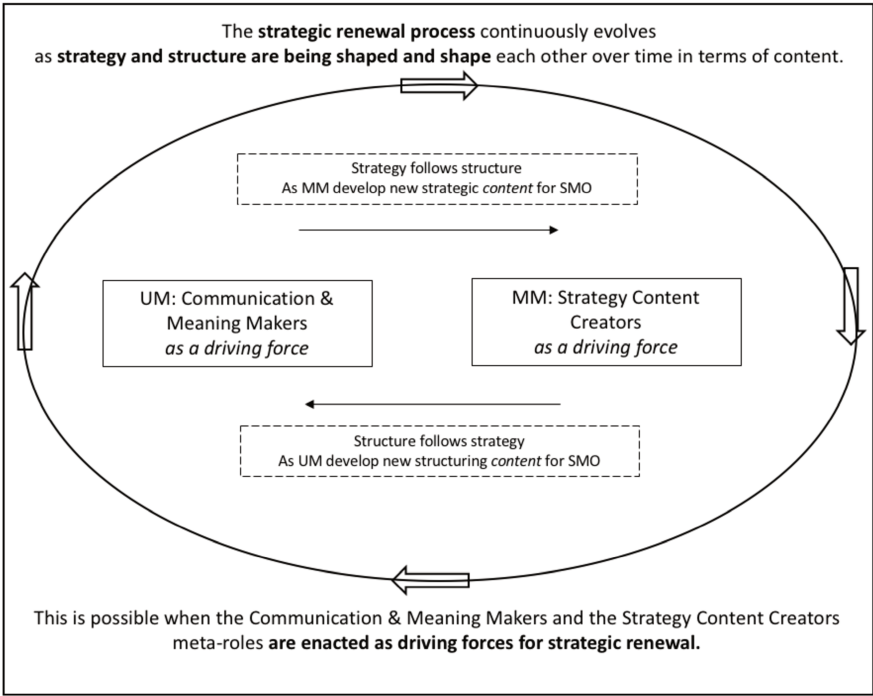
As such, I conclude that the corporate rejuvenation process must be considered as a dynamic and continuous. My empirical case has proven how stages repeat themselves, in an expansion/reduction pattern glued together by the development of new organizational capabilities, in our case, meta-routines. This is why I chose not to present the research setting through the lens of the three rejuvenation stages: I didn't want to make the process look static. Yet, I want to clarify that while Stopford & Baden-Fuller (1990) did mention that corporate rejuvenation is a never-ending process in some of their six studied firms, their process representation did not reflect the continuous dimension of strategic renewal. Moreover, it didn't highlight the importance of organizational capabilities (in our case, embodied in innovative meta-routines) as the glue that makes the process dynamic and continuous.

### **9.3 Broader Contributions for the Strategic Renewal Field**

I wish to explicit in this section the broader contributions of this thesis to the field of strategic renewal. First, this research revives Burgelman's focus on emergent roles and behaviors for strategic renewal. Indeed, I demonstrate the dominance of *emergent* roles and behaviors (as opposed to *purposive* roles and behaviors) in the strategic renewal process. Second, this research revives Burgelman's attention to the strategy and structure debate, yet with a processual approach rather than a content one. As such, I focus on how strategy and structure *are continuously shaping and being shaped* in the process of strategic renewal - enacted when meta-roles act as driving forces for change.

Yet before I discuss how this thesis contributes to advancing the field of strategic renewal, I wish to introduce three figures, 5, 6 and 7 below, and their descriptions to illustrate how, in each article, meta-roles become the driving forces that enable strategy and structure to be shaped and to shape each other over time.

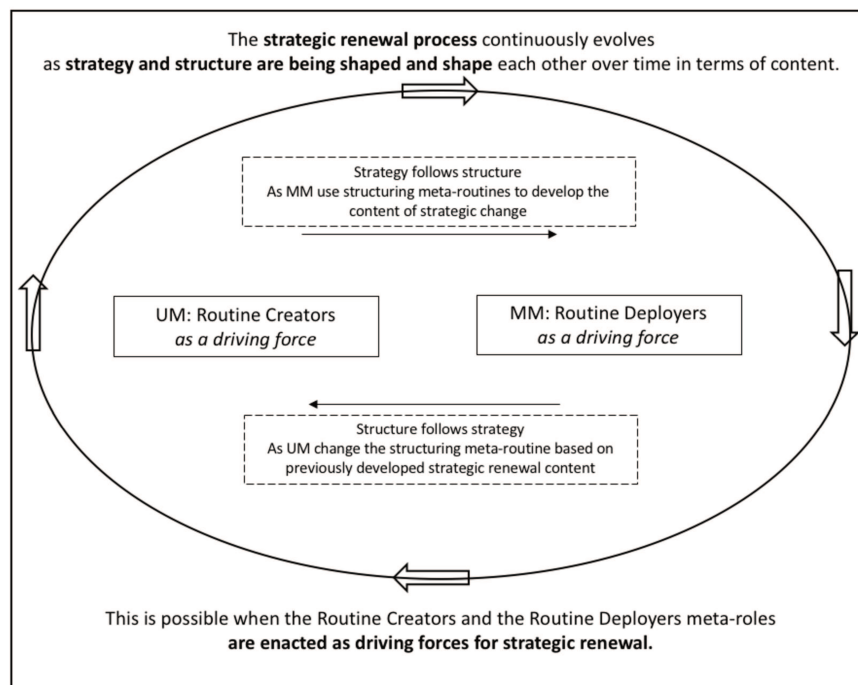
**Figure 5. Article 1. Strategic Renewal in the Context of a Creating a New Organizational Form**



**In Article 1- Self-Managed Organization,** we demonstrate how strategy follows structure in terms of content, enacted at the middle management level. Indeed, in a transactional response to upper management’s 'Communication and Meaning Makers' role, middle management starts to develop strategic content for SMO (developed within SMO’s Value Creation Zones). Yet, we also demonstrate how structure follows strategy when upper management uses strategic content developed at the middle

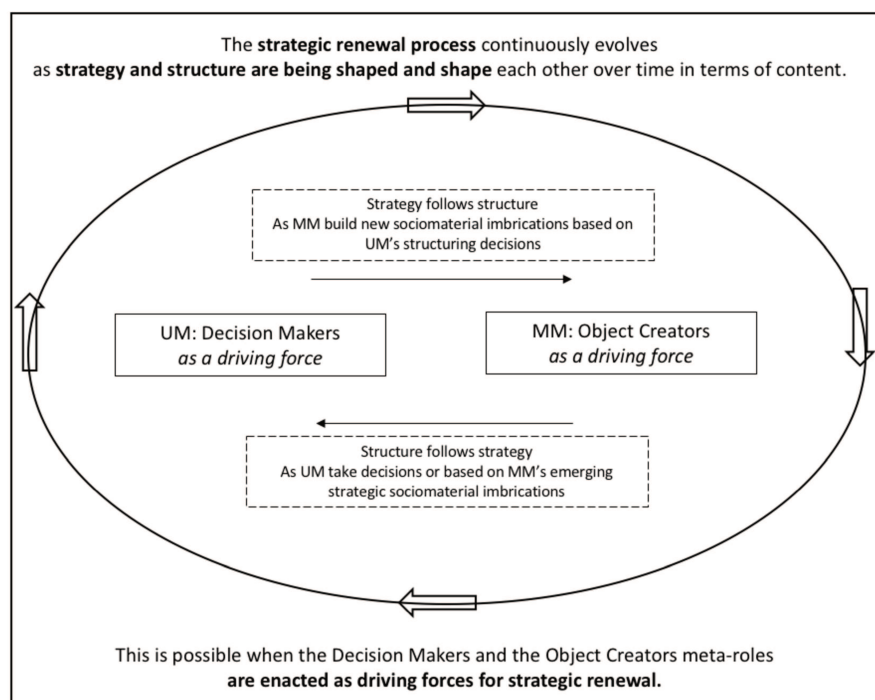
management level – through their 'Strategy Content Creators' role – to change the structuring content of the Value Creation Zones. By removing or adding new zones, upper management members reconstitute SMO – and their communication on the latter will have consequences on how middle management creates new strategy content. These never ending dynamics show that the strategic renewal process continuously evolves as strategy and structure are being shaped and shape each other over time in terms of content. This is possible when the Communication & Meaning Makers and the Strategy Content Creators meta-roles are enacted as driving forces for strategic renewal, in the context of creating a new organizational form.

**Figure 6. Article 2. Strategic Renewal in the Context of Introducing New Meta-Routines**



**In Article 2- Meta-Routines,** we demonstrate how strategy follows structure in terms of content, when middle management, in a transactional response to upper management's 'Routine Creators' role, uses a new meta-routine to develop new content for strategic change. We also demonstrate how structure follows strategy when upper management changes the structuring meta-routine used by 'Routine Deployers' (from collaboration to agile methods) to reach a new outcome objective for strategic renewal. By changing the dominant routine for strategic renewal, upper management invites middle management to change *how* and *what* to develop in terms of strategy content. These never ending dynamics show that the strategic renewal process continuously evolves as strategy and structure are being shaped and shape each other over time in terms of content. This is possible when the Routine Creators and the Routine Deployers meta-roles are enacted as driving forces for strategic renewal, in the context of introducing new meta-routines.

**Figure 7. Article 3. Strategic Renewal in the Context of Building a New Business Model**



**In Article 3 – Sociomateriality & BMI**, we demonstrate how strategy follows structure in terms of content when middle management builds new sociomaterial imbrications based on upper management's structuring decisions, taken through their 'Decision Makers' role. We also demonstrate how structure follows strategy when upper management members base their business model structuring decisions on middle management's emerging strategic sociomaterial imbrications, created through their 'Object Creators' role. By introducing new structuring decisions, upper management invites middle management to change the type of objects and their inherent social processes for business model innovation. These never ending dynamics show that the strategic renewal process continuously evolves as strategy and structure are being shaped and shape each other over time in terms of content. This is possible when the Decision Makers and the Object Creators meta-roles are enacted as driving forces for strategic renewal, in the context of building a new business model.

As a first argument of discussion, my research recaptures the emergent nature of strategic renewal as introduced by Burgelman (1983, a,b) in strategic renewal's founding articles. The emergent nature of strategic renewal – that I understand as the unanticipated nature of become prominent – has, to my knowledge, been forgotten in past strategic renewal literature. Burgelman claims that it is middle management's 'induced and autonomous behaviors' that shape the process of strategic renewal. Both behaviors can be distinguished as per their level of embeddedness within the firms' existing strategy; induced behaviors fit a firm's existing strategy while autonomous behaviors don't. I believe that both induced and autonomous behaviors can unanticipatedly become prominent for strategic renewal – whether they are embedded in existing strategy or not. This is especially the case in a context of dispersion of agency.



Yet, past research on strategic renewal has generally been focusing on the *purposive* nature of strategic renewal, that I understand as actions which fulfill a conscious purpose. As exposed in the literature review, strategic renewal authors assumed strategic renewal to be a purposive process (e.g. Stopford & Baden-Fuller, 1990; Agarwal & Helfat, 2009) and have focused their efforts on theorizing deliberate actions and processes that enable a firm to alter its path dependence. To the exception of few studies (e.g. Floyd & Lane, 2000), strategic renewal literature is scarce on studying emergent actions as part of the broad renewal process. Yet, showing the interplay of purposive and emergent actions for strategic renewal is important to give a more adequate picture of how organizational change occurs over time.

The work I present in this thesis exemplifies the micro-processes of how actors' roles and behaviors contribute to the process of strategic renewal in both *a purposive and emergent approach*. In my research, I demonstrate how purposive renewal actions are enacted: the meta-roles of 'Communication and Meaning Makers', 'Routine Creators' and 'Decision Makers' (UM) act as purposive renewal meta-roles because they fulfill the conscious purpose of changing an organizational form, introducing new routines for higher innovation or building a new business model – *all intended for strategic renewal*. Reversely, the 'Strategy Content Creators', 'Routine Deployers' and 'Object Creators' (MM) meta-roles are rather emergent roles which are enacted in a transactional response to their counter-part meta-roles. These emergent roles and behaviors can be both induced or autonomous, as long as they promote unanticipated renewal actions.

Yet, my research also demonstrates that the 'Communication and Meaning Makers', 'Routine Creators' and 'Decision Makers' (UM) roles also become emergent meta-roles for strategic renewal as soon as they are being shaped by middle management's newly developed strategic content (and their newly endorsed roles and behaviors). As such, the work I present shows how both emergent and purposive renewal actions can cohabitate, yet highlighting the dominant nature of emergent roles and behaviors in the overall strategic renewal process. As opposed to Burgelman, I don't believe that the strategic renewal process and its focus on emergent behaviors gives a 'less heroic view of top management' (Burgelman, 1983, a). Indeed, I demonstrated in my research how upper management maintains the renewal process alive and active by finding new ways to involve middle management in the strategy making process. As such, I rather believe that emergent roles and behaviors give a *more heroic view to inter-layer collaboration* between the middle and the upper management groups. Nevertheless, despite this divergence, my research suggests it is interesting for strategic renewal researchers to go back to Burgelman's initial emergent conception of strategic renewal, since it brings novel insights on how the strategic renewal process occurs over time.

As a second argument of discussion and building on the first one, I advance that the focus on the emergent nature of strategic renewal revives Burgelman's (1983, a) interest on the strategy and structure debate (Chandler, 1962; Lawrence & Lorsch, 1967; Miller, 1986, 1987, 1996), also forgotten in past strategic renewal literature. Indeed, Burgelman claims emergent roles "lead to a redefinition of the corporation's relevant environment and provide the raw material for strategic renewal. They precede changes in corporate strategy" (Burgelman, 1983, a: 65). Yet, as previously exposed, Burgelman's attention is on how roles and behaviors are embedded *or not* in current conceptions of corporate

strategy, and his contribution to the strategy and structure debate remains largely content-driven. I claim that the strategy and structure debate cannot be fully exploited keeping such approach: yet, it can be enhanced with the longitudinal insights provided by a processual approach.

As such, my research provides in-depth understanding of how strategy and structure shape and are being shaped by each other over time. This capacity for 'shaping and being shaped' – as demonstrated in the three articles – is enacted when meta-roles act as driving forces and allow for the process of strategic renewal to happen. As compared to Burgelman's conception of the strategic renewal process, which focuses on a single back-and-forth outlook on strategy and structure, my research rather emphasizes *sequences* of back-and-forth dynamics between strategy and structure, and to some extent how the strategic renewal making process becomes routinized over time.

Moreover, evidence from my investigation brings out how the process of strategic renewal is a sum of the different types of changes it promotes (in our case, introducing a new organizational form, new routines for innovation and a new business model). More precisely, I refer to the fact that the meta-roles intervene at *different moments* along a firm's rejuvenation process, and it is the accumulation of the actions they create that shapes the strategic renewal process. Indeed, figure 4 presented in the previous section has shown how meta-roles are subsequently deployed in time, in a specific order. Our case has particularly revealed how the Routine Creators and Routine Deployers meta-roles can make the renewal process endure over time, since it 'glues' the expansion/reduction stages together. This reveals

interesting insights as per how strategy and structure are mutually constituted over time: it is through an *ordered sequence* of meta-roles deployed as driving forces for change.

#### **9.4 Practical Implications**

This thesis offers valuable practical implications for upper management committees eager to implement a novel organizational form such as SMO. My thesis indeed provides guidelines as per interesting mechanisms to deploy to favor internally-driven strategic renewal processes. Counterintuitively but consciously, I focus on the upper management level solely for this section. Indeed, I suggest that upper management is the group who needs to change its roles and behaviors *first* (for purposive renewal) in order to enact changes in the roles and behaviors at the middle management level (for emergent renewal).

First, upper management needs to encourage its close circle to become excellent communicators: a novel organizational form – SMO – cannot come alive if its upper echelons don't continuously give meaning to all organizational members about both SMO and the firm's purpose. If not continuously reminded of the whys and wherefores of change, the various layers of the organization might go back to familiar patterns associated with traditional hierarchies. A great way for upper management to better give meaning to their employees is to read managerial and academic literatures on their topics of interest and to find the right examples and metaphors that will entice middle management to take action. I also believe that becoming great communicators is something that develops with practice. One or two upper management members – the best communicators – can serve as role models and coaches for the other

ones. Second, I invite upper management to look for innovation routines outside of their firms. In doing so, its members can witness how new routines can be replicated and adapted into their firms to better impact the corporate strategy. Third, I invite upper management to remain close to middle management, to let them experiment and to monitor the objects and social processes they develop. They might be useful indicators it is time to take an important decision for further change to happen.

Overall, my three articles highlight the need for upper management to remain curious, to listen to employees and to remain opened to new opportunities that might bring strategic renewal further. Creating the right conditions in terms of communication, routines and experimentation naturally invites middle management to develop strategy content, to learn and deploy new routines and to create new objects and social processes. It creates the conditions for emergent roles and behaviors to arise.

Yet, one practical implication stemmed from the overall thesis and appeared as obvious in the discussion section: roles and behaviors expected from both upper and middle management tremendously increase in the context of SMO. I thus invite upper management committees to use of their communication skills to continuously remind all employees to keep their implications into the firm's projects to the level of their capacity. Indeed, increasing the number of roles and behaviors can accelerate strategic renewal, especially when the organizational context is agreeable and empowering. Yet, if the firms loses important players for its inability to tame energies and to maintain a sane level of engagement, the firm risks to threaten its strategic renewal process. Thus, upper management needs to support organizational actors in finding their optimal level of implication and commitment.

### **9.5 Limits and Avenues for Future Research**

This thesis of course presents various limitations. First, I believe this study's principal limit lies in the scarcity of non-linear or disrupting events punctuating Kiabi's strategic renewal process. Indeed, I acknowledge that the three articles' thick descriptions can be considered as smooth and lacking of obstacles and dilemmas that could have impeded Kiabi's strategic renewal journey. I believe this limit stems from two principal causes.

The first cause may lie in the organizational stage during which I conducted my interviews. A lot of freedom had been given to managers as per SMO since the end of 2015, and each and every employee was encouraged to do what was best for the organization, its strategy and its vision. Upper management only started to voice problems caused by SMO by the end of 2018, when I had already led the vast majority of my interviews. Even if upper management noticed overflows since 2016, it took them time, in a context of dispersion of agency, to put the 'pieces of the puzzle' together. As such, I believe interviewees didn't share many non-linear or disrupting events on the process of strategic renewal since they were focused in 2017 and 2018 on building their change projects and so, exclusively for their own perimeter. I felt many managers didn't have the time to stand back and to see how their own change projects impacted other departments or initiatives. Yet, the interviews I led after October 2018 started to increasingly reveal organizational problems, such as coordination problems between departments or lack of clarity in roles and responsibilities. I also felt employees started to be more critical when upper management did so as well.

Moreover, I believe that the lack of non-linear and disrupting events punctuating Kiabi's strategic renewal process is tributary to the organizational form itself. In self-managed organizations, individuals are free to lead changes. They are empowered to act in the name of strategy. This of course involves a high sense of accountability and pride. As such, when I asked interviewees to tell me how they contributed to lead strategic change, they were keen on giving me a rather polished version of how developing their own projects and ideas went. I believe that a way to have countered this limitation would have been to first interview managers on a wider variety of change projects (and not only theirs) or to interview managers that were less prominent in driving the change (e.g. recently hired employees).

On another note, the second limit of this thesis should be the applicability of the findings to other settings. Even if reaching generality – defined as the potential range of situations to which the theory may be applicable (Langley, 1999) – is not the main purpose of my investigation, I still recognize how one's research should be useful in other contexts. Also, as a third limit, I believe the Kiabi case is extremely rich and detailed, yet Kiabi's realistic tales (Van Maanen, 1988) add on difficulties when it comes to building a simple theoretical contribution – referring to the number of elements and/or relationships (Langley, 1999) within the latter. I believe that both limits are tributary first to Kiabi's novel empirical setting, and second to my chosen process data analysis strategies.

The second and the third limits – generality and simplicity – first lie in Kiabi's novel empirical setting. Indeed, Kiabi presents a unique case of strategic renewal because it is, to my knowledge, one of the few existing multinationals that has adopted the SMO organizational form. From a practical standpoint, adopting strategy making processes based on the dispersion of agency holds various challenges as per

management's universal problems of organizing, namely task allocation, task division, provision of rewards and provision of information (Puranam, Alexy & Reitzig, 2014). High uncertainty can be associated to switching to the SMO organizational form: we can therefore assume and understand why few multinationals decide to make the change. The scarcity of multinationals currently adopting SMO can thus impeded the generality of this thesis' findings. Moreover, the complex elements involved in building theory around Kiabi-specific human dynamics and relationships might prevent from building simple theories applicable to similar settings.

The second and third limits – generality and simplicity – second lie in my chosen data analysis strategies. All three articles presented relied on process-based sensemaking strategies, namely narrative strategy (e.g. Chandler, 1962; Pettigrew, 1985) (article 1 and 3) and visual mapping strategy (Langley & Truax, 1994; Langley, 1999) (article 2). These strategies are by nature high to moderate on accuracy, yet moderate to low on generality and simplicity. As per Langley (1999), choosing high levels of accuracy involves a tradeoff for the two other dimensions, since "accuracy tends to conflict with both simplicity and generality, while [...] simplicity and generality tend to be more compatible" (Langley, 1999: 706).

Nevertheless, I believe that the tradeoff was necessary in order to prime theorizing efforts on the emerging organizational form that is SMO. Even if SMO is rather a nascent concept in mature firms, a rising amount of large companies such as Decathlon or Zappos are deploying their own version of SMO. I suggest that this empirical phenomenon might increasingly set foot in large corporations – and reveal interesting insights for various fields of studies beyond strategic management. As such, this thesis' thick descriptions and close data fitting – which provide for high accuracy (Weick, 1979) – enables the reader



to grasp its particularities and to judge the transferability of my contributions to other contexts and situations.

Yet, beyond the novel empirical setting and the chosen data analysis strategies, I do have to acknowledge that my articles are in a transition stage where the researcher needs to translate the realistic tales from the field to more compelling theoretical arguments and contributions (Rouleau, 2013). This will be done first by enriching conceptual backgrounds within each article to better refine gaps and needs for theoretical contributions. It will then be easier to narrate the tales of my empirical setting in a more general and simple manner.

As per the avenues for future research, I believe studying empirical contexts close to SMO – with high collaboration and creativity – can help researcher identify similar mechanisms on how strategy and structure have the capacity of shaping and being shaped by each other over time. Indeed, I believe those contexts might have greater potential for generalization and simplicity. First, my investigation outlined how upper and middle management work together to achieve strategic renewal in the context of SMO. Yet, beyond the SMO context, I believe that this collaboration perspective is essential to unveil how firms achieve long term survival and prosperity. Collaboration can be achieved in any firms - self-managed or not. Increasingly, firms believe that strategic changes need to occur from within in today's hypercompetitive world. As such, I encourage future research to study strategic renewal as upper and middle management joint efforts. This collaborative perspective brings back the strategic renewal conversation to Burgelman's emergent behaviors, while maintaining interest in purposive renewal actions theorized by the majority of strategic renewal researchers over the past three decade. I believe

more research should reconcile the emergent and purposive perspectives in order to offer a more accurate picture of the internally-driven process of strategic renewal.

Moreover, and in line with the collaboration perspective, the empirical context which I study can bring insights as to how strategic renewal and creativity processes can be intertwined. I acknowledge that collaboration meta-routines (article 2) and the corporate rejuvenation process representation I offer in Figure 4 are similar to modern conceptualizations of creativity processes (e.g. design thinking, Brown, 2008). I believe this was coherent with Kiabi's teleologically-driven process of change: "Teleology inherently affords creativity because the entity, consisting of an individual or group, has the freedom to enact whatever goals it likes" (Van de Ven & Poole, 1995: 516). As such, I encourage future research on strategic renewal to explore how renewal can shape and be shaped by creativity practices, particularly in cases where strategic change is teleology-driven.

## General Conclusion

This thesis offers a novel outlook on the vibrant field of study that is strategic renewal. Indeed, I explore the research question: *What roles and behaviors do upper and middle management adopt in the process of strategic renewal?* and attempt to reconcile a tension at the heart of the research field: the top down versus the bottom up approach to strategic renewal. Indeed, the processual perspective of strategic renewal displays a tension strained between the top down and the bottom perspective, and poses the question of *who* initiates and drives strategic renewal initiatives (Schmitt, Raisch & Volberda, 2016). While authors that adopt the top down perspective base their assumptions on upper echelon theory (Hambrick & Mason, 1984), the authors of the bottom up perspective base their assumptions on the strategy process literature (Wooldridge & Floyd 1990; Pettigrew, 1992).

With this thesis, I contribute to reconciling this tension and to further advance the field of strategic renewal with a both/and perspective (Lewis & Smith, 2014). Indeed, I demonstrate how an organization with a novel organizational structure, SMO, reveals interesting insights on how a firm breaks the hierarchical disconnect (Angwin, Paroutis & Connell, 2015) between the upper and middle management layers. By exemplifying the micro-processes of how actors' roles and behaviors contribute to the process of strategic renewal, I reconcile both the top down and the bottom up perspectives. Moreover, this thesis is one of the few studies that clearly demonstrates the impact of inter-layer collaboration on the process of strategic renewal. I advance that *purposive and emergent roles and behaviors* – with a focus on the latter – are the core units of observation to demonstrate how strategy follows structure, and how structure follows strategy. Indeed, strategy and structure *are continuously shaping and being shaped* in the process of strategic renewal when meta-roles act as driving forces for change.

From a practical perspective, previous strategic renewal authors claimed that "It is difficult to predict which competencies will be valuable in future competitive environments. Top management, therefore, is not in a position to make major commitments for developing future competencies" (Floyd & Lane, 2000). Yet, I consider that the six-meta roles framework provides concrete and practical basis for upper management committees to guide their firms towards the competencies required to achieve strategic renewal. Indeed, I claim that both upper and middle management become true agents of change under the condition that strategic renewal efforts remain jointly accomplished. Indeed, their collaboration is key to maintaining the corporate rejuvenation process dynamic and continuous.

Additionally, I believe this thesis is original as per the amount of theoretical lenses I adopt. Indeed, I made the conscious choice of exploring various literatures pertaining to the fields of strategy, organization studies and communication to accurately report on the empirical phenomenon under study. Moreover, I believe this thesis is original as per the diverse data analysis methods I use to capture the narratives I relate. Indeed, I not only use grounded coding, but I also use visual process mapping and even multimodal text analysis – analysis methods that truly fit the framing and research questions I explore.

Finally, I want to acknowledge I have been privileged to explore the novel empirical phenomenon that is an established firm implementing SMO. Kiabi is, to my knowledge, one of the few existing self-managed multinationals. The originality and the richness of the empirical context motivated me to explore the various angles I introduce in this thesis.

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# **Appendices**

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## Appendix 1. Interview Guide (French)

Écrit le 24/11/2017

### *Présentation du projet de recherche par la chercheuse :*

- Je m'intéresse à comment les **grandes entreprises changent et évoluent**.
- Je cherche à identifier comment les grandes entreprises font **pour se transformer** et pour se tailler **une place** dans un environnement de plus en plus compétitif.
- **Question de recherche** : Pouvez-vous m'expliquer le processus de transformation de Kiabi du point de vue de votre poste, de votre fonction?
- Je suis intéressée à découvrir, pour chaque corps de métier, **l'évolution des projets, des pratiques et des façons de faire**.

### 1. L'interviewé, son poste, son équipe, ses projets

#### **1.1 Présentation de l'interviewé et de son poste**

- Pouvez-vous me présenter votre poste : votre mission, vos objectifs?
- Depuis combien de temps travaillez-vous chez Kiabi?
- Pour quelles compétences et quelle expérience avez-vous été recruté sur ce poste?
- Que faisiez-vous avant?

#### **1.2 Présentation de l'équipe de l'interviewé**

- Quel est le mandat de votre équipe?
- Quelle est la structure de votre équipe?
- À qui se rapporte-t-elle?
- Avec qui collabore-t-elle?

#### **1.3 Projets de l'équipe – Transformation**

- Quels sont **les projets** sur lesquels votre équipe travaille depuis les cinq dernières années? Sont-ils nouveaux?
  - **Nouveaux projets** : En quoi ces nouveaux projets sont-ils différents de ce qui se faisait par le passé?
  - **Mêmes projets**: Si ce ne sont pas de nouveaux projets, avez-vous changé certaines de vos façons de faire?

## 2. Le modèle RCOV appliqué à votre domaine d'activité

Chercheur : « Ce modèle est une façon parmi d'autres de comprendre la transformation d'entreprise et comment elle est appliquée dans les équipes au quotidien. Je le propose comme cadre de référence simplement pour guider la conversation. Sentez-vous à l'aise de vous en inspirer *ou pas* pour me décrire les transformations dans votre équipe. » Le chercheur dessine et explique ce qu'on entend par RCOV.

Pour le chercheur :

### **2.1 Propositions de valeur**

- Comment pourriez-vous qualifier le(s) principal(es) **proposition(s) de valeur** offertes par votre équipe?
- Pour quel(s) type(s) **de client(s)**, au sens large? (consommateurs, entreprises, médias, institutions locales, fournisseurs, actionnaires, employés, concurrents, etc.)
- Pour **quelles offres** en termes de produits ou de services, mais aussi de **promesses**? (simplicité, performance, prix, sécurité, valorisation, personnalisation, plaisir, etc.)
- Par quels **modes d'accès** le client peut-il y accéder? (Lieux au sens large : information, conception, achat, prestation, post-prestation, lieu dédié, chez le client ou non).
- Quelles **conditions**? (service automatisé, self-service, assistance, prestations uniques, abonnement).
- **Quel prix**? (gratuit, payant, indéterminé, forfait, usage, performance, prix fixe ou variable).
- Ces propositions de valeur sont-elles **différentes de celles offertes par le passé**?

### **2.2 Organisation interne et externe**

- Quelle est la **configuration de valeur adoptée** chez Kiabi/ et comment cela se traduit-il dans votre équipe? (chaîne de valeur, atelier de valeur, réseau de valeur)
- Au sein de votre équipe, pouvez-vous me décrire les nouvelles **opérations et tâches** que vous avez mis en place?
- Quels nouveaux **acteurs-clés** (interne)?
- Quels nouveaux **partenaires? Prestataires? Sous-traitants? Fournisseurs?**
- Comment organisez-vous **la transaction** avec les externes? (marché, réseau, bazar)

### **2.3 Ressources et compétences**

- Quelles **nouvelles ressources** ont été développées et amenées dans votre équipe pour réaliser vos activités?
  - **Physiques** : Immeubles, outils de production, véhicules, etc.
  - **Financières** : Trésorerie, valeurs mobilières de placements, parts dans d'autres entreprises, etc.
  - **Humaines** : Caractéristiques des individus, volume, répartition dans les fonctions.
  - **Immatérielles** : Technologies (brevets, logiciels), réputation (marque, notoriété, image) et relations (liens avec décideurs politiques, financeurs, autorités de régulation, concurrents).
- Quelles **nouvelles compétences et savoir-faire** ont été développés dans votre groupe (compétences individuelles et collectives) qui vous permettent de faire différemment des concurrents, ou encore d'amener de la valeur différemment?

## **2.4 Structure de revenus et flux des encaissements**

- Y a-t-il eu des changements dans vos activités qui ont eu pour effet de changer **le volume de revenus chez Kiabi** (vente de produits (par gamme ou type de clients), vente services, accès- location, prêt, licence).
- Y a-t-il eu des changements dans votre activité qui ont eu pour effet de changer **la structure de revenus** chez Kiabi (revenus récurrents ou non, revenus saisonniers ou non).
- Qu'en est-il des **flux d'encaissements** liés avec vos activités? Les revenus sont-ils encaissés avant ou après la prestation? (délai de paiement moyen)

## **2.5 Structure de coûts et flux de décaissements**

- Y a-t-il eu des changements dans vos activités qui ont eu pour effet de changer **le volume de coûts**? En quoi? (main-d'œuvre, technologies, marketing, négoce, financier, immatériel)
- Y a-t-il eu des changements dans vos activités qui ont eu pour effet de changer **la structure de coûts**? En quoi? (fixe, variable, coût marginal)
- Qu'en est-il des **flux de décaissements** (avant la prestation ou après, délais de paiements)? Ceci a-t-il changé?

## **2.6 La marge et flux de trésorerie**

- En somme, en quoi vos activités impactent-elles **la marge et les flux de trésorerie** chez Kiabi? Positif ou Négatif?

## **3. Les changements dans l'entreprise : votre perception**

- Comment **qualifiez-vous** les changements vécus chez Kiabi depuis les quelques dernières années?
- Qu'est-ce qui a changé, **concrètement**?
- Qu'est-ce qui a amené, **causé, ou inspiré ces changements**?
- Comment ces changements se manifestent-ils **concrètement, pour vous, dans votre travail**?
- Quelles sont **les conséquences** de ces changements à l'échelle de **l'entreprise**?
- Quelles **difficultés ont été rencontrées** dans le processus de changement chez Kiabi? Dans votre travail?
- Selon vous, que reste-t-il encore à **réaliser**?

## Appendix 2. Relevant Verbatim Extracts (French)

I include in Appendix 2 six verbatim extracts which I believe can provide **great context** to the reader. I include two extracts per article.

These extracts were not chosen as the most useful for writing the articles. They were rather chosen as impactful interview segments, which I believe communicate the essence of what I wish to argue for in article 1, 2 and 3.

### Article 1. Self-Managed Organization

#### *Interview with Kiabi's Chairman- May 14<sup>th</sup>, 2018 – pp. 2-4*

This interview extract reveals how the Chairman remembers Kiabi's transformation towards SMO. It shows how insuring collaborative work and making sure each employee expresses his/her talents enable Kiabi to reconceive the notion of power in their firm.

**Interviewé** : Et c'est vrai que c'est pour ça que je pense qu'il a (parle du CEO) un profil atypique et donc je pense **qu'il a radicalisé et accéléré cette capacité de l'entreprise à devenir... dans sa transformation.** Parce qu'il n'a pas mis une pression sur du coup, sur les coûts, il n'a pas mis de pression sur le chiffre, il n'a pas mis de pression sur... tu vois, **il a mis une pression sur l'humain, dans le besoin de faire autrement. De rester... de cultiver nos qualités. De cultiver nos savoir-faire. De cultiver notre ADN.** Et donc quand tu cultives pas par la contrainte, t'es pas en pression sur la contrainte, en disant il faut que tu fasses le même job mais pour moins cher, en moins de temps, machin. Au bout d'un moment tu dis : mais c'est un con en fait, il ne comprend pas mon job et me demande juste de faire du cost killing, et de prendre moins de temps, et je sais pas quoi, et mon assistante il me l'enlève, et puis mon bureau il me l'enlève. Il est con, y'a rien compris à mon métier. Et si justement on dit non justement, **on va travailler ensemble pour faire mieux ensemble et co-designer, et co-penser, et co-tout fait ensemble, et s'assurer que tous les talents...** aller chercher les meilleurs talents aux meilleurs moments, pour pouvoir phosphorer sur un sujet. Moi ce que j'ai adoré dans les ZCVs, quand je cite des trucs, c'est que souvent avant, on se mettait là, autour d'une table, on faisait une interview, et puis on disait bon ben, lui, lui, lui, lui, pour s'occuper de l'étude Brésil, ça va être les meilleurs et compagnie. C'est une vision vue du haut, qui disait au mec d'en bas : toi, toi, toi, toi. Souvent les mêmes mecs, les 4 plus doués de l'entreprise, qui sont très sollicités, et qui n'ont plus le temps de traiter le truc, et puis qui sont toujours...

CA : Et puis maintenant l'IL, c'est 200 bénévoles...

**Interviewé** : Oui c'est des bénévoles, et tu te rends compte que tu as des gens que tu ne connaissais pas et qui sont à l'IT, par exemple. Tu te retrouves avec un mec qui était là, il ne t'avait jamais dit qu'il avait géré une problématique d'IT au Brésil, parce que pour lui dans son job ce n'était pas important de te faire savoir ça. Et que lui il dit, moi je connais le problème, je vais venir contribuer à ça. Et moi je parle portugais parce que ma mère est portugaise et tu ne le sais pas non plus. Et donc je vais venir contribuer sur un sujet technique, juridique, je sais pas quoi, et là tu te retrouves avec une sélection de talents, de gens, des talents incroyables, incroyables! Et tu te retrouves avec des gens de magasins qui disent attends, moi j'ai étudié je ne sais pas quoi à telle époque et je peux t'apporter du know-how là-dessus. Et tu te retrouves avec presque trop de gens! **En tout cas, on s'est retrouvé avec des gens qu'on aurait jamais pu identifier nous-mêmes si on avait dû aller les chercher nous-mêmes. Et ça, c'est une vraie performance.** Et là-dessus, je pense que c'est Jean-Christophe qui avait démarré ça, Nico à complètement accéléré, même plus qu'accélérer, c'est mettre les égos de côté, être capable de pouvoir, que tous les managers puissent prendre du recul, passer la main, c'est l'équipe de foot. T'as beau avoir la meilleure équipe de foot au monde, si les mecs ils se passent pas le ballons, ils ne se disent pas le mieux placé pour faire ce job-là, c'est plutôt lui. C'est pas moi parce que je suis le titulaire, je sais pas quoi, je suis le manager de l'année, et le meilleur c'est le stagiaire qui est là parce que lui il a un vrai talent pour faire ça. Et donc tu dois lui laisser la main et c'est lui qui est le leader sur le sujet. Et là, je pense que... et c'est pas propre à Kiabi, je pense que c'est humainement, je pense qu'il y a beaucoup de choses à revoir là-dessus, **sur la capacité des gens à mettre leurs égos de côté et à laisser passer devant eux...**



CA : Ça été difficile?

**Interviewé** : Ouais, je pense, parce que certains disent que ça pas été difficile... Nico sait le faire, donc même s'il doit se battre un peu, en termes d'exemple il est plutôt balèze là-dessus, autour de lui il a plutôt des gens qui y arrive correctement mais dans le reste de l'entreprise, imagine-toi! Tu fais 30 ans dans une boîte qui fonctionne d'une telle manière. Et on te dit : tu vas gravir les échelons, tu vas avoir ton entretien annuel, et on va te dire, c'est bien ton entretien annuel, peut-être que l'an prochain tu vas être gradé de truc, je sais pas quoi... On t'apprend ça, mais même à l'école on t'apprend comme ça! Depuis que t'es petit on fait ça! On ne cherche pas à savoir quels sont tes talents! On cherche à faire en sorte que tu rentres dans les cases. Que tu fais des études de, je sais pas quoi... surtout en France, tu dois être bon sur tous les items de ta formation, on en a rien à foutre de tes talents! On en a rien à foutre! Si t'as des talents et ça peut contribuer à améliorer ta note, tant mieux ! Mais c'est pas le sujet. Alors que c'est complètement l'inverse qu'il faut aller chercher. **C'est un, capter tes talents, et deux faire en sorte que ton talent naturel, il soit le meilleur possible.** Et faire tout ce qu'il faut pour te donner les moyens pour que ton talent naturel soit le meilleur possible. Et ce que tu sais pas faire, tu le fais pas! Y'a quelqu'un d'autre qui fera à ta place. T'as quelqu'un à côté de toi qui sera meilleur pour faire ce que t'aimes pas faire, si t'aimes pas parler anglais, si t'aimes pas faire des maths, si t'aimes pas faire je sais pas quoi des stats, et bien tu laisses faire les autres et toi tu fais...et là, tu auras une valeur incroyable! Tu auras une valeur incroyable. Et donc transformer une boîte qui a été formatée pendant 35 ans, sur un certain système, qui est un système classique! Pyramidal, tatata, au mérite, à la durée, machin... super compliqué! Parce que là on parle hiérarchie, on parle position dans l'entreprise, on parle leader, managers... on parle pas leaders, managers, on parle chef! Chef pas chef, chef de qui, chef de quoi, périmètre de où à où, si moi on me dit pas, je ne sais pas où je suis chef. Très classique. Très compliqué, très classique. Et donc pour certain, ben ouais, les gens ils se retrouvent plus! **Du jour au lendemain, tu leur enlèves leur atouts du pouvoir. Tout ce qu'ils ont dans leur tête gagné, contribué, à force des bras, des mains pour avancer, tu leur enlèves les attributs du pouvoir et ils sont tout nus.** Ils n'ont plus de repères! Et puis ils ont une stagiaire qui arrive et qui dit : c'est elle la chef! C'est elle qui lead le projet parce que c'est elle qui a une meilleure compréhension du projet et c'est elle qui sait mettre en musique.

***Interview with Kiabi's CEO- January 22<sup>nd</sup>, 2019 – pp. 12-13***

This interview extract reveals how the CEO understood the need to modify SMO - more specifically the VCZs - late 2018. It shows how upper management used what had been previously developed in the firm to think about the future of SMO.

**Interviewé** : Si je reprends l'histoire, le processus. On a eu, on avait une vision, une stratégie. **Et les trois piliers de la transformation autour de l'arbre.** Derrière ça, on s'est dit on va créer trois ZCVs majeures, et une en sous-marin autour de LSD. Ça c'était là. Ça. Et à côté, j'avais bien les métiers. Les métiers entre guillemets du co-lead. Ça marche? Avec des passerelles forcément entre les deux. Et à côté, une stratégie qui était très, très inspirante. **Ce qui fait que... en plus avec la liberté, y'a eu beaucoup, beaucoup de mise en mouvement. Du coup, besoin de prioriser.**

CA : Vous vous en êtes rendus compte à peu près quand?

NH : Ça s'est fait au fil de l'eau, parce que si tu veux, j'ai lu un article qui était globalement très intéressant, c'était une entreprise... je l'ai modifié, je l'ai mis à ma sauce.... (montre une slide). Une entreprise, c'est un asset, dont il faut prendre soin. Il faut être en permanence en vigilance, pour s'assurer que la base soit à la bonne échelle. Ce qu'ils appellent la dette. Ton système IT, ta supply, tes hommes, la base de l'entreprise, sur quoi ça repose. Alibaba c'est supply et data. Nous c'est les magasins, la supply.... **Et si tu ne prends pas soin de ta base, tu crées de la dette.** Si tu changes pas le concept du magasin pendant 15 ans. Ok tu fais de l'argent, mais tu crées une dette dans l'image du client qui dit : c'est un vieux magasin. Tu comprends ce que je veux dire? Donc t'as un ADN, t'as une dette, un *basement*, et après t'as une culture. Il faut prendre soin de la culture. Si tu veux gagner en vitesse dans ton entreprise, sans changer la culture et l'agilité comme tu es une vieille entreprise, tu gagneras jamais en vitesse. Donc il faut aussi traiter la culture d'entreprise. Et bien sûr il faut traiter le futur. **Et nous, notre plan, notre stratégie elle était juste là (pointe la case futur).** Donc en donnant un **gros coup d'accélérateur à l'entreprise**, qu'est-ce qui s'est passé? **Quand tu tires**

**sur une pâte à pizza, ou à Mozzarella, pizza... y'a des trous qui se forment.** Si ta pâte elle est mal faite, t'as pas la bonne base, t'as pas l'ADN de la pizza, tu le fais pas avec amour, ben y'a des trous. **Nous on a tiré la stratégie très loin. On a vu tous les trous, qu'il y avait dans l'ADN, dans la base et dans la culture.** **Merde!** Du coup on a commencé à ajouter un peu d'actions sur l'ADN, un peu d'actions sur la base, et un peu d'actions sur la culture. Et donc si tu veux, on avait déjà une grosse ambition ici (case futur) qui est venu grossir encore plus en rajoutant des choses ici (cases ADN, base, culture) pour combler les trous de la pâte. Ça c'est ce que j'ai vécu avec les équipes, ça c'est le premier phénomène. Le deuxième phénomène, tu vas comprendre du coup pourquoi j'en suis arrivé là, le deuxième phénomène c'est les gens, dès qu'il y avait un sujet marque, ils appelaient Cyril. Dès qu'il y avait un sujet international, ils appelaient Christine, dès qu'il y avait un sujet autour de LSD - mais LSD ça touche tellement de pans de l'entreprise, ça touche le produit, ça touche la supply, ça touche les achats ils allaient voir Bruno, et dès qu'il y avait un sujet sur la création de valeur humaine, économique et environnementale et financière, et sur la stratégie et la libération ils venaient me voir. Donc là je me suis dit : bon ben, puisque la forêt est en train d'émerger comme ça. Pourquoi me battre à couper des arbres autour de moi, alors que ils sont là. **Alors, voilà, on va couper mon métier en 4, puisqu'il y a quatre zones de responsabilité qui ont émergées naturellement.** Et! On va intégrer ces métiers qui sont un peu à côté directement dans les ZCVs. Donc ça veut pas dire qu'ils peuvent pas travailler ensemble. Aujourd'hui, l'entreprise, c'est 4 enjeux, c'est Product Value Chain, c'est Reinventing Value, n'a pas changé, Customer and Brand. On a rajouté user experience, UX, ici, pour donner encore plus de sens.

## Article 2. Meta-Routines

### *Interview with Kiabi's Business Process Management Manager - December 14<sup>th</sup>, 2017 – pp. 5-7*

This interview extract reveals how Kiabi integrated the collaboration meta-routine into its business process management initiative. It illustrates how middle managers decided to use the new meta-routine in practice.

**Interviewé :** Oui, alors, du coup, au début, on a beaucoup travaillé sur la construction de la démarche, comment on allait faire, comment on allait la déployer, et ensuite on a travaillé à l'opportunité, c'est-à-dire là où on pouvait intervenir sur des projets en cours ou qui allaient se lancer, et sur des métiers qui voulaient travailler avec nous sur leur organisation parce qu'il voulaient changer des choses. Aujourd'hui, on a intégré la value chain, avec Bruno, et on a une feuille de route un peu plus claire sur ce qu'on va faire en 2018, quels sont les processus métier qu'on va décrire en priorité, et du coup on se met des objectifs, mais avant c'était plutôt à l'opportunité. Ça nous permet de construire la démarche, en faisant des tests, des expérimentations. Ce qu'on a fait dans le cadre de l'innovation, c'est qu'on a dit, on est parti du principe, le but de la démarche c'est qu'il fallait instaurer... le but de la démarche c'est d'amener la culture process chez Kiabi, **et le but n'est pas seulement de l'amener mais de faire adhérer l'ensemble des collaborateurs à cette démarche, pour qu'ils se l'approprient, et que ça vive ensuite sans nous.** Le but c'est qu'on inculque ça, on met la dynamique et ensuite ça vit tout seul, moyennant une organisation, donc du coup, on est parti du principe qu'il fallait que l'on fasse découvrir ce que c'était la démarche, deux on a changé de nom, on l'a appelé DJ process. **Comme un DJ. Qui signifie Draw your job into process. C'est de s'approprier la démarche à la façon Kiabi.** On nomme les choses, avec Fanny on a créé un premier atelier de découverte de ce qu'est DJ process ou la démarche management. Enfin, Business Process.

CA : Donc un atelier de découverte pour tous les collaborateurs ?

**Interviewé :** Qui était un escape game.

CA : Et l'endroit ?

JM : Ici, on le fait dans les salles de réunion ici. On aménage, on a toute une mise en place de la salle et ensuite on déroule l'échappée game. **Et les participants reconstituent, pour pouvoir sortir de la salle, reconstituent ce qui s'est passé et du coup on les amène à chercher, puisqu'on doit fouiller, on doit trouver des indices, après on les fait comparer deux modèles différents, etc.**

CA : C'est un processus de découverte, donc ce n'est pas le travail à réaliser en soi ?

**Interviewé** : Non, c'est leur faire comprendre qu'est-ce qu'on va faire avec eux, comment on va le faire, et qu'est-ce que modéliser des processus.

CA : Est-ce que tu peux me donner un exemple ? Par exemple, moi je viens à ta formation, c'est quoi les étapes à travers lesquelles je vais passer ?

**Interviewé** : Alors pour le jeu, on peut t'en parler un peu, on les fait rentrer dans une salle qu'on a aménagée, qui ressemble à un lendemain de soirée. Un peu en bazar, on peut te montrer, d'ailleurs, si tu veux (Fanny cherche les photos sur son ordinateur). Et on leur dit : vous êtes... le pitch du jeu, c'est vous avez fêté l'anniversaire de Pénélope chez elle. Vous vous réveillez après la soirée, et vous êtes enfermés à l'intérieur et Pénélope elle est partie. Et donc on a des premiers indices qui sont, ce que certains se rappellent de la soirée. Après on a semé les indices un peu partout dans la salle, donc on a constitué deux équipes avant, deux équipes de 4-5 personnes.

CA : C'est pas la salle de créativité ?

**Interviewé** : Non, c'est une autre. **Et on a semé des indices et du coup ils doivent reconstituer le processus de la soirée, le processus de ce qui s'est passé durant la soirée pour retrouver les clés.** Et ils reconstituent le fil de la soirée pour savoir où sont les clés. Ils apprennent au fur et à la mesure que le chien a piqué les clés parce que les clés sont tombées par terre, le chien les a prises, y'en a un qui a un peu trop bu qui s'est endormi dans le panier du chien, et qui est reparti avec les clés. Et donc tu coup, ils trouvent le numéro de téléphone de cette personne là pour qu'elle vienne ramener les clés.

CA : L'histoire a été élaborée par vous deux ?

**Interviewé** : Oui. Et l'échappée game s'appelle : Very Bad Night. Et du coup les deux groupes font leurs processus, c'est pas une course, c'est pas une compétition, parce que les deux équipes ont besoin des résultats des deux équipes pour trouver la solution. **Donc on part sur deux équipes, et on fait une équipe. La collaboration.** Donc il y a plusieurs enseignements sur ce jeu-là, c'est **1) on va décrire les processus en prenant du plaisir.** Ça c'est la première chose. **2) on va chercher, fouiller, ça va pas toujours être facile. 3) on travaille en collaboration.** Euh, tout peut être modélisé. Il y en a qui disent : ah, moi, mon métier... tout ne peut pas rentrer dans des boîtes. Mais si. Un petit peu. Tout peut être modélisé. Et on a besoin **de travailler efficacement, en collaboration, pour avoir quelque chose de clair, de simple, et qui parle à tout le monde.** Parfois, on ne nomme pas toujours les mêmes activités de la même manière. Pourtant c'est la même chose, on n'a pas le même langage, mais c'est la même finalité.

***Interview with Kiabi's CEO's Executive Assistant  
- April 8<sup>th</sup>, 2019 – pp. 13-14***

This interview extract reveals how Kiabi began to integrate the notion of agility. It highlights how Kiabi felt pressured to change its meta-routine as per current economic contexts.

CA : Ah ! Ça me fait penser, Jean-Michel m'a dit qu'il y avait un groupe de travail sur les méthodes agiles, qui en fait partie ?

**Interviewé** : Qui est avec Nicolas ? Y’a Sandra, y’a Jean-Michel, y’a David... **Y’a un groupe qui s’appelle excellence opérationnelle.** Y’a aussi des gens du web. C’est un groupe... y’a pas beaucoup de gens...

CA : David, il fait quoi ?

SG : David il est chargé, il est pas en orga., mais il s’assure que les projets se déroulent bien...

CA : *Change* ?

SG : Non, pas forcément le *change*, mais vérifier que tout soit abordé, les poils à gratter ... il est sous Nicolas directement maintenant. Et c’est un pôle qui s’appelle excellence opérationnelle.

CA : Qui est comme un cercle ?

SG : Oui, c’est un cercle. Et qui est lié très fortement à l’agilité.

CA : Donc le buzzword d’agile a commencé avec Reloaded ou il a commencé avant ?

SG : Avant. Le buzzword d’agilité. En fait **avec le co-lead on est allé dans les pays nordiques au début de l’année dernière**, et on a visité **beaucoup de start-ups**. Et on s’est rendu compte que toutes ces start-ups fonctionnent en mode agilité à l’extrême. **On s’est dit c’est pas possible, il faut absolument qu’on change notre façon de faire parce que de toutes les façons, c’est nécessaire.** Eh bien, **on est rentrés plein de bonne volonté**, plein de bonnes idées, mais une fois de plus, tu retombes tellement dans la vie de l’entreprise, si tu veux, tout ça c’est parti un peu à vau-l’eau avec le quotidien qui s’est mis en place. **Sauf que le contexte économique, une fois de plus, nous a ramené à la réalité** en disant l’agilité c’est bien, c’est top, machin, mais **il faut le faire.**

CA : Et ça c’est les 22 qui s’en rendent compte dans les pays nordiques.

SG : **C’est les 22 qui s’en rendent compte dans les pays nordiques. On est revenus, on a été soufflés, et on s’est dit : c’est juste trop bien quoi !** Mais je te dis, étant repris par le quotidien, ça pas pu se mettre en place, mais le, comment dire, **le contexte économique nous a très, très, très, très vite rattrapé.**

### **Article 3. Sociomateriality and BMI**

#### ***Interview with Kiabi’s CEO- March 19<sup>th</sup>, 2018 – pp. 16-17***

This interview extract reveals how the CEO makes a clear distinction between the firm’s strategy and business model.

**Interviewé** : Pour moi, l’entreprise c’est simple. **Y’a une vision**, ok? **La vision doit faire émerger des axes stratégiques qui vont porter la vision.** Les enjeux dont je te parlais tout à l’heure. Un enjeu, c’est ce qui est déterminant pour l’avenir. **Et ces enjeux doivent porter quelques actions.** Il faut que ça reste quand même inspirationnel mais un peu concret. Quand on dit vivre un *emotional customer experience*. C’est vivre un axe stratégique. C’est un enjeu. Par contre derrière, on a 7-8 actions. Y’a une action qui est travailler la symétrie des attentions en magasin. Ça c’est concret. Vérifier la cohérence de nos PMAs, produits mis en avant,

dans les tracts. Y'a des choses quand même assez concrètes derrière. Ensuite, ça c'est la partie inspirationnelle. **Derrière, y'a ce que moi j'appelle les briques stratégiques de l'entreprise, le puzzle (dessine).** Le puzzle c'est quoi? Tu vas avoir ta stratégie d'achat. Tu vas avoir ton territoire de communication. Tu vas avoir ton modèle économique cible. Tu vas avoir ton plan de pub. Tu vas avoir ta pyramide de l'offre. Tu vas avoir ton projet logistique international. Tu vas avoir ta stratégie RH. Toutes les briques stratégiques qui font qu'à un moment donné, t'as ton entreprise.

CA : C'est une nouvelle forme du business model canvas ou de la chaîne de Porter à la Kiabi?

**Interviewé :** Ah! Ben je ne sais pas. C'est très bien. **Le job c'est que plus ça c'est clair (entoure la vision), plus ce que chacun va faire dans son métier sera cohérent et congruent.** Cohérent par rapport à ça, congruent par rapport à ça. Et la magie c'est que si le puzzle est complètement bien fait, le client, il voit l'image. C'est clair? Une stratégie d'entreprise pour moi c'est... je dessine pas bien... c'est des bateaux. C'est comme si y'avait des bateaux au départ d'une course. Ça c'est la France. Et ils vont à New York. Et y'en a un, il prend un cap 270, un cap de 271, un 272. Un degré c'est pas beaucoup. Mais au bout de 5000 miles, y'en a un qui est là, un qui est là, un qui est là. Et au bout de 10 000 miles, y'en a un qui arrive en Argentine, l'autre au Mexique, et l'autre à New York. Mais au départ, y'avait qu'un degré d'écart. Quand t'as un degré d'écart entre ton territoire de communication, et ton territoire de marque. Quand t'as un degré d'écart entre ta pyramide de l'offre... y'a deux ans on avait 3 étages dans la pyramide : basique, actuel, image. Et on se disait notre marque... développer pour tout le monde des marques de bonheur vous va si bien. Et bien dans le bonheur vous va si bien, quand t'écoutes les clients, ils veulent des basiques et de la mode. Elle est où la mode? On a rajouté deux étages. Basique, actuel, image c'était bien. Mais c'était pas assez. Donc on est venu rajouter deux étapes pour être complètement en cohérence et en congruence avec la stratégie et les autres briques. **Et mon job c'est de faire en sorte que les briques soient le plus alignées possible pour optimiser et aller chercher toute la puissance de la vision.** C'est clair?

CA : Oui, c'est clair. La stratégie et le business model c'est différent... de ton explication...

**Interviewé :** Ça c'est la stratégie, ça c'est le business model.

CA : Pour toi c'est clairement différent.

**Interviewé :** C'est deux choses complètement différentes. **C'est un modèle de business qui répond à une stratégie qui répond à une vision.** Et c'est pas tout. Derrière, si t'apportes pas le sens de l'entreprise, et t'écoutes pas comment ils peuvent vivre ça, ben ton collaborateur il le mettra jamais en œuvre.

#### ***Interview with a Style Coordinator- September 16<sup>th</sup>, 2018 – pp. 7-8***

This interview extract reveals how Style Coordinator now co-elaborate new collections at Kiabi (new process). It proves how material objects ease the creation process.

CA : Et donc comment vous faites quand vous êtes revenus (parle de voyages d'inspiration), comment vous faites pour trier ces photos... pour en faire un thème? Quels sont les process, les meetings?

**Interviewé :** Alors après en général, quelques jours après ce voyage, de toute façon y'a des journées, **y'a les workshop tendance**, entre les coordonnateurs de style et les stylistes concepts, qui sont posés et on vient tous avec des **board inspirationnels, avec des photos accrochées dessus, c'est un mix de photos des podium, photos d'ambiance et de paysages, photos des musées, etc.** Et on montre tous des thèmes qu'on pressent. Mais ce n'est pas parce qu'on a été en Islande qu'il y aura un thème Islandia. Là c'est le thème, mais ce n'est pas nécessairement le thème d'habitude. La fois d'avant on a été à Anvers et on n'a pas

fait un thème belge pour autant. Tout ce qu'on a fait là-bas, ça nous a inspiré des choses, un va peut-être retenir **la gamme de couleurs**, l'autre il va retenir l'expo qu'il a vu sur de la **photographie** et donc voilà, c'est un mix. Et on invite aussi d'autres stylistes des équipes tout ça, pour ceux qui ont envie, avec les grandes tendances, etc. Et on vient avec des boards, et toute la journée on présente à tour de rôle, tous les thèmes qui nous donnent envie, on dit moi je pressens une influence japonisante, machin, mais on s'appuie sur quelque chose qu'on a vu, **un livre dans l'ère du temps, un film au cinéma**, quelque chose, et **on monte des tableaux d'ambiance**.

CA : Donc chacun prépare ses panneaux. Tu dis je pressens ça et les autres discutent.

**Interviewé** : Au début **on prend des notes** sur ce que tout le monde dit, on présente toute la journée, et puis on envoie on n'est pas notés, et après le 2<sup>e</sup> jour ça s'affine, on essaie de **rassembler les panneaux communs** parce que forcément y'a des choses qui se recoupent, y'a peut-être plusieurs personnes qui choisissent l'ambiance africaine, ou tropicale en hiver, un thème polynésien l'été je ne sais pas, et du coup on va rassembler un peu les orientations, ça ne veut pas dire que ça on voit pas ça sur un thème pendant deux périodes par contre on peut mettre ça avec ça, on va mixer puis reconstituer, refaire les panneaux on va affiner comme ça, donc sortis de ces 2-3 jours-là, **on sort nos 4 grandes histoires**, puis comme on les connaît, qu'on les a choisis, on va les réalimenter encore, en cherchant de la pige, de l'ambiance, des défilés, des choses, et on va se mettre des grands mots clés, des trucs qui pourraient se mettre dans ce grand thème-là, des trucs qui caractérisent ce qu'on a envie. On a envie de quoi? D'oiseaux, d'imprimés exotiques, **on met des mots. C'est plus marquant**. On met des mots sur le panneau, ça s'affine comme ça. Et puis en général après la mise en page et la formalisation des thèmes, c'est la styliste concept qui le font, qui elles montent vraiment les tendances, le PowerPoint et en font un doc, voilà.

CA : Ce workshop tendance vous le faites deux fois par année?

**Interviewé** : Ben maintenant on le fait plus souvent comme on renouvelle plus souvent, 4 fois par année. Le voyage inspirationnel on le fait pas 4 fois par an, **on le fait une ou deux fois par an**. Sinon, on va toujours voyager. C'est une partie de notre métier mais le cœur de notre métier c'est vraiment sur le produit. Pour le coup les coordonnateurs de style, on vient en plus faire le miroir, en appui, mais après on n'est pas les stylistes concept du Trendslab. Nous on a vraiment toutes les collections à construire.

### Appendix 3. List of Collected Material Artefacts (88) (French)

	Artefacts	Catégorie (code)	Fourni spécifiquement par	Collecté (date)	Description	Physique ou Digital?
<b>Research Stage 1: E for Experience (May 2016-December 2017)</b>						
1	Premier plan séminaire co-design	Collaboration	ZCV Innovation	Novembre 2016	Premier jet des idées- 1 <sup>er</sup> séminaire.	Digital
2	Fil conducteur Excel	Collaboration	ZCV Innovation	Novembre 2016	Déroulé du séquençement des activités.	Digital
3	PPT déroulé du co-design	Collaboration	ZCV Innovation	Novembre 2016	Slides créées pour l'animation.	Digital
4	Email invitation au premier séminaire	Collaboration	ZCV Innovation	Novembre 2016	Détails logistiques de l'invitation.	Digital
5	Apports théoriques	Collaboration	ZCV Innovation	Novembre 2016	Apports théoriques sur le co-design.	Digital
6	Liste des participants	Collaboration	ZCV Innovation	Novembre 2016	Liste des participants.	Digital
7	Synthèse co-design	Collaboration	ZCV Innovation	Novembre 2016	Étapes suivies. Représentation visuelle.	Digital
8	Fil conducteur Excel	Collaboration	ZCV Innovation	Juin 2017	Déroulé du séquençement. Liste de to-do.	Digital
9	Email invitation au deuxième séminaire	Collaboration	ZCV Innovation	Juin 2017	Détails logistiques de l'invitation.	Digital
10	Présentation PPT déroulé du co-design	Collaboration	ZCV Innovation	Juin 2017	Slides créées pour l'animation.	Digital
11	Fiches aide-mémoire pour représentants magasins	Collaboration	ZCV Innovation	Juin 2017	Fiches pour aider les participants à se souvenir des outils utilisés.	Digital
12	Fiches aide-mémoire améliorées	Collaboration	ZCV Innovation	Juin 2017	Fiches aide-mémoire sublimées par un graphiste.	Digital
13	Débriefing des deux jours- participants	Collaboration	ZCV Innovation	Juin 2017	Feedback des participants.	Digital
14	Email commentaire participant 2 <sup>e</sup> session	Collaboration	Chef de produit	Juin 2017	Mail participant satisfait de ses apprentissages.	Digital
15	Email invitation au troisième séminaire	Collaboration	ZCV Innovation	Novembre 2017	Détails logistiques de l'invitation.	Digital
<b>Research Stage 2: E for Explore (December 2017-September 2018)</b>						
16	Cartes postales	Comm interne	Communication interne	Décembre 2017	Cartes postales 'Le bonheur vous va si bien'.	Physique
17	Track Hiver	Marketing	Marketing	Décembre 2017	Produits de la collection fêtes de fin d'année.	Physique
18	Newsletter My Kiabi Nouveau territoire de comm	Comm interne	Communication interne	Janvier 2018	Présentation de la nouvelle plateforme de marque.	Physique
19	Process 'publier l'offre' version ARIS	BPM	Projets (BPM)	Janvier 2018	Le process décrit les étapes pour l'activité <i>Publier l'offre sur le web</i> .	Digital
20	Process 'publier l'offre' version Picto	BPM	Projets (BPM)	Janvier 2018	Processus précédent, mais simplifié avec des pictos.	Digital
21	Nouvelle organisation par ZCVs	Libération	Stratégie, projets	Janvier 2018	Explication de la nouvelle organisation par ZCVs.	Digital
22	Article sur les mythes et réalités de l'expérience client	Web	Web	Janvier 2018	Article qu'une participante m'envoie pour appuyer son interview.	Digital
23	Newsletter Nov. 2017 My Kiabi Paseo de Gracia	Comm interne	Communication interne	Février 2018	Ouverture Paseo de Gracia- Détails.	Physique
24	Autocollants DJ Process	Comm interne	Projets	Février 2018	Autocollants pour faire la promotion de DJ Process (BPM).	Physique
25	Autocollants IT	Comm interne	IT	Février 2018	Autocollants (Ninjas) pour promouvoir la DSI.	Physique
26	Track Printemps	Marketing	Marketing	Février 2018	Mise à l'avant des produits de la collection printemps (jeans).	Physique
27	Plateforme de marque	Marque	Marketing (ZCV Marque)	Février 2018	Définition la nouvelle plateforme de marque.	Digital
28	Plateforme de marque simplifiée	Marque	Marketing (ZCV Marque)	Février 2018	Synthèse des points clés de la présentation précédente.	Digital
29	Mapping Pays	International	Projets (ZCV Internationale)	Février 2018	Mapping des pays intéressants pour Kiabi.	Digital
30	Mémo Arabie Saoudite	International	Projets (ZCV Internationale)	Février 2018	Fiche descriptive du pays et de ses potentialités.	Digital

31	Dossier technique	Collections	Collections	Février 2018	Décrit le produit attendu et ses mesures.	Digital
32	Fiche technique	Collections	Collections	Février 2018	Montre le produit et ses dérivés couleurs, à quelle story il appartient.	Digital
33	Fiche de recherche	Collections	Collections	Février 2018	Descriptif du produit, ex.: tailles dispos, public, prix, période de vente, matériel utilisé.	Digital
34	Plan des produits vendus sur une période (E2)	Collections	Collections	Février 2018	Représentation visuelle des produits et de leur mise en marché.	Digital
35	Image des couleurs tendances	Collections	Trends Lab	Février 2018	4 couleurs à la mode et ses variantes.	Digital
36	Image tendance forme	Collections	Trends Lab	Février 2018	Exemples de formes à la mode: ex. forme avec ceinture.	Digital
37	Image matériaux	Collections	Trends Lab	Février 2018	Matériaux mode: ex. : tweed.	Digital
38	Vidéo ouverture magasin Free	Merchandising	Merch	Février 2018	Ouverture du nouveau magasin au concept Three à Bruxelles.	Digital
39	Vidéo Innovation Play 2	Innovation	Web	Février 2018	On voit un jury international, le vote des clientes, les prototypes.	Digital
40	PPT Présentation Innovation Play aux étudiants IESEG	Innovation	Projets	Février 2018	Présente Kiabi. Question sur revoir le processus du Innovation Play.	Digital
41	Exemple Wink	Innovation	Projets	Février 2018	Impression d'écran de la page Wink.	Digital
42	Organisation Web Digital	Web	Web	Février 2018	Slide de la nouvelle équipe en place, rôles.	Digital
43	PPT et travaux étudiants	Innovation	Projets	Mars 2018	5 projets d'équipes PPT et Word.	Digital
44	Grille d'évaluation	Innovation	Projets	Mars 2018	Sur la base de la qualité de la présentation et de l'originalité.	Digital
45	Étapes de vie stratégie et organisation Kiabi	Libération	Exécutif	Mars 2018	Nicolas a un PPT qu'il crée au fil des ans pour mieux faire sens lui-même de la transfo Libération.	Digital
46	Tract Enfants	Marketing	Marketing	Mars 2018	Mise à l'avant des produits enfants.	Physique
47	Invitation International Lab Seminar	International	International Lab	Mars 2018	Invitation au workshop.	Digital
48	Présentation corporative Kiabi	Marque	Communication	Avril 2018	Présentation faite en 2014.	Digital
49	Présentation Kiabi à Décathlon Supply Chain	Supply Chain	Supply Chain	Avril 2018	Proposer à Décathlon de mutualiser des efforts Supply.	Digital
50	Présentation qu'est-ce que la Supply Chain?	Supply Chain	Supply Chain	Avril 2018	Définir les grands axes stratégiques, tactiques et opérationnels.	Digital
51	La Supply Chain chez Kiabi (Cours catho)	Supply Chain	Supply Chain	Avril 2018	Partager avec les étudiants le cas Kiabi - cours donné par un leader Supply Chain.	Digital
52	Vidéo : Le sens de la libération	Libération	RH	Mai 2018	Donner du sens autour de la libération Kiabi.	Digital
53	Histoire de la libération	Libération	RH	Mai 2018	Créer une mémoire collective autour de la libération.	Digital
54	Présentation Être Leader chez Kiabi	Libération	RH	Mai 2018	Clarifier la posture de Leader.	Digital
55	Vidéo vision	Vision et stratégie	RH	Mai 2018	Sens de ce qu'est une vision, souvenir du processus de création.	Digital
56	Dépliant vision	Vision et stratégie	RH	Mai 2018	Rappeler ce qui a été élaboré et le processus de vision.	Digital
57	Fiche idée écoute écosystème	Vision et stratégie	RH	Mai 2018	Inspirer les BUs dans la création de leur vision.	Digital
58	Déroulement atelier vision	Vision et stratégie	RH	Mai 2018	Plan détaillé du déroulé.	Digital
59	Démarche vision 2014	Vision et stratégie	RH	Mai 2018	Un plan la démarche vision (globale et BUs).	Digital
60	Newsletter Mai 2018 Le bonheur nous va si bien	Comm interne	Communication interne	Mai 2018	Communiquer sur le lancement de la campagne le bonheur nous va si bien.	Digital
61	Image pyramide de l'offre	Collections	Collections	Mai 2018	Pyramide pour définir l'offre produit.	Digital
62	Matrice des matérialités	RSE	RSE	Mai 2018	Pour cartographier les enjeux des parties prenantes en termes de RSE.	Digital



63	Axes RSE Stratégie	RSE	RSE	Mai 2018	Pour définir les grands enjeux.	Digital
64	Vidéo stratégie RSE	RSE	RSE	Mai 2018	Pour communiquer la stratégie RSE aux collaborateurs.	Digital
65	Emotion map achat plaisir	Web	Web	Mai 2018	Qu'est-ce qui fait plaisir dans l'achat de vêtements?	Digital
66	Emotion map besoin vêtement	Web	Web	Mai 2018	Quelles sont les émotions quand on a besoin de vêtements?	Digital
67	Emotion map grande taille	Web	Web	Mai 2018	Quelles sont les émotions dans l'achat de vêtements grande taille?	Digital
68	PowerPoint Vision projet Emotion map	Web	Web	Mai 2018	Déterminer l'ambition du projet Emotion map.	Digital
<b>Research Stage 3: E for Enrich (September 2018-September 2019)</b>						
69	Profil Kiabers et Leaders	Libération	RH	Septembre 2018	Établir un profil clair pour les Kiabers et les Leaders.	Digital
70	Présentation stratégie Supply Chain	Supply Chain	Supply Chain	Septembre 2018	Présenter les piliers stratégiques de la Supply Chain.	Digital
71	Value Chain Project organization presentation (EN)	Value Chain	Value Chain	Octobre 2018	Présentation du nouveau poste de Leader Value Chain.	Physique
72	Présentation Post LSD Transition du build au Run	Value Chain	Value Chain	Octobre 2018	Présentation des enjeux à venir sur la fin d' LSD.	Physique
73	Présentation Kiabi Today	Comm interne	Communication interne	Octobre 2018	Édition 2018 de qui est Kiabi.	Physique
74	Présentation Stratégie matière	Supply Chain	Supply Chain	Octobre 2018	Origines et structure de la Fabric strategy.	Digital
75	Scan Livre Reinventing Organizations	Libération	Projets	Novembre 2018	Distribué aux employés pour communiquer sur l'entreprise libérée.	Digital
76	Alvéole Chantier	Comm interne	RH	Décembre 2018	Décrire les chantiers du projet.	Digital
77	Alvéole Pourquoi projet	Comm interne	RH	Décembre 2018	Décrire pourquoi changer de siège.	Digital
78	Alvéole Organigramme 1	Comm interne	RH	Décembre 2018	Énoncer qui travaille dans le cercle.	Digital
79	Alvéole Organigramme 2	Comm interne	RH	Décembre 2018	Énoncer qui travaille dans le cercle (nouveaux ajouts).	Digital
80	Alvéole Façade	Comm interne	RH	Décembre 2018	Montrer de quoi aura l'air la façade.	Digital
81	Alvéole Lezennes	Comm interne	RH	Décembre 2018	Annoncer Lezennes comme emplacement.	Digital
82	Alvéole Planning 1	Comm interne	RH	Décembre 2018	Plan de déploiement 1 <sup>re</sup> version.	Digital
83	Alvéole Planning 2	Comm interne	RH	Décembre 2018	Plan de déploiement 2 <sup>e</sup> version.	Digital
84	Slide restitution sondage	Comm interne	RH	Décembre 2018	Restitution choix appli type Tinder.	Digital
85	Résultats sondages	Comm interne	RH	Décembre 2018	Choix appli type Tinder.	Digital
86	Speechs Reloaded	Comm interne	Assistante Top Management	Avril 2018	Textes du co-lead à la réunion de priorisation Reloaded.	Digital
87	Plan stratégique 2020-2023	Vision et stratégie	Exécutif	Janvier 2019	Nicolas et le co-lead créent un PPT pour résumer ce qu'ils entendent pour le plan stratégique 2020-2023.	Digital
88	Vision Kiabi 2014	Vision et stratégie	Exécutif	Janvier 2019	Affiche imprimée vision 2014.	Physique

## Appendix 4. Examples of Press Releases and Google Search (English and French)

Press Release. Browsed on November 14<sup>th</sup>, 2017

Kiabi Selects Predictix for a Unified Suite of Merchandising and Supply Chain Optimization Solutions

<https://www.businesswire.com/news/home/20150112005175/en/Kiabi-Selects-Predictix-Unified-Suite-Merchandising-Supply>

Predictix today announced that Kiabi, a leading French apparel retailer with more than 400 stores throughout Europe, has selected Predictix to implement a unified suite of merchandising and supply chain optimization solutions.

"At Kiabi, we are constantly innovating to offer trendy, accessible and affordable fashion for families around the globe," said Christophe Alie, CIO, Kiabi. "In Predictix, we have found a partner with the same focus on innovation and on truly understanding our customers' needs."

"We are honored to be working with Kiabi, as they share our passion for constantly finding new ways to deliver unique and superior value to customers," said Molham Aref, CEO, Predictix. **"Predictix merchandising and supply chain optimization solutions will allow Kiabi to continue to deliver on its promise of innovation and value."**

Google Search. Browsed on November 13<sup>th</sup>, 2017

Cœur, tripes, tête : la martingale de KIABI Italie pour aller vers le bonheur au travail

<http://jaimelelundi.com/2014/12/coeur-tripes-tete-martingale-kiabi-italie-aller-vers-bonheur-au-travail/>

Une interview de Nicolas HENNON (DG de KIABI en Italie) et Elisa DONNINI (responsable formation et communication interne)

**On est en Italie, en 2010, il se passe quoi ?**

Nicolas : Le pays est en difficulté, nous sommes dans un contexte de crise économique. KIABI subit cette crise de plein fouet, **le business model n'est plus adapté**. Les conséquences sur les résultats et sur la confiance des collaborateurs s'en fait ressentir fortement. Or KIABI peut jouer une vraie carte en Italie. Pour sortir de la crise, on a besoin de beaucoup d'idées, beaucoup de puissance. Notre première action va consister à **impliquer les collaborateurs dans la définition d'un nouveau business model** : cinquante personnes venant de tous les métiers travaillent ensemble en pyramide inversée pendant deux jours et construisent **les fondations d'un business model** avec une vision dont le moteur est rendre heureux et acteur chaque collaborateur.

## Appendix 5. List of Cited Artefacts (35 First Interviews, Research Stage 2) (French)

	Nom de l'artefact	Poste	Description	Verbe Affordance	Phrase Résumé	Département
1	Pyramide de l'offre	Chef de projet organisation, Collections	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 strates. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain
2	Calendrier préliminaire (Excel) de lancement au marché	Chef de projet organisation, Collections	Calendrier qu'on crée pour aligner les besoins des différents intervenants de la value chain (acheteurs, supply, collections) et s'entendre sur les dates de livraisons. La première version du calendrier a été faite sur Excel, à la main.	Créer et adapter	Créer un nouveau calendrier pour adapter les lancements aux saisonnalités.	Collections et Supply Chain
3	Calendrier lancement au marché	Chef de projet organisation, Collections	Calendrier qu'on crée pour aligner les besoins des différents intervenants de la value chain (acheteurs, supply, collections) et s'entendre sur les dates de livraisons. Cette version a été faite par un consultant.	Créer et permettre	Créer et permettre les lancements en fonction des saisonnalités.	Collections et Supply Chain
4	Blocks patterns de patronages	Chef de projet organisation, Collections	Catégories de patrons de références pour chaque famille de produit.	Clarifier	Clarifier les attentes des produits auprès des fournisseurs.	Collections et Supply Chain
5	Bibliothèque de patronages	Chef de projet organisation, Collections	Bibliothèque en ligne qui permet de garder une trace de tous les patrons créés chez Kiabi. Facilite la création de nouveaux produits dans le futur.	Conserver	Conserver anciens patrons pour futures références.	Collections
6	Plan d'approvisionnement	Chef de projet organisation, Collections	Plan de stocks d'approvisionnement, du cadencement du passage de commandes, fixation du stock de sécurité, etc. Créé en même temps que le nouveau rôle d'Inbound Planner.	Créer et organiser	Créer un plan d'approvisionnement pour organiser le cadencement des produits en magasin.	Supply Chain
7	Job descriptions	Chef de projet organisation, Collections	Fiches de postes changées en permanence avec les RHs quand il y a un changement dans les rôles et responsabilités. Nouveaux postes.	Créer et recruter	Créer des postes adaptés ou nouveaux postes et recruter.	RH
8	Lettre de mission Directrice des collections	Chef de projet organisation, Collections	Lettre qui décrit les attentes des collaborateurs envers la nouvelle Directrice des Collections.	Créer et recruter	Créer un nouveau mandat et recruter.	RH
9	Techpack (dessins de style, barèmes de mesure, croquis, fiches techniques)	Chef de projet organisation, Collections	Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. On est plus précis en termes d'attentes qu'avant.	Clarifier	Clarifier les attentes des produits auprès des fournisseurs.	Collections et Supply Chain
10	Formation à la gestion de projets	Chef de projet organisation, Collections	Formation donnée aux nouveaux chefs de projets.	Former	Former sur la gestion de projets.	RH
11	Bilan de compétences	Chef de projet organisation, Collections	Bilan fait par Kiabi pour mieux orienter les employés, et ce en favorisant les parcours en Z.	Développer	Développer les collaborateurs dans d'autres types de métiers.	RH
12	Plan à horizon 5 ans, Collections	Chef de projet organisation, Collections	Plan des projets à réaliser sur 5 ans pour les Collections.	Communiquer	Communiquer le sens MT.	Stratégie
13	Budgets communs collections et pays (nouvelle façon de les construire)	Chef de projet organisation, Collections	Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.	Aligner	Aligner les objectifs de chiffre d'affaires entre pays et collections.	Collections et Supply Chain
14	Périodes par semestre	Chef de projet organisation, Collections	6 périodes de lancement de collections dans l'année. 3 pour printemps-été, 3 pour automne-hiver. Avant, il y en avait 2 par semestre.	Créer et organiser	Créer de nouvelles façons d'organiser l'offre par périodes plus courtes.	Collections et Supply Chain
15	État des lieux quality smart	Chef de projet organisation, Collections	Cartographie les besoins des métiers pour mieux aider le fitting des produits (ex. 38 doit être équivalent pour tous les modèles de jeans).	Cartographier et prioriser	Cartographier les besoins de fitting et prioriser les changements à faire.	Collections et Supply Chain

16	État des lieux compétences des modélistes	Chef de projet organisation, Collections	Recenser les compétences des modélistes pour identifier celles qui pourraient combler le nouveau rôle de 'tech designer' (experts design de patronages).	Cartographier et choisir	Cartographier les compétences et choisir les profils intéressants.	Collections
17	Écriture d'une structure optimale niveau collection et supply	Chef de projet organisation, Collections	Structure et interaction des divers postes avec la création des nouveaux postes aux collections/supply (ex. tech designer, inbound planner).	Créer et organiser	Créer une structure optimale pour mieux organiser la structure des équipes collections.	Collections et Supply Chain
18	PLM (Product Lifecycle Management): outil de tracking de la conception produit	Chef de projet organisation, Collections	Outil pour tracker les étapes de vie du produit.	Suivre	Suivre les étapes de la conception des produits (pour être plus réactifs).	Collections et Supply Chain
19	Modules de communication non-violente	Chef de projet organisation, Collections	PPT de formation sur les méthodes de communication non-violentes.	Changer	Changer la culture par les rapports interpersonnels.	RH
20	Budgets communs collections et pays (nouvelle façon de les construire)	EVP Value Chain	Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.	Aligner	Aligner les objectifs de chiffre d'affaires entre pays et collections.	Collections et Supply Chain
21	Outil de forecasting (prévision des ventes)	EVP Value Chain	Outil de forecasting permettant de prévoir les ventes en fonction de différents paramètres. Intelligence artificielle.	Anticiper et adapter	Anticiper les ventes et adapter son flux de stocks.	Collections et Supply Chain
22	Outil MAP	EVP Value Chain	Outil pour créer des assortiments adaptés aux pays en fonction des saisonnalités (ex. envoyer des shorts au Brésil, des manteaux en Russie). Tout le monde n'a pas les mêmes items au sein d'une même collection.	Créer et permettre	Créer un outil adapté et permettre l'internationalisation par l'adaptation des collections.	Collections et Supply Chain
23	Plan d'approvisionnement	EVP Value Chain	Plan de stocks d'approvisionnement, du cadencement du passage de commandes, fixation du stock de sécurité, etc. Créé en même temps que le nouveau rôle d'Inbound Planner.	Créer et organiser	Créer un plan d'approvisionnement pour organiser le cadencement des produits en magasin.	Supply Chain
24	Fiches techniques pour création de produits	EVP Value Chain	Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. Fait partie du techpack.	Clarifier	Clarifier les attentes des produits auprès des fournisseurs.	Collections et Supply Chain
25	Nouveaux entrepôts internationaux	EVP Value Chain	Nouveaux entrepôts plus près des nouveaux pays ouverts (ex. Russie) pour mieux desservir ces pays.	Créer et permettre	Créer un entrepôt et permettre l'internationalisation des collections.	Supply Chain
26	BPM des activités de l'entreprise	EVP Value Chain	Mapping de tous les process de l'entreprise pour connaître l'existant, les améliorer et faciliter l'export des process.	Cartographier et améliorer	Cartographier et améliorer les process de l'entreprise.	Stratégie
27	Feuille de route (équipe projets)	Chef de projets Internationalisation des collections	Feuille de 80 projets en cours à réaliser sur la prochaine année.	Orienter	Orienter action court terme (1 an).	Stratégie
28	Plan d'assortiment par collections (pas dans MAP)	Chef de projets Internationalisation des collections	Plan simplifié de l'assortiment à l'intérieur des collections (au lieu d'avoir 10 références jeans, on choisit les 3 meilleurs). L'assortiment est la diversité de produits dans une catégorie.	Réduire	Réduire les Skus pour épurer la collection.	Collections et Supply Chain
29	Outil MAP	Chef de projets Internationalisation des collections	Outil pour créer des assortiments adaptés aux pays en fonction des saisonnalités (ex. envoyer des shorts au Brésil, des manteaux en Russie). Tout le monde n'a pas les mêmes items au sein d'une même collection.	Créer et permettre	Créer un outil adapté et permettre l'internationalisation par l'adaptation des collections.	Collections et Supply Chain
30	Outil MAP	Chef de projets Internationalisation des collections	Outil pour créer des assortiments adaptés aux pays en fonction des saisonnalités (ex. envoyer des shorts au Brésil, des manteaux en Russie). Tout le monde n'a pas les mêmes items au sein d'une même collection.	Créer et permettre	Créer un outil adapté et permettre l'internationalisation par l'adaptation des collections.	Collections et Supply Chain

31	Debrief projets - avec des bricolages	Chef de projets Internationalisation des collections	Dessins et collages pour illustrer ce qui a bien été/ moins bien été dans un projet.	Améliorer	Améliorer la démarche du projet avec un débrief créatif.	Innovation
32	Formations conduite du changement	Chef de projets Internationalisation des collections	Formation pour aider les managers à penser et à déployer la conduite du changement dans tous leurs projets.	Former	Former à la conduite du changement.	RH
33	Post-its, processus préliminaires	Chef de projets BPM	Post-its qui servent à identifier les grandes étapes d'un process avant de creuser avec des codes couleurs. Fait par les gens des métiers.	Identifier	Identifier les étapes des process.	Innovation
34	Matériel escape game	Chef de projets BPM	Matériel pour créer un jeu escape game pour présenter le BPM aux équipes, faire comprendre ce qu'est un process de façon ludique.	Organiser	Organiser une activité en favorisant l'engagement collaborateur.	Innovation
35	Post-its, création process complet (vert, bleu, rose)	Chef de projets BPM	Post-its de couleurs permettant d'identifier avec plus de précision les actions, outils, etc. nécessaires pour la réalisation d'un process. Permet de 'creuser' dans le process.	Identifier	Identifier les étapes des process.	Innovation
36	Process BPM (1ere version)	Chef de projets BPM	Résultat de l'atelier collaboratif. Le process est mappé sur un outil appelé Aris. Il est envoyé aux collaborateurs pour validation.	Créer et valider	Créer une vision commune du process et valider avec les utilisateurs.	Innovation
37	Process BPM (2e version - pictos)	Chef de projets BPM	Le processus validé est dessiné avec des pictos, il est visuellement plus beau et attrayant. Il est affiché dans les bureaux des collaborateurs et sert de référence.	Communiquer et engager	Communiquer le process cible de référence et engager les collaborateurs à le modifier si besoin est (amélioration continue).	Stratégie
38	Post-it évolution des process	Chef de projets BPM	Post-its à apposer sur le process final pour l'améliorer de façon continue.	Faciliter	Faciliter l'amélioration des process.	Innovation
39	Rapport d'analyse entre process existant et process cible	Chef de projets BPM	Fichier Excel produit par Aris qui identifie les changements entre un processus existant et un processus visé.	Identifier	Identifier les actions à réaliser.	Stratégie
40	Plan d'action amélioration des processus	Chef de projets BPM	Conclusions tirées du fichier Excel BPM pour choisir les actions à prioriser pour changer un process.	Décider	Décider du plan d'actions à réaliser.	Stratégie
41	Modules de formation BPM	Chef de projets BPM	Formation données aux managers BPM de chez Kiabi par des consultants externes pour mieux comprendre les outils BPM (Aris) et gérer le projet.	Former	Former aux outils BPM.	Innovation
42	Fiche descriptive rôle process owner	Chef de projets BPM	Nouvelle fiche pour un nouveau rôle plutôt informel, le garant des process BPM.	Définir	Définir un nouveau rôle.	RH
43	Un entrepôt centralisé France	Chef projet logistique	Auparavant, Kiabi avait 3 entrepôts pour différents segments (bébé, femme, homme). On crée un seul entrepôt pour simplifier la livraison, le transport, etc.	Réduire et créer	Réduire les déplacements inutiles en créant un seul entrepôt.	Supply Chain
44	Nouveaux entrepôts internationaux	Chef projet logistique	Nouveaux entrepôts plus près des nouveaux pays ouverts (ex. Russie) pour mieux desservir ces pays.	Créer et permettre	Créer un entrepôt et permettre de faciliter l'internationalisation des collections.	Supply Chain
45	Prototype outil pesée des colis	Chef projet logistique	Outil pour permettre la pesée des colis avant l'envoi.	Tester	Tester la pesée des colis pour optimiser le processus supply.	Supply Chain
46	Études informatiques	Architecte logiciel	Benchmark pour comprendre les grandes tendances en IT.	Connaître	Connaître les nouveaux outils et tendances IT.	IT
47	Plateforme API	Architecte logiciel	Nouvelle plateforme centralisée IT regroupant les données de l'entreprise.	Créer et simplifier	Créer une plateforme pour simplifier l'accès aux données dans l'entreprise.	IT
48	Présentation Hackathon (co-lead)	Architecte logiciel	Pitch fait aux exécutifs pour les informer du Hackathon à venir.	Communiquer et engager	Communiquer la nouvelle initiative Hackathon et engager leur buy-in.	IT
49	Éléments de communication	Architecte logiciel	Quoi communiquer sur les réseaux sociaux pour attirer des participants au hackathon (participants sont des externes à Kiabi).	Recruter	Recruter des participants.	IT

	(réseaux sociaux, réseaux développeurs)					
50	Présentations finales aux jurys	Architecte logiciel	Présentations PPT résultant du Hackathon.	S'inspirer et créer	S'inspirer des meilleures idées pour créer des projets futurs API.	IT
51	Plateforme permettant aux externes d'avoir accès aux APIs: developers.kiabi.com	Architecte logiciel	Plateforme en ligne mettant à disposition les données Kiabi en open source.	S'inspirer et créer	S'inspirer des meilleures idées et créer une communauté d'intérêt.	IT
52	Photos et vidéos de l'événement	Architecte logiciel	Pour se rappeler de l'événement, on fait des photos et des vidéos.	Créer et engager	Créer un souvenir collectif en engageant les collaborateurs.	IT
53	Articles de presse sur le Hackathon	Architecte logiciel	Des journalistes ont couvert le hackathon et écrivent des articles.	Communiquer	Communiquer en externe sur les activités d'innovation.	IT
54	POC carte de fidélité connectée	Chef projet Big data	Démo d'une nouvelle carte de fidélité connectée liée au compte client.	Tester	Tester une nouvelle idée.	Marketing
55	Liste des besoins magasins	Chef projet Big data	Liste des besoins des magasins en termes d'infos à collecter et à comprendre grâce au big data. Co-construite avec eux.	Collecter	Collecter les besoins magasins.	Marketing
56	Newsletters personnalisées	Chef projet Big data	Newsletters qui visent des segments précis (maman, grande taille). Avant les newsletters visaient tous les segments.	Adapter	Adapter les communications aux segments clients.	Marketing
57	9 clusters clients	Chef projet Big data	Création de 9 types de clients pour mieux répondre à leurs besoins.	Cartographier	Cartographier les clusters clients.	Web
58	Pitch des mandats, soutenance mi-parcours (ppt), pitch finaux (Big data challenge)	Chef projet Big data	PPT de pitch des étudiants du concours big data challenge qui propose des projets à faire en utilisant le Big data.	S'inspirer et créer	S'inspirer des meilleures idées des étudiants et créer des nouveaux projets pour l'équipe BD.	Marketing
59	Clustorisation des magasins	Chef projet Big data	Catégorisation des magasins par catégories de sens (ex. magasins qui vendent bien le bébé).	Cartographier	Cartographier les types de magasins.	Marketing
60	Roadmap Smack 1 et 2	Chef projet Big data	Plan des projets à réaliser en termes de big data.	Organiser	Organiser le déploiement du travail.	Marketing
61	Powerpoint des tendances	Chef de produits	PPT créé pour guider les gens des Collections à créer des collections uniformes et plus mode avec des partis pris couleurs, matières, etc.	Communiquer et engager	Communiquer les tendances Kiabi et engager les équipes Collections dans l'élaboration de celles-ci.	Collections
62	Découpage des magazines	Chef de produits	Activité de bricolage faite avec les gens des Collections pour s'inspirer des tendances tel que vu actuellement dans les magazines.	S'inspirer et créer	S'inspirer des tendances dans le marché pour créer des books de tendances.	Collections
63	Fashion Killers	Chef de produits	Produits considérés comme passés de mode.	Cartographier	Cartographier les produits passés de mode.	Collections
64	Produits de remplacement	Chef de produits	Produits de remplacements des produits passés de mode.	Créer et améliorer	Créer des produits de remplacement.	Collections
65	Plans des nouveaux magasins	Chef de produits	Plan des magasins (pas la même chose que les meilleures pratiques merch) c'est sur le parcours, le mobilier, l'aménagement.	Améliorer	Améliorer le nouveau magasin Three avec un aménagement et un parcours client idéal.	Merchandising
66	Thèmes Trendslab (Histoires)	Chef de produits	PPT de thèmes ou d'histoires pour guider le collections autour de thèmes. Ex. Hiver 2018 - dolce vita.	Aligner et créer	Aligner les collections autour d'un thème commun et créer des collections thématiques.	Collections
67	Gamme de coloris communs	Chef de produits	Sélection de pantones à privilégier dans une collection donnée.	Aligner et créer	Aligner les collections autour d'un thème commun et créer des collections aux coloris unifiés.	Collections

68	Dessins stylistes	Chef de produits	Dessins des produits créés pour une collection. Les dessins se veulent maintenant plus mode.	Créer et augmenter	Créer de nouveaux produits pour les collections et augmenter le niveau de mode.	Collections
69	Planche styliste - triangles et carrés	Chef de produits	Planche que les chefs produits donnent aux stylistes pour dire combien de pantalons rentrent dans telle section, combien de t-shirt dans telle autre... permet de créer des produits en fonction de l'espace merch disponible.	Aligner	Aligner création de nouvelles collections et avec les espaces merch (la collection doit rentrer dans l'espace prévu).	Collections
70	Fiches techniques ou de style	Chef de produits	Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. On est plus précis en termes d'attentes qu'avant. Fait partie du Techpack.	Améliorer	Améliorer la précision de la description produits.	Collections et Supply Chain
71	Techpack (dessins de style, barèmes de mesure, croquis, fiches techniques)	Chef de produits	Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. On est plus précis en termes d'attentes qu'avant.	Clarifier	Clarifier les attentes des produits auprès des fournisseurs.	Collections et Supply Chain
72	Patronages	Chef de produits	Patrons des produits que l'on fait souvent, que l'on peut modifier et réutiliser plus tard.	Aligner et créer	Aligner les modèles de patronages et créer une base de données de référence.	Collections et Supply Chain
73	Final sample	Chef de produits	Échantillon final permettant aux collections de donner le GO final en production.	Valider	Valider si ce qui a produit correspond aux attentes (final).	Collections et Supply Chain
74	Counter-sample	Chef de produits	Premier échantillon produit par tous les fournisseurs pour savoir s'il ont bien compris les attentes de Kiabi. Permet de choisir le fournisseur avec qui on va travailler. Comme une réponse à appel d'offre.	Réduire	Réduire les aller-retours avec les fournisseurs en validant un échantillon préliminaire.	Collections et Supply Chain
75	Budgets communs collections et pays (nouvelle façon de les construire)	Chef de projets	Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.	Aligner	Aligner les objectifs de chiffre d'affaires entre pays et collections.	Collections et Supply Chain
76	PPT envoyé aux employés: Explication des ZCVs	Chef de projets	PPT d'explication du fonctionnement des ZCVs.	Communiquer	Communiquer et donner le sens sur la nouvelle forme organisationnelle.	Stratégie
77	Outil MAP	Chef de projets	Outil créé pour créer des assortiments adaptés aux pays en fonction des saisonnalités (ex. envoyer des shorts au Brésil, des manteaux en Russie). Tout le monde n'a pas les mêmes items au sein d'une même collection.	Créer et permettre	Créer un outil adapté et permettre l'internationalisation par l'adaptation des collections.	Collections et Supply Chain
78	Feuille de route (équipe projet)	Chef de projets	Feuille de 80 projets en cours à réaliser sur la prochaine année.	Orienter	Orienter action court terme (1 an).	Stratégie
79	Pyramide de l'offre	Chef de projets	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 strates. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain
80	Flagship Barcelone	Chef de projets	Le premier Flagship de Kiabi installé sur Passeig de Gracia près des grands concurrents. On veut affirmer la présence de Kiabi en Espagne.	Marquer	Marquer l'importance de l'enseigne en Espagne dans un emplacement prisé.	International
81	Bureau Hong Kong	Responsable achats	Nouveaux bureaux Kiabi ouverts à Hong Kong.	Aligner	S'aligner avec les fournisseurs pour créer de meilleurs produits.	Supply Chain
82	Non-disclosure agreement	Responsable achats	S'assurer que les gens qui connaissent le projet de délocalisation sur service 'achats' en Asie n'informent pas les collaborateurs avant le temps.	S'assurer	S'assurer d'une transition en douceur.	Supply Chain
83	Collections complémentaires web	Directrice shopping expérience digitale	Collections qu'on crée pour le web, pour augmenter l'offre.	Augmenter	Augmenter l'offre.	Web

84	Shooting produit: Échantillons, photos, argumentaire produit.	Directrice shopping expérience digitale	Photos des produits pour le web et leurs descriptifs. On a amélioré les photos elles-mêmes et le texte pour qu'il soit catchy.	Créer et améliorer	Créer des fiches produits attrayantes sur le web et améliorer l'image de marque.	Web
85	9 clusters clients	Directrice shopping expérience digitale	Création de 9 types de clients pour mieux répondre à leurs besoins.	Cartographier	Cartographier les clusters clients.	Web
86	POC recommandation produits	Directrice shopping expérience digitale	Test d'une nouvelle idée sur la recommandation produit. On fait un mock-up de l'idée.	Tester	Tester une nouvelle idée.	Web
87	Carte de transformation (vocation future du web)	Directrice shopping expérience digitale	Carte de transfo permettant d'identifier les grandes étapes LT de l'évolution du département web.	Anticiper et cartographier	Anticiper et cartographier les opportunités web futures.	Web
88	Job descriptions	Directrice shopping expérience digitale	Fiches de postes changées en permanence avec les RHs quand il y a un changement dans les rôles et responsabilités. Nouveaux postes.	Créer et recruter	Créer des postes adaptés ou nouveaux postes.	RH
89	Cas d'usages avec intégration des nouvelles technos	Directrice shopping expérience digitale	On créer des cas d'usage pour identifier comment les nouvelles technos pourraient servir Kiabi à moyen, long terme.	Créer et permettre	Créer des nouvelles opportunités pour utiliser la techno.	Web
90	Emotion Map	Responsable des études	Catégorisation des émotions des clients (collectées dans des entretiens exploratoires). Ex. Arrivé en magasin. Colère de ne pas trouver quelqu'un. Durant le shopping: Déception de ne pas trouver ma taille. Cette carte permet d'identifier les émotions positives ou négatives des clients dans un ordre chronologique.	Cartographier et prioriser	Cartographier les émotions pour prioriser les projets à mettre en place.	Web
91	Légo	Responsable des études	Modéliser des nouvelles idées de projets, leur fonctionnement.	Communiquer et choisir	Communiquer les idées et choisir la meilleure.	Web
92	Boîte de céréales compte clients	Responsable des études	Pitcher une nouvelle idée de projet sous forme de boîte de céréales. Avec un nom, un descriptif, etc.	Communiquer et choisir	Communiquer les idées et choisir la meilleure.	Web
93	Photos des essayages collaborateurs	Responsable des études	Photos pour identifier les problèmes de fit des produits sur différentes morphologies (Ex. taille trop haut).	Améliorer	Améliorer le fit des produits.	Collections
94	Budgets communs collections et pays (nouvelle façon de les construire)	Contrôleur de gestion	Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.	Aligner	Aligner les objectifs de chiffre d'affaires entre pays et collections.	Collections et Supply Chain
95	Plan d'approvisionnement	Contrôleur de gestion	Plan de stocks d'approvisionnement, du cadencement du passage de commandes, fixation du stock de sécurité, etc. Créé en même temps que le nouveau rôle d'Inbound planner.	Créer et organiser	Créer un plan d'approvisionnement pour organiser le cadencement des produits en magasin.	Supply Chain
96	Budgets communs collections et pays (nouvelle façon de les construire)	Contrôleur de gestion	Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.	Aligner	Aligner les objectifs de chiffre d'affaires entre pays et collection.	Collections et Supply Chain
97	Calendrier lancement au marché	Contrôleur de gestion	Calendrier qu'on créer pour aligner les besoins des différents intervenants de la value chain (acheteurs, supply, collections) et s'entendre sur les dates de livraisons. Cette version a été faite par un consultant.	Créer et permettre	Créer et permettre les lancements en fonction des saisonnalités.	Collections et Supply Chain
98	Plan 10 ans	Chef de projets collections	Plan des projets à réaliser sur 10 ans.	Communiquer	Communiquer le sens LT.	Stratégie
99	Plan 5 ans	Chef de projets collections	Plan des projets à réaliser sur 5 ans.	Communiquer	Communiquer le sens MT.	Stratégie
100	Plan 10 ans - périmètre Collection	Chef de projets collections	Plan de comment appliquer la vision 10 ans au périmètre des collections (en quoi les piliers de la vision se traduisent dans la stratégie collection).	Communiquer	Communiquer le sens MT et LT.	Stratégie
101	Feuille de route Collections	Chef de projets collections	Plan des projets à réaliser dans l'année.	Orienter	Orienter action court terme (1 an).	Stratégie
102	Calendrier lancement au marché	Chef de projets collections	Calendrier qu'on créer pour aligner les besoins des différents intervenants de la value chain (acheteurs, supply, collections) et s'entendre sur les dates de livraisons. Cette version outil a été faite par un consultant.	Créer et permettre	Créer et permettre les lancements en fonction des saisonnalités.	Collections et Supply Chain



103	Collection enfants handicapés	Chef de projets collections	Nouvelle micro-collection pour faire vivre la proposition de valeur 'le bonheur vous va si bien' auprès d'enfants handicapés (vêtements adaptés au handicaps). Cible diversité.	Créer et permettre	Créer des produits et permettre de viser un nouveau segment.	RSE
104	Pyramide de l'offre	Chef de projets collections	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 states. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain
105	Blocks patterns de patronages	Chef de projets collections	Catégories de patrons de références pour chaque famille de produit.	Clarifier	Clarifier les attentes des produits auprès des fournisseurs.	Collections et Supply Chain
106	Matrice de matérialité	Directrice RSE	Matrice permettant de cartographier tous les enjeux RSE tels que soulevés par les exécutifs lors d'entretiens exploratoires.	Cartographier et prioriser	Cartographier les enjeux RSE et prioriser les plus importants.	RSE
107	Label (produits bio)	Directrice RSE	Tags qui attestent que les produits sont bios.	Identifier	Identifier les produits bios pour le client.	RSE
108	Plan à horizon 5 ans, RSE	Directrice RSE	Plan des projets à réaliser sur 5 ans.	Communiquer	Communiquer le sens MT.	Stratégie
109	Fiche de poste (et SWOT)	Directrice RSE	Fiche descriptive du nouveau poste de leader RSE (et swot que la leader en place doit remplir pour prouver qu'elle était la meilleure candidate).	Créer et recruter	Créer un nouveau rôle et recruter.	RSE
110	Post-its (c'est quoi la RSE), Board	Directrice RSE	Créer des posts its pour que les exécutifs aillent décrire c'est quoi la RSE pour eux (phase d'exploration des besoins du top management en termes de RSE). Casser la glace et permettre à la leader RSE de débiter l'interview.	Ouvrir	Ouvrir les perspectives.	Innovation
111	Bulles d'inspiration	Directrice RSE	Idées écrites au tableau pour stimuler la discussion avec les exécutifs sur pourquoi la RSE est importante en entreprise. Ex: les changements environnementaux me tiennent à cœur.	Ouvrir	Ouvrir les perspectives.	Innovation
112	Mapping des quatre enjeux RSE principaux	Directrice RSE	Mapping de synthèse des interviews avec les leaders qui résume les 4 grands enjeux à traiter.	Cartographier	Cartographier les axes d'action RSE.	RSE
113	Wink - RSE	Directrice RSE	Plateforme en ligne pour communiquer toute l'info sur les avancées RSE.	Communiquer	Communiquer les infos RSE.	RSE
114	Système de reporting KPI RSE	Directrice RSE	Création des bons indicateurs de performance pour mesurer le succès des initiatives RSE.	Mesurer	Mesurer la performance RSE.	RSE
115	Vidéo sur le développement durable	Directrice RSE	Vidéo qui explique ce qu'est le développement durable et comment ça s'applique chez Kiabi.	Sensibiliser	Sensibiliser au développement durable.	RSE
116	Produits Kiabi en magasin	Directeur trends lab	Regarder les produits Kiabi pour comprendre le niveau de mode actuel.	Connaître	Connaître niveau de mode.	Collections
117	Trends lab	Directeur trends lab	Nouvelle structure créée pour créer une harmonie entre tous les départements niveau mode.	Créer et permettre	Créer une structure unificatrice.	Collections
118	Pyramide de l'offre	Directeur trends lab	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 states. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain
119	Photos shopping inspirationnel	Directeur trends lab	Les membres du Trends lab vont en voyage et prennent des photos d'inspiration pour les thèmes des prochaines collections.	S'inspirer et créer	S'inspirer de photos pour la créer des books de tendances.	Collections
120	PowerPoint des tendances	Directeur trends lab	PPT créé pour guider les gens des Collections à créer des collections uniformes et plus mode avec des partis pris couleurs, matières, etc.	Communiquer et engager	Communiquer les tendances Kiabi et engager les équipes collections dans l'élaboration de celles-ci.	Collections
121	Tissutèche	Directeur trends lab	Collections des tissus déjà utilisés ou disponible pour faciliter la création de nouveaux produits.	Conserver	Conserver des matériaux déjà utilisés pour mieux créer de nouveaux produits.	Collections et Supply Chain
122	PowerPoint des tendances	Directeur trends lab	PPT créé pour guider les gens des Collections à créer des collections uniformes et plus mode avec des partis pris couleurs, matières, etc.	Communiquer et engager	Communiquer les tendances Kiabi et engager les équipes collections dans l'élaboration de celles-ci.	Collections

123	Modules de communication non-violente	EVP RH	PPT de formation sur les méthodes de communication non-violentes.	Changer	Changer la culture par les rapports interpersonnels.	RH
124	Écriture collective de la vision	EVP RH	Rédaction de la vision faite par le co-lead avec les inputs de tous les collaborateurs.	Créer et permettre	Créer du sens et permettre d'avoir un objectif long terme.	Stratégie
125	Réaménagement des locaux (plan)	EVP RH	Plan pour revoir l'environnement pour qu'il soit plus agréable et collaboratif.	Créer et permettre	Créer un environnement qui permette d'avoir un siège agréable en attendant la construction du nouveau.	RH
126	Plan Vision 10 ans	EVP RH	Plan des projets à réaliser sur 10 ans.	Communiquer	Communiquer le sens LT.	Stratégie
127	Plan à 5 ans et 10 ans	EVP RH	Plan des projets à réaliser sur 5 et 10 ans.	Communiquer	Communiquer le sens MT et LT.	Stratégie
128	Feuille de route RH	EVP RH	Plan des projets à réaliser dans l'année.	Orienter	Orienter action court terme (1 an).	Stratégie
129	Plan 10 ans - périmètre Collection	EVP RH	Plan sur comment appliquer la vision 10 ans au périmètre RH, comment la stratégie RH se rattache à la stratégie globale de l'entreprise.	Communiquer	Communiquer le sens MT et LT pour les RHs.	Stratégie
130	Questionnaires	EVP RH	Questionnaires pour demander aux collaborateurs comment ils voient Kiabi dans 10 ans.	Collecter	Collecter les idées des collaborateurs.	Stratégie
131	Plan de reconnaissance des champions	EVP RH	Plan pour souligner les bons coups, les bonnes performances et l'implication des hauts performants.	Reconnaître	Reconnaître les efforts des hauts performants.	RH
132	Feuille de route (équipe projet)	EVP RH	Feuille de 80 projets en cours à réaliser sur la prochaine année.	Orienter	Orienter action court terme (1 an).	Stratégie
133	Outil coaching ROI	EVP RH	Outil pour enseigner aux gestionnaires de projets à pouvoir mesurer le ROI des nouvelles initiatives.	Former	Former à la notion de ROI.	RH
134	Catalogue grades de magasins	Directrice Merch	Catalogue permettant aux magasins de choisir les éléments du nouveau magasin Three en fonction de leur budget.	Adapter	Adapter le nouveau concept Free au budget des magasins.	Merchandising
135	Book de préconisations merchandising	Directrice Merch	Book qui dicte clairement les partis pris merch à mettre en place en magasin.	Aligner	Aligner tous les magasins autour des meilleures pratiques merch.	Merchandising
136	Wink - Merch	Directrice Merch	Plateforme créée et utilisée pour permettre aux directeurs de magasins de communiquer sur les sujets merch (et collaborer quand ça s'y prête).	Communiquer et collaborer	Communiquer et collaborer autour des enjeux merch.	Merchandising
137	Plans des nouveaux magasins	Directrice Merch	Plan des magasins (pas la même chose que les meilleures pratiques merch) c'est sur le parcours, le mobilier, l'aménagement.	Améliorer	Améliorer le nouveau magasin Three avec un aménagement et un parcours client idéal.	Merchandising
138	Nouveau mobilier, enseigne néon, cabines d'essayage	Directrice Merch	Éléments du magasin permettant de moderniser l'image Kiabi.	Améliorer	Améliorer l'image magasin, plus actuel.	Merchandising
139	Matrice développement des pays (mapping pays) Attractivité et complexité	Chef projet International	Mapping permettant de choisir les pays à développer en priorité en fonction de deux axes.	Décider	Décider dans quel pays se développer.	International
140	Études pays	Chef projet International	Études de marché décrivant les pays selon différents indicateurs (ressemble à un pestel).	Connaître	Connaître les pays ou se développer.	International
141	Fiches pays - Collections	Chef projet International	Fiches qui permettent aux Collections de savoir concrètement ce qui fonctionne ou pas dans tel ou tel pays.	Communiquer	Communiquer les possibilités en termes de collections dans les différents pays.	International
142	Feuille de route IL	Chef projet International	Plan des projets à réaliser dans l'année.	Orienter	Orienter action court terme (1 an).	International

143	Modèle de magasin pour centre commercial	Chef projet International	Plan de magasin adapté particulièrement pour le centre-ville (nécessaire dans l'internationalisation - Ex. Brésil)	Créer et permettre	Créer un magasin adapté et permettre l'accès aux centres-villes.	International
144	Études pays	Chef projet International	Études de marché décrivant les pays selon différents indicateurs (ressemble à un pestel).	Connaître	Connaître les pays ou se développer.	International
145	Tableaux de management visuel	Directrice IT	Tableaux de management agile où chacun écrit les étapes du projet et où il est rendu.	Faciliter	Faciliter la gestion de projets.	IT
146	Magnets des projets	Directrice IT	Magnets à apposer sur le tableau pour montrer l'évolution du projet.	Faciliter	Faciliter la gestion de projets.	IT
147	Humeur des collaborateurs sur les projets (bonhommes verts, jaunes, rouges)	Directrice IT	Bonhommes d'humeur pour indiquer comment les gens se sentent dans l'avancement du projet. Faciliter les discussions et la comm.	Faciliter	Faciliter la gestion de projets.	IT
148	Autocollants bonhommes DSI	Directrice IT	Promouvoir les gens (plus méconnus) de la DSI (comme des petits ninjas). Promouvoir le service.	Promouvoir	Promouvoir le département auprès des autres départements.	IT
149	Vidéo DSI: Qu'est-ce que la DSI amène?	Directrice IT	Vidéo qui montre tout ce que fait la DSI et en quoi ça sert les autres services (ex. la DSI fait ça--- ça permet à la logistique de faire ça). Faire les promotions de comment la DSI sert la proposition de valeur Kiabi.	Promouvoir	Promouvoir le département auprès des autres départements.	IT
150	Film lancement d'année de la DSI (Saynètes)	Directrice IT	Communiquer aux gens de la DSI les projets sur lesquels ils vont travailler dans l'année à venir. Petites saynètes pour illustrer.	Communiquer et engager	Communiquer et engager autour projets DSI.	IT
151	Questionnaires	Direction comm interne	Questionnaires pour demander aux collaborateurs comment ils voient Kiabi dans 10 ans.	Collecter	Collecter les idées des collaborateurs.	Stratégie
152	Profil Kiaber	Direction comm interne	Description des attentes que l'on a envers les nouvellement appelés 'Kiabers' en fonction de la nouvelle culture d'entreprise de Kiabi.	Définir	Définir les attentes qu'on a envers les Kiaber (selon la nouvelle culture).	RH
153	Verbatims (vision)	Direction comm interne	Verbatims des réponses aux questionnaires (2010).	Collecter	Collecter les idées des collaborateurs.	Stratégie
154	Plan 10 ans	Direction comm interne	Plan des projets à réaliser sur 10 ans.	Communiquer	Communiquer le sens LT.	Stratégie
155	Plan 5 ans	Direction comm interne	Plan des projets à réaliser sur 5 ans.	Communiquer	Communiquer le sens MT.	Stratégie
156	Feuille de route (équipe projet)	Direction comm interne	Feuille de 80 projets en cours à réaliser sur la prochaine année.	Orienter	Orienter action court terme (1 an).	Stratégie
157	Profils du leader	Direction comm interne	Description des attentes que l'on a envers les leaders qui deviennent maintenant plutôt des coachs ou des facilitateurs.	Définir	Définir les attentes qu'on a envers le leader Kiabi.	RH
158	Plans des nouveaux magasins	Chef projet nouveau siège Kiabi	Plan des magasins (pas la même chose que les meilleures pratiques merch) c'est sur le parcours, le mobilier, l'aménagement.	Améliorer	Améliorer le nouveau magasin Free avec un aménagement et un parcours client idéal.	Merchandising
159	Open spaces	Chef projet nouveau siège Kiabi	On créer des open spaces au siège social.	Changer	Changer l'aménagement des bureaux pour un espace collaboratif.	RH
160	Bureaux, ordis portables, Skype	Chef projet nouveau siège Kiabi	On change le matériel de bureau, plus modernisé, on installe skype entreprise sur les ordis (on n'a plus de téléphones fixes).	Changer	Changer le matériel du bureau (plus collaboratif).	RH
161	Plans nouveaux espaces	Chef projet nouveau siège Kiabi	Plans (dessins) de l'aménagement des nouveaux espaces au futur siège.	Créer et organiser	Créer des plans et organiser le déploiement du nouveau siège.	RH
162	Casiers	Chef projet nouveau siège Kiabi	On met des casiers pour permettre aux gens d'être nomades dans l'entreprise (ne pas avoir de bureaux fixes).	Faciliter	Faciliter le travail en open space.	RH

163	Espace détente (chaises longues)	Chef projet nouveau siège Kiabi	Espace de relaxation.	Créer et permettre	Créer un espace détente et permettre de se ressourcer en attendant le nouveau siège.	RH
164	Espaces extérieurs	Chef projet nouveau siège Kiabi	Aménagement de tables à pique-nique.	Créer et permettre	Créer un espace extérieur et permettre un milieu de vie agréable en attendant le nouveau siège.	RH
165	Restauration	Chef projet nouveau siège Kiabi	Nouveau restaurant traiteur, nouvel espace de cafétéria.	Créer et permettre	Créer un restaurant et permettre aux collabos de se restaurer et se rencontrer en attendant le nouveau siège.	RH
166	Creative room	Chef projet nouveau siège Kiabi	Créer une salle spécialement dédiée à la créativité.	Créer et permettre	Créer une salle créative et permettre d'organiser des meetings créatifs.	RH
167	Salles de sports	Chef projet nouveau siège Kiabi	Créer deux salles de sport avec quelques machines.	Créer et permettre	Créer une salle de sports et permettre des moments agréables.	RH
168	Photos, télé (réception)	Chef projet nouveau siège Kiabi	On diffuse des photos sur la télé à la réception pour communiquer le développement et les avancées du nouveau siège social en cours de développement.	Communiquer	Communiquer l'avancement du projet du nouveau siège.	RH
169	Nouveau siège avec un magasin intégré	Chef projet nouveau siège Kiabi	Nouveau siège qui sera créé au-dessus d'un magasin Kiabi près de Villeneuve-D'Ascq.	Créer et améliorer	Créer un nouveau siège et l'améliorer car centré client et employés.	RH
170	Application Smartphone vote images	Chef projet nouveau siège Kiabi	Appli qui permet aux collabos de choisir le look du nouveau siège (appli type Tinder ou on swipe sur du mobilier, des couleurs, etc.).	Collecter et impliquer	Collecter les préférences des collaborateurs et impliquer dans le projet.	RH
171	Patios, terrasses, extérieur	Chef projet nouveau siège Kiabi	Création des espaces extérieurs du nouveau siège.	Créer et permettre	Créer des espaces agréables et permettre les discussions.	RH
172	Tableaux sur les murs, salles, esplanade verte, playground, toboggan, parking, salle de sports	Chef projet nouveau siège Kiabi	Création d'un environnement divertissant au nouveau siège.	Créer et permettre	Créer un milieu divertissant et permettre aux collabos de se sentir bien.	RH
173	Prototype mobilier	Chef projet nouveau siège Kiabi	On monte des prototypes du futur mobilier et on demande aux Kiabers si ceux-ci satisfont les attentes.	Tester et engager	Tester le meilleur mobilier à avoir et engager les collabos.	RH
174	Espace projet	Chef projet nouveau siège Kiabi	Salle dans laquelle on met des prototypes de l'aménagement des bureaux du nouveau siège. Les gens viennent voir pour dire si ça leur plaît ou non et donnent du feedback.	Tester et engager	Tester l'espace imaginé (feedback) et engager les collaborateurs intéressés.	RH
175	Book branding	EVP Marketing et marque	Livre décrivant tous les attributs et orientation de la nouvelle marque Kiabi 'le bonheur vous va si bien' (visée communicationnelle de la plateforme de marque).	Communiquer et orienter	Communiquer nouvelle orientation de la marque et orienter les actions.	Marketing
176	Étude perception de la marque	EVP Marketing et marque	Étude conduite par un cabinet consultant sur la perception de la marque Kiabi dans ses marchés.	Collecter	Collecter infos sur perception de la marque.	Marketing
177	Plateforme de marque	EVP Marketing et marque	Lignes directrice de la nouvelle marque. Grands principes. Émane d'études, de workshops, de travail de consultants.	Créer et améliorer	Créer les grandes lignes directrices de la marque et améliorer l'image de marque.	Marketing
178	Plateforme sociale clients	EVP Marketing et marque	Plateforme en ligne qui permet aux clients Kiabi de créer des communautés d'intérêt autour de Kiabi.	Créer et permettre	Créer une plateforme bi-directionnelle pour permettre des liens avec les clients.	Marketing
179	Cartographie de parcours clients	EVP Marketing et marque	Mapping du parcours client (étapes magasin et web).	Cartographier et prioriser	Cartographier les étapes de parcours de vie du client.	Marketing

180	Présentation comité de surveillance sur smack	Accompagnatrice changement Big data	Pitch à au top management pour présenter les initiatives big data.	Communiquer et engager	Communiquer avancement projet et obtenir leur engagement (buy-in).	IT
181	Fiche mission ambassadeurs	Accompagnatrice changement Big data	Décrire ce qu'on attend des ambassadeurs Big data (collecter les besoins, expliquer ce qu'est le BD aux équipes) et recruter lesdits ambassadeurs.	Créer et recruter	Créer un nouveau mandat et recruter.	IT
182	Outil Smack	Accompagnatrice changement Big data	Outil pour visualiser les requêtes et comprendre les données Big data.	Créer et permettre	Créer outil permettant d'utiliser le Big data.	IT
183	Plan de formation Big data	Accompagnatrice changement Big data	Plan de formation à l'utilisation des outils Big data (requêtes, etc.).	Former	Former sur l'utilité du Big data.	IT
184	Wink - Big Data	Accompagnatrice changement Big data	Plateforme permettant de communiquer aux ambassadeurs Big data les avancées (pour diffuser) et mieux collaborer.	Communiquer et collaborer	Communiquer et collaborer sur l'avancement du Big data et encourager les ambassadeurs à collaborer.	IT
185	User story	Accompagnatrice changement Big data	Des histoires auxquelles le Big data peut répondre. On veut que tout le monde ait la même compréhension du mandat.	Aligner	Aligner les intervenants autour d'une même problématique.	IT
186	Reports Big data	Accompagnatrice changement Big data	Rapports permettant d'utiliser les données Big data.	Connaître et adapter	Connaître les comportements clients et adapter l'offre.	IT
187	Formation à la gestion de projets	Accompagnatrice changement Big data	Formation donnée aux nouveaux chefs de projets.	Former	Former sur la gestion de projets.	RH
188	Photos enfants	Accompagnatrice changement Big data	On présente les ambassadeurs Big data entre eux (ils ne se connaissent pas). On leur demande d'amener des photos d'eux enfants et on doit deviner qui était qui.	Faire connaissance	Faire connaissance entre les ambassadeurs.	Innovation
189	Petite valise	Accompagnatrice changement Big data	On demande aux ambassadeurs de créer leur petite valise (activité ludique) qui les aidera à vendre les projets Big data auprès de leurs collègues.	Engager et orienter	Engager les collaborateurs à leur mission et orienter l'action.	Innovation
190	Photos journée conviviale	Accompagnatrice changement Big data	Photos pour se rappeler des beaux moments partagés parmi les ambassadeurs.	Créer et engager	Créer des souvenirs partagés et engager les acteurs autour du projet.	Innovation
191	Cartes de poker planning	Accompagnatrice changement Big data	Cartes pour mieux décider des projets à réaliser en priorité en fonction de la valeur client.	Faciliter	Faciliter la prise de décision avec le regard client.	Innovation
192	Formations conduite du changement	Directrice gestion changement	Formation pour aider les managers à penser et déployer de la conduite du changement dans tous leurs projets.	Former	Former à la conduite du changement.	RH
193	Atelier (ppt) sur la conduite du changement	Directrice gestion changement	PPT pour donner des outils aux collaborateurs et mettre en œuvre la conduite du changement.	Former	Former sur les outils de la conduite du changement.	RH
194	Petit dépliant sur la vision de l'entreprise	Directrice gestion changement	Petit dépliant de poche avec la vision et les grands principes de Kiabi résumés en quelques points. À garder avec soi.	Communiquer	Communiquer le sens LT.	Stratégie
195	Job descriptions	Directrice gestion changement	Fiches de postes changées en permanence avec les RHs quand il y a un changement dans les rôles et responsabilités. Nouveaux postes.	Créer et recruter	Créer des postes adaptés ou nouveaux postes pour recruter.	RH
196	PPT Organigramme Équipe marketing digital	Directeur marketing digital	PPT du nouvel organigramme de l'équipe marketing digital comme des gens sont partis et des nouveaux sont arrivés (2018).	Clarifier	Clarifier les membres de la nouvelle équipe (après changements).	Marketing
197	Data base et outils big data	Directeur marketing digital	Création de la data base et d'outils pour exploiter le Big data.	Créer et permettre	Créer un outil pour permettre le Big data.	IT

198	Feuille de route Marketing	Directeur marketing digital	Plan des projets à réaliser dans l'année.	Orienter	Orienter action court terme (1 an).	Stratégie
199	Cas d'usages (Big data challenge)	Directeur marketing digital	Situations ou questions à répondre grâce au Big data. Trouvées par les ambassadeurs.	Créer et permettre	Créer des problématiques et permettre d'y répondre grâce au BD.	Marketing
200	Prototypes (BDC) (copie de la base de données)	Directeur marketing digital	Prototype sous forme de création de dataset pour voir si une requête est mesurable (fait par les étudiants au Big data challenge).	Tester	Tester la faisabilité des idées.	Marketing
201	Questionnaires de satisfaction type net promoter score	Directeur marketing digital	Questionnaires pour mesurer la satisfaction client, servent à identifier des projets, des pistes d'amélioration, ou on pourrait utiliser le Big data.	Identifier	Identifier des projets potentiels à aborder avec le big data.	Marketing
202	BDC: Pitch cluster magasin	Directeur marketing digital	Présentation PPT des étudiants ayant participé au Big data challenge. Thème cluster magasin.	S'inspirer et créer	S'inspirer des idées des étudiants pour créer des projets BD.	Marketing
203	BDC: Pitch cluster client	Directeur marketing digital	Présentation PPT des étudiants ayant participé au Big data challenge. Thème cluster client.	S'inspirer et créer	S'inspirer des idées des étudiants pour créer des projets BD.	Marketing
204	Outil Smack	Directeur marketing digital	Outil pour visualiser les requêtes et comprendre les données Big data.	Créer et permettre	Créer outil permettant d'utiliser le Big data.	IT
205	Outil en production (idée fusionnée des deux gagnants au BDC)	Directeur marketing digital	Outil créé suite au Big data challenge (il permet de visualiser les clusters clients et magasin en même temps).	Créer et mesurer	Créer un outil pour mesurer des données spécifiques (clusters magasins et clients).	Marketing
206	Requête faire plaisir à des clients fidèles	Directeur marketing digital	Requête Big data (rapport) qui permet d'identifier les produits préférés des clients les plus fidèles. Ceux-ci reçoivent des produits qu'ils préfèrent.	Créer et permettre	Créer une requête ponctuelle et permettre une campagne marketing ciblée.	Marketing
207	Vidéo: faire plaisir à des clients fidèles	Directeur marketing digital	Vidéo pour capturer la surprise des clients fidèles qui reçoivent leur panier cadeau personnalisé. Communiquer l'initiative marketing.	Communiquer	Communiquer comment Kiabi fait vivre sa proposition de valeur 'le bonheur vous va si bien'.	Marketing
208	Score d'appétence entre client et produits	Directeur marketing digital	Nouveau score créé pour mesurer l'appétence pour des produits.	Mesurer	Mesurer l'appétence client/produits.	Marketing
209	Boîte de céréales compte clients	Directeur marketing digital	Pitcher une nouvelle idée de projet sous forme de boîte de céréales. Avec un nom, un descriptif, etc.	Communiquer et choisir	Communiquer les idées et choisir la meilleure.	Web
210	Cartes de poker planning	Directeur marketing digital	Cartes pour mieux décider des projets à réaliser en priorité en fonction de la valeur client.	Faciliter	Faciliter la prise de décision avec le regard client.	Innovation
211	Poc chatbot (hackathon)	Directeur marketing digital	Idée du chatbot du hackathon développée en POC.	S'inspirer et créer	S'inspirer des idées des participants pour créer projets API.	Marketing
212	Poc gamification	Directeur marketing digital	Idée de gamification du hackathon développée en POC.	S'inspirer et créer	S'inspirer des idées des participants pour créer projets API.	Marketing
213	Track marketing 100% client	Directeur marketing digital	Track marketing des produits jeans mis en avant pour le printemps 2018. Les mannequins sont des clients recrutés via les médias sociaux.	Communiquer	Communiquer les produits de la saison au clients.	Marketing
214	Wink - Magasins	Manager magasin	Plateforme collaborative pour tous les employés. Les gens des magasins l'utilisent pour aller chercher des infos pertinentes, voir ce qui se passe dans la communauté.	Chercher	Chercher information pertinente.	Magasin
215	Procédure de questions à poser (interview candidats)	Manager magasin	Modèle de questions d'interview que les RHs proposent aux managers de magasin pour mieux recruter de bons candidats.	Organiser	Organiser le déroulé des entretiens de recrutement.	RH
216	Cahier des remontées clients	Manager magasin	Cahier qu'on laisse aux cabines. Quand le produit ne fait pas aux clients, on note pourquoi. On remonte l'info au siège social.	Collecter	Collecter le feedback des clients.	Magasin

217	Plan du nouveau siège	Manager magasin	Plan du nouveau siège social envoyé en magasin pour avoir le feedback et l'avis des collaborateurs sur le terrain (comme le nouveau siège inclus un magasin).	Engager	Engager les collaborateurs dans la co-élaboration du nouveau siège.	RH
218	Feuille de route Magasins	Manager magasin	Plan des projets à réaliser dans l'année.	Orienter	Orienter action court terme (1 an).	Stratégie
219	Feuille de route France	Manager magasin	Plan des projets à réaliser dans l'année.	Orienter	Orienter action court terme (1 an).	Stratégie
220	Affiche 4 ambitions Kiabi (2010)	Manager magasin	4 ambitions de la vision Kiabi élaborés en 2010 (ex. nous sommes mode).	Communiquer	Communiquer la vision Kiabi.	Stratégie
221	Vidéo de la vision (2015)	Manager magasin	Vidéo produite une fois que la vision a été améliorée en 2015. Les gens en magasin la font regarder aux nouveaux employés pour leur communiquer l'orientation LT.	Communiquer	Communiquer la vision et les valeurs aux nouveaux employés.	Stratégie
222	Photos, ouverture magasin de Louvain	Manager magasin	Photos de l'ouverture du magasin de Louvain en Belgique. Les bénévoles impliqués partagent leurs accomplissements sur la plateforme collaborative wink.	Communiquer	Communiquer les avancées de l'ouverture Kiabi en Belgique.	Magasin
223	Books de préconisations merch	Manager magasin	Book qui dicte clairement les partis pris merch à mettre en place en magasin.	Aligner	Aligner tous les magasins autour des meilleures pratiques merch.	Merchandising
224	Robe de mariée (IP)	Directeur web	Le groupe gagnant de l'innovation play voit leur produit commercialisé pour un temps limité. Le produit gagnant de la première édition était une robe de mariée.	Reconnaître	Reconnaître les gagnants en prototypant et vendant idée.	Web
225	Matrice sélection Innovation Play: effort/valeur	Directeur web	Matrice effort/ valeur pour sélectionner les meilleures idées qui passeront à la deuxième étape du concours: prototypage.	Décider	Décider des projets à valeur ajoutée.	Web
226	Outil IDHall: Gestion challenge Innovation	Directeur web	Outil fait spécialement pour gérer la collecte des idées pour les concours d'innovation tel innovation play.	Organiser	Organiser la collecte d'idées du concours.	Web
227	Prototypes innovation play	Directeur web	Prototypes créés dans les équipes finalistes.	Tester	Tester les idées pensées en MVP.	Web
228	Cartographie des initiatives digitales	Directeur web	Liste de toutes les initiatives et projets touchant le digital (en cours).	Cartographier et prioriser	Cartographier les initiatives digitales en cours et prioriser les projets à forte valeur ajoutée.	Web
229	Dispositif Click and Change	Directeur web	Prototype d'un nouveau service: appelle les conseillères de vente quand tu es en cabine.	Tester	Tester nouveau service.	Web
230	Présentation digitalisation du parcours client	Directeur web	Présentation permettant de communiquer sur les initiatives digitales en cours dans un ordre logique du parcours client.	Communiquer	Communiquer les étapes parcours client, les initiatives en cours et les meilleures opportunités pour mieux répondre à ses besoins.	Web
231	Roadmap parcours client (digital)	Directeur web	Plan du parcours du client et initiatives digitales dans l'ordre logique du parcours. Permet de prioriser et planifier les projets à mettre de l'avant.	Cartographier et prioriser	Cartographier le parcours client digital et prioriser les actions à mettre en place.	Web
232	Mapping des points de contact: satisfaction et expérience	Directeur web	Mapping des points de contacts (sert à joindre les initiatives digitales aux différents points de contact) Sert livrable principal: digitalisation du parcours client.	Cartographier	Cartographier les points de contact.	Web
233	Emotion Map	Directeur web	Catégorisation des émotions des clients (collectées dans des entretiens exploratoires). Ex. Arrivé en magasin. Colère de ne pas trouver quelqu'un. Durant le shopping: Déception de ne pas trouver ma taille. Cette carte permet d'identifier les émotions positives ou négatives des clients dans un ordre chronologique.	Cartographier et prioriser	Cartographier les émotions pour prioriser les projets à mettre en place.	Web
234	Boîte de céréales compte clients	Directeur web	Pitcher une nouvelle idée de projet sous forme de boîte de céréales. Avec un nom, un descriptif, etc.	Communiquer et choisir	Communiquer les idées et choisir la meilleure.	Web

235	Prototypes (écoutes clients) Maquette dynamique	Directeur web	Maquettes de nouvelles idées à mettre en place au sein de l'équipe digitale. Les idées émergent de l'activité 'écoute clients' et de l'écriture de l'emotion map.	Tester	Tester des nouvelles idées.	Web
236	Recherche faite par Marc Halévy	DG	Recherche sur les grandes tendances de société qui ont inspirées le DG à créer une organisation qui répond à ces mutations.	Ouvrir	Ouvrir les perspectives sur les tendances de société pour mieux penser le futur.	Stratégie
237	PPT origines de la transformation	DG	PPT construit par le DG au fil du temps pour rassembler les sources d'inspiration qui l'ont alimenté dans ses réflexions sur la transformation de Kiabi.	Collecter	Collecter les sources d'inspiration.	Stratégie
238	Vidéo de la vision (2015)	DG	Films créés pour communiquer le sens de la nouvelle vision à tous les Kiabers.	Communiquer	Communiquer le sens de la vision.	Stratégie
239	Wink - Stratégie	DG	Plateforme permettant de diffuser la nouvelle vision (2015).	Communiquer	Communiquer le sens de la vision.	Stratégie
240	Vidéo animée: nouvelle organisation ZCV	DG	Vidéo pour expliquer le fonctionnement et le sens de l'organisation en ZCV.	Communiquer	Communiquer le fonctionnement de la nouvelle organisation ZCV.	Stratégie
241	Profil Kiaber	DG	Description des attentes que l'on a envers les nouvellement appelés 'Kiabers' en fonction de la nouvelle culture d'entreprise de Kiabi.	Définir	Définir les attentes du Kiaber (selon la nouvelle culture).	RH
242	Pyramide de l'offre	DG	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 states. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain
243	Organigramme	Directeur Supply Chain	Organigramme de Kiabi. Utile pour positionner la supply chain car ce département n'existait pas avant.	Clarifier	Clarifier les rôles et les responsabilités.	Supply Chain
244	Présentation globale sur Kiabi	Directeur Supply Chain	Présentation sur Kiabi pour l'externe.	Communiquer	Communiquer sur qui est l'entreprise (en externe).	Stratégie
245	Benchmarking Collections	Directeur Supply Chain	Connaître l'offre des compétiteurs, se comparer.	Connaître	Connaître les compétiteurs et meilleures pratiques.	Collections
246	Techpack (dessins style, barèmes de mesure, croquis, fiches techniques)	Directeur Supply Chain	Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. On est plus précis en termes d'attentes qu'avant.	Clarifier	Clarifier les attentes des produits auprès des fournisseurs.	Collections et Supply Chain
247	Dessins	Directeur Supply Chain	Dessins des designers pour créer des produits Kiabi. La conception n'est pas externalisée.	Créer et augmenter	Créer des produits uniques et augmenter le niveau de mode.	Collections
248	Partis pris: matières, coloris, coupe	Directeur Supply Chain	Partis pris mode mis en place vers 2015 par le Trendslab.	S'inspirer et créer	S'inspirer et créer les nouvelles collections.	Collections
249	Cartes où se trouvent les fournisseurs	Directeur Supply Chain	Carte pour localiser les fournisseurs dans le monde.	Cartographier	Cartographier l'ensemble des fournisseurs	Supply Chain
250	Counter sample	Directeur Supply Chain	Premier échantillon produit par tous les fournisseurs pour savoir s'il ont bien compris les attentes de Kiabi. Permet de choisir le fournisseur avec qui on va travailler. Comme une réponse à appel d'offre.	Réduire	Réduire les aller-retours avec les fournisseurs en validant un échantillon préliminaire.	Collections et Supply Chain
251	Final sample	Directeur Supply Chain	Échantillon final permettant aux Collections de donner le GO final en production.	Valider	Valider si ce qui a produit correspond aux attentes (final).	Collections et Supply Chain
252	Bureau Hong Kong	Directeur Supply Chain	Nouveaux bureaux Kiabi ouverts à Hong Kong.	Aligner	S'aligner avec les fournisseurs pour créer de meilleurs produits.	Supply Chain
253	Documentation pour exporter les produits	Directeur Supply Chain	On utilise de plus en plus des documents pour exporter les produits vu l'internationalisation de la firme.	Organiser	Organiser l'internationalisation.	Supply Chain
254	Nouveaux entrepôts internationaux	Directeur Supply Chain	Nouveaux entrepôts plus près des nouveaux pays ouverts (ex. Russie) pour mieux desservir ces pays.	Créer et permettre	Créer un entrepôt et permettre de faciliter l'internationalisation des collections.	Supply Chain



255	Slide modèle SCOR	Directeur Supply Chain	Modèle existant que l'on utilise pour créer une stratégie pour optimiser la supply chain. Il sert de cadre d'analyse et d'étapes à atteindre.	Connaître	Connaître les étapes à suivre pour optimiser la supply chain.	Supply Chain
256	Plan à 5 ans et 10 ans	Directeur Supply Chain	Plan des projets à réaliser sur 5 et 10 ans.	Communiquer	Communiquer le sens MT et LT.	Stratégie
257	Schéma de transformation: évolution supply chain de traditionnelle à étendue	Directeur Supply Chain	Schéma appliqué à Kiabi. Suivre la progression de l'évolution de la supply chain en fonction de critères fixés.	Créer et mesurer	Créer un plan de transformation en étapes de la supply et mesurer l'évolution.	Supply Chain
258	Wink - Supply chain	Directeur Supply Chain	Plateforme collaborative pour communiquer et collaborer sur les enjeux supply chain.	Communiquer et collaborer	Communiquer et collaborer sur les enjeux supply chain.	Supply Chain
259	Newsletter Supply Chain	Directeur Supply Chain	Newsletter visant les gens de la supply chain (communiquer avancées, nouveautés).	Communiquer	Communiquer les avancées de la supply chain.	Supply Chain
260	Balance scorecard (KPIs communs à la supply chain)	Directeur Supply Chain	On n'avait pas au préalable défini de document réunissant un ensemble de KPIs pour mesurer le succès de la supply chain.	Identifier	Identifier les meilleurs indicateurs de performance.	Supply Chain
261	Feuille de route Supply	Directeur Supply Chain	Plan des projets à réaliser dans l'année.	Orienter	Orienter action court terme (1 an).	Stratégie
262	Outil de forecasting (prévision de ventes)	Directeur Supply Chain	Outil de forecasting permettant de prévoir les ventes en fonction de différents paramètres. Intelligence artificielle.	Anticiper et adapter	Anticiper les ventes et adapter son flux de stocks.	Collections et Supply Chain
263	PLM (Product Lifecycle Management) outil de tracking de la conception produit	Directeur Supply Chain	Outil pour tracker les étapes de vie du produit.	Suivre	Suivre les étapes de la conception des produits (pour être plus réactifs).	Collections et Supply Chain
264	Contrats franchises	VP Franchises	Contrats créés pour ouvrir les nouvelles franchises pays et permettre l'internationalisation.	Créer et permettre	Créer de nouvelles ententes pays et permettre le développement international.	International
265	Études pays	VP Franchises	Études de marché décrivant les pays selon différents indicateurs (ressemble à un pestel).	Connaître	Connaître les pays ou se développer.	International
266	Contrats cadre	VP Franchises	Contrats de référence qui guide la rédaction de tous nouveaux contrats.	Aligner	Aligner l'ensemble des contrats de la firme autour de pratiques communes.	International
267	Organigramme cible	VP Franchises	Organigramme de référence à mettre en place quand on ouvre une nouvelle franchise.	Définir	Définir le meilleur organigramme à mettre en place en succursales.	International
268	Étude succursales, franchises et ventes externes.	VP Franchises	Mapping des pays potentiels à ouvrir en succursales, en fonction des critères de faisabilité et attractivité.	Connaître	Connaître les pays ou se développer.	International
269	Outils de réseaux sociaux	VP Franchises	Créer des comptes réseaux sociaux pour les franchises (n'avaient pas de comptes auparavant).	Créer et augmenter	Créer des moyens communications dans les pays franchisés et augmenter la connaissance de la marque.	International
270	Matrice 30 tendances	VP Franchises	Matrice qui résume les grandes tendances que les Kiabers ont identifiées au préalable dans un sondage. Sert Shopping into the future.	Anticiper et cartographier	Anticiper les grandes tendances et les cartographier.	Stratégie
271	Rapport des grands paris	VP Franchises	Rapport écrit pour choisir les grandes tendances que Kiabi a envie d'adresser parmi celles identifiées dans la matrice des 30 tendances.	Anticiper et choisir	Anticiper les tendances et choisir celles qui s'appliquent à Kiabi.	Stratégie
272	Module sur la culture Kiabi	Directrice RH	PPT bâti pour communiquer ce qu'est la culture Kiabi à des gens de l'externe.	Communiquer	Communiquer la culture Kiabi, le sens (externes, nouveaux).	RH

273	Résultats de la vision	Directrice RH	Vision écrite par le co-lead (2010).	Communiquer	Communiquer la nouvelle vision commune.	Stratégie
274	Mode de gouvernance: Vision (10 ans), plans (3-5 ans) et feuilles de route.	Directrice RH	3 types de plans qui permettent de mieux gouverner l'organisation. Avant, seul le plan 3-5 ans existait. C'était moins formel.	Mesurer	Mesurer l'avancement par horizon de temps.	Stratégie
275	Feuille de route RH	Directrice RH	Plan des projets à réaliser dans l'année.	Orienter	Orienter action court terme (1 an).	Stratégie
276	Stratégie des BUs	Directrice RH	Chaque BU développe son plan 10 ans, sa propre vision. Elle doit se rattacher à la vision globale de l'entreprise.	Communiquer	Communiquer en quoi les visions des BUs se rattachent à la stratégie globale.	Stratégie
277	PowerPoint d'organisation du 2 <sup>e</sup> atelier vision	Directrice RH	PPT qui permet d'organiser les étapes des deux journées d'atelier de la 2 <sup>e</sup> vision en 2014.	Organiser	Organiser le déroulé de l'atelier.	Stratégie
278	Vidéo teaser 2 <sup>e</sup> vision (BU)	Directrice RH	Vidéo de l'ancien DG qui demande à chaque BU de s'investir à créer la vision de son département.	Engager	Engager les collaborateurs dans le 2 <sup>e</sup> processus vision.	Stratégie
279	Questionnaires	Directrice RH	Questionnaires pour demander aux collaborateurs comment ils voient Kiabi dans 10 ans.	Collecter	Collecter les idées des collaborateurs.	Stratégie
280	Résultats du socle (vision 2014)	Directrice RH	Vision écrite par le co-lead (2014).	Communiquer	Communiquer la vision Kiabi.	Stratégie
281	Books: Synthèse des sondages	Directrice RH	Book qui résume le contenu des verbatims de la 2 <sup>e</sup> collecte de données (grâce au questionnaire).	Synthétiser	Résumer la collecte de données.	Stratégie
282	Bricolage - Peinture	Directrice RH	On demande aux participants du workshop de créer une peinture de ce que représente la vision Kiabi pour eux (2014).	Ouvrir	Ouvrir les perspectives.	Stratégie
283	Petit dépliant sur la vision de l'entreprise	Directrice RH	Petit dépliant de poche avec la vision et les grands principes de Kiabi résumés en quelques points. À garder avec soi.	Communiquer	Communiquer le sens LT.	Stratégie
284	2 vidéos visions	Directrice RH	Vidéos créés pour communiquer le résultat des deux ateliers vision 2010 et 2014.	Communiquer	Communiquer le sens LT.	Stratégie
285	Profil Kiaber	Directrice RH	Description des attentes que l'on a envers les nouvellement appelés 'Kiabers' en fonction de la nouvelle culture d'entreprise de Kiabi.	Définir	Définir les attentes du Kiaber (selon la nouvelle culture).	RH
286	Études pays	EVP pays	Études de marché décrivant les pays selon différents indicateurs (ressemble à un pestel).	Connaître	Connaître les pays ou se développer.	International
287	Matrice développement des pays (mapping pays) Attractivité et complexité	EVP pays	Mapping permettant de choisir les pays à développer en priorité en fonction de deux axes.	Décider	Décider des nouveaux pays ou s'établir.	International
288	Pyramide de l'offre	EVP pays	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 states. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain
289	Business plan nouveau pays	EVP pays	Business plan concret du lancement de Kiabi dans un nouveau pays.	Organiser	Organiser les étapes de déploiement des nouveaux pays.	International
290	Wink - International	EVP pays	Plateforme collaborative en ligne qui permet aux bénévoles de la ZCV internationale de garder le contact, partager des infos importantes, collaborer.	Communiquer et collaborer	Communiquer information et faciliter la collaboration.	International
291	Ronds (dessins) ZCVs	Président	Dessins préliminaires pour imaginer une nouvelle forme de structure organisationnelle agile.	Créer et permettre	Créer une structure qui permette l'agilité.	Stratégie
292	Résultats de la vision	Président	Vision écrite par le co-lead (2010).	Communiquer et engager	Communiquer la nouvelle vision commune et engager les collaborateurs.	Stratégie

293	Budget base zéro	Président	Budget qui ne tient pas compte des historiques et qui vise à maximiser la valeur de Kiabi.	Repenser	Repenser l'organisation financière.	Stratégie
294	Mannequin Tête de gondole	Président	Mannequin sur lequel on met des produits qui vendent habituellement plus (qui permettent de maximiser la marge).	Rentabiliser	Rentabiliser PMA.	Stratégie
295	Excel marges	Président	Document Excel qui décrit la marge obtenus sur les produits.	Communiquer	Communiquer des informations pertinentes aux gens des magasins.	Stratégie
296	Emotion Map	Consultante	Catégorisation des émotions des clients (entretiens exploratoires). Ex. Arrivé en magasin. Colère de ne pas trouver quelqu'un. Cette carte permet d'identifier chronologiquement les émotions positives ou négatives des clients.	Cartographier et prioriser	Cartographier les émotions pour prioriser les projets à mettre en place.	Web
297	PPT atelier vision (cadrage du mandat)	Consultante	PPT qui vise à mettre d'accord tous les participants sur la raison de l'intervention: pourquoi fait-on un process design thinking en mettant de l'avant l'écoute active?	Clarifier	Clarifier l'objectif de l'intervention.	Web
298	Cartographie des initiatives digitales	Consultante	Liste de toutes les initiatives et projets touchant le digital en cours.	Cartographier et prioriser	Cartographier les initiatives digitales en cours et prioriser les projets à valeur ajoutée.	Web
299	PPT formation écoute active	Consultante	PPT de formation sur les méthodes pour appliquer l'écoute active.	Former	Former à l'écoute active.	Web
300	Map: problématiser les émotions	Consultante	Map où les émotions sont problématisées. Ex. Je suis déçue de ne pas trouver ma taille devient comment fournir toutes les tailles en tout temps?	Problématiser	Problématiser des émotions.	Web
301	Verbatims de 50 interviews	Consultante	Verbatims mot à mot des ressentis des clients, on leur a demandé: décrivez-moi votre dernier passage chez Kiabi.	Collecter	Collecter point de vue clients.	Web
302	3 personas	Consultante	Profil créé après les interviews avec les clients pour caricaturer trois types de clients (ex. le réfractaire, la modeuse, la maman).	Identifier	Identifier les profils clients.	Web
303	Bornes interactives	Consultante	Bornes physiques en magasin pour aller commander des produits qui ne seraient pas en magasin.	Augmenter	Augmenter l'offre en magasin de centre-ville.	Web
304	Boîte de céréales compte clients	Consultante	Pitcher une nouvelle idée de projet sous forme de boîte de céréales. Avec un nom, un descriptif, etc.	Communiquer et choisir	Communiquer les idées et choisir la meilleure.	Web
305	Maquette démo de l'idée	Consultante	Maquette de l'idée 'pay what you keep' en photo-montage.	Communiquer et choisir	Communiquer les idées et choisir la meilleure.	Web
306	Légo	Consultante	Légos pour modéliser des nouvelles idées de projets, leur fonctionnement.	Communiquer et choisir	Communiquer les idées et choisir la meilleure.	Web
307	Croquis application mobile	Consultante	Dessin d'une application mobile à créer.	Tester	Tester idée format croquis.	Web
308	Maquette application mobile	Consultante	Maquette d'un nouveau service 'pay what you keep' sous forme d'une nouvelle application mobile.	Tester	Tester idée format maquette.	Web
309	Document de restitution du projet (et méthodo)	Consultante	Restitution de la méthodologie écoute active, des résultats de l'étude et des éléments qui en ont émergé.	Transmettre	Transmettre la méthodologie (écoute active) et résultats obtenus.	Web

## Appendix 6. Selection of Objects- BMI Experimentation at Kiabi (French)

Bolded lines represent the objects I actually used for writing the Sociomateriality and BMI article. The other lines are part of the 'Collection', 'Supply Chain' and 'Collection and Supply Chain' codes.

	Poste	Nom de l'objet	Description	Verbe Affordance	Phrase Résumé	Département	Année
<b>1</b>	<b>Chef de projet organisation, Collections</b>	<b>Pyramide de l'offre</b>	<b>Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 strates. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&amp;M ou Primark).</b>	<b>Créer et augmenter</b>	<b>Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.</b>	<b>Collections et Supply Chain</b>	<b>2014</b>
<b>2</b>	<b>Chef de projet organisation, Collections</b>	Calendrier préliminaire (Excel) de lancement au marché	Calendrier qu'on crée pour aligner les besoins des différents intervenants de la value chain (acheteurs, supply, collections) et s'entendre sur les dates de livraisons. La première version du calendrier a été faite sur Excel, à la main.	Créer et adapter	Créer nouveau calendrier pour adapter les lancements aux saisonnalités.	Collections et Supply Chain	2017
<b>3</b>	<b>Chef de projet organisation, Collections</b>	Calendrier lancement au marché	Calendrier qu'on crée pour aligner les besoins des différents intervenants de la value chain (acheteurs, supply, collections) et s'entendre sur les dates de livraisons. Cette version a été faite par un consultant.	Créer et permettre	Créer et permettre les lancements en fonction des saisonnalités.	Collections et Supply Chain	2017
<b>4</b>	<b>Chef de projet organisation, Collections</b>	<b>Blocks patterns de patronages</b>	<b>Catégories de patrons de références pour chaque famille de produit.</b>	<b>Clarifier</b>	<b>Clarifier les attentes des produits auprès des fournisseurs.</b>	<b>Collections et Supply Chain</b>	<b>2015</b>
<b>5</b>	<b>Chef de projet organisation, Collections</b>	<b>Bibliothèque de patronages</b>	<b>Bibliothèque en ligne qui permet de garder une trace de tous les patrons créés chez Kiabi. Facilite la création de nouveaux produits dans le futur.</b>	<b>Conserver</b>	<b>Conserver anciens patrons pour futures références.</b>	<b>Collections</b>	<b>2015</b>
<b>6</b>	<b>Chef de projet organisation, Collections</b>	<b>Plan d'approvisionnements</b>	<b>Plan de stocks d'approvisionnement, du cadencement du passage de commandes, fixation du stock de sécurité, etc. Créé en même temps que le nouveau rôle d'Inbound Planner.</b>	<b>Créer et organiser</b>	<b>Créer un plan d'approvisionnement pour organiser le cadencement des produits en magasin.</b>	<b>Supply Chain</b>	<b>2016</b>
<b>9</b>	<b>Chef de projet organisation, Collections</b>	<b>Techpack (Dessin de style, barèmes de mesure, croquis, fiches techniques)</b>	<b>Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. On est plus précis en termes d'attentes qu'avant.</b>	<b>Clarifier</b>	<b>Clarifier les attentes des produits auprès des fournisseurs.</b>	<b>Collections et Supply Chain</b>	<b>2015</b>
<b>13</b>	<b>Chef de projet organisation, Collections</b>	<b>Budgets communs collections et pays (nouvelle façon de les construire)</b>	<b>Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.</b>	<b>Aligner</b>	<b>Aligner les objectifs de chiffre d'affaires entre pays et collections.</b>	<b>Collections et Supply Chain</b>	<b>2016</b>
<b>14</b>	<b>Chef de projet organisation, Collections</b>	<b>Périodes par semestre</b>	<b>6 périodes de lancement de collections dans l'année. 3 pour printemps-été, 3 pour automne-hiver. Avant, il y en avait 2 par semestre.</b>	<b>Créer et organiser</b>	<b>Créer de nouvelles façons d'organiser l'offre par périodes plus courtes.</b>	<b>Collections et Supply Chain</b>	<b>2018</b>
<b>15</b>	<b>Chef de projet organisation, Collections</b>	<b>État des lieux quality smart</b>	<b>Cartographie les besoins des métiers pour mieux aider le fitting des produits (ex. 38 doit être équivalent pour tous les modèles de jeans).</b>	<b>Cartographier et prioriser</b>	<b>Cartographier les besoins de fitting et prioriser les changements à faire.</b>	<b>Collections et Supply Chain</b>	<b>2017</b>
<b>16</b>	<b>Chef de projet organisation, Collections</b>	<b>État des lieux compétences des modélistes</b>	<b>Recenser les compétences des modélistes pour identifier celles qui pourraient combler le nouveau rôle créé 'tech designer' (experts design de patronages).</b>	<b>Cartographier et choisir</b>	<b>Cartographier les compétences et choisir les profils intéressants.</b>	<b>Collections</b>	<b>2015</b>

17	Chef de projet organisation, Collections	Écrit d'une structure optimale niveau collection et supply	Structure et interaction des divers postes avec la création des nouveaux postes aux collections/supply (ex. tech designer, inbound planner).	Créer et organiser	Créer une structure optimale pour mieux organiser la structure des équipes collections.	Collections et Supply Chain	2014
18	Chef de projet organisation, Collections	PLM (Product Lifecycle Management) outil de tracking de la conception produit	Outil pour tracker les étapes de vie du produit.	Suivre	Suivre les étapes de la conception des produits (pour être plus réactifs).	Collections et Supply Chain	2017
20	EVP Value Chain	Budgets communs collections et pays (nouvelle façon de les construire)	Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.	Aligner	Aligner les objectifs de chiffre d'affaires entre pays et collections.	Collections et Supply Chain	2016
21	EVP Value Chain	Outil de forecasting (prévision de ventes)	Outil de forecasting permettant de prévoir les ventes en fonction de différents paramètres. Intelligence artificielle.	Anticiper et adapter	Anticiper les ventes et adapter son flux de stocks.	Collections et Supply Chain	2016
22	EVP Value Chain	Outil MAP	Outil créé pour créer des assortiments adaptés aux pays en fonction des saisonnalités (ex. envoyer des shorts au Brésil, des manteaux en Russie). Tout le monde n'a pas les mêmes items au sein d'une même collection.	Créer et permettre	Créer un outil adapté et permettre l'internationalisation par l'adaptation des collections.	Collections et Supply Chain	2017
23	EVP Value Chain	Plan d'approvisionnement	Plan de stocks d'approvisionnement, du cadencement du passage de commandes, fixation du stock de sécurité, etc. Créé en même temps que le nouveau rôle d'Inbound planner.	Créer et organiser	Créer un plan d'approvisionnement pour organiser le cadencement des produits en magasin.	Supply Chain	2016
24	EVP Value Chain	Fiches techniques pour création de produits	Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. Fait partie du techpack.	Clarifier	Clarifier les attentes des produits auprès des fournisseurs.	Collections et Supply Chain	2015
25	EVP Value Chain	Nouveaux entrepôts internationaux	Nouveaux entrepôts plus près des nouveaux pays ouverts (ex. Russie) pour mieux desservir ces pays.	Créer et permettre	Créer un entrepôt et permettre de faciliter l'internationalisation des collections.	Supply Chain	2018
28	Chef de projets Internationalisation des collections	Plan d'assortiment par collections (pas dans MAP)	Plan simplifié de l'assortiment à l'intérieur des collections (au lieu d'avoir 10 références jeans, on choisit les 3 meilleurs). L'assortiment est la diversité de produits dans une catégorie.	Réduire	Réduire les Skus pour épurer la collection.	Collections et Supply Chain	2017
29	Chef de projets Internationalisation des collections	Outil MAP	Outil créé pour créer des assortiments adaptés aux pays en fonction des saisonnalités (ex. envoyer des shorts au Brésil, des manteaux en Russie). Tout le monde n'a pas les mêmes items au sein d'une même collection.	Créer et permettre	Créer un outil adapté et permettre l'internationalisation par l'adaptation des collections.	Collections et Supply Chain	2017
30	Chef de projets Internationalisation des collections	Outil MAP	Outil créé pour créer des assortiments adaptés aux pays en fonction des saisonnalités (ex. envoyer des shorts au Brésil, des manteaux en Russie). Tout le monde n'a pas les mêmes items au sein d'une même collection.	Créer et permettre	Créer un outil adapté et permettre l'internationalisation par l'adaptation des collections.	Collections et Supply Chain	2017
43	Chef projet logistique	Un entrepôt centralisé France	Auparavant, Kiabi avait 3 entrepôts pour différents segments (bébé, femme, homme). On créer un seul entrepôt pour simplifier la livraison, le transport, etc.	Réduire et créer	Réduire les déplacements inutiles en créant un seul entrepôt.	Supply Chain	2018
44	Chef projet logistique	Nouveaux entrepôts internationaux	Nouveaux entrepôts plus près des nouveaux pays ouverts (ex. Russie) pour mieux desservir ces pays.	Créer et permettre	Créer un entrepôt et permettre de faciliter l'internationalisation des collections.	Supply Chain	2018
45	Chef projet logistique	Prototype outil pesée des colis	Outil pour permettre la pesée des colis avant l'envoi.	Tester	Tester la pesée des colis pour optimiser le processus supplyé.	Supply Chain	2018

61	Chef de produits	Powerpoint des tendances	PPT créé pour guider les gens des Collections à créer des collections uniformes et plus mode avec des partis pris couleurs, matières, etc.	Communiquer et engager	Communiquer les tendances Kiabi et engager les équipes collections dans l'élaboration de celles-ci.	Collections	2014
62	Chef de produits	Découpage des magazines	Activité de bricolage faite avec les gens de collections pour s'inspirer des tendances tel que vu actuellement dans les magazines.	S'inspirer et créer	S'inspirer des tendances dans le marché pour créer des books de tendances.	Collections	2013
63	Chef de produits	Fashion Killers	Produits considérés comme passés de mode.	Cartographier	Cartographier les produits passés de mode.	Collections	2013
64	Chef de produits	Produits de remplacement	Produits de remplacements des produits passés de mode.	Créer et améliorer	Créer des produits de remplacement.	Collections	2013
66	Chef de produits	Thèmes Trendslab (Histoires)	PPT de thèmes ou d'histoires pour guider le collections autour de thèmes. Ex. hiver 2018 : dolce vita.	Aligner et créer	Aligner les collections autour thème commun et créer des collections thématiques.	Collections	2016
67	Chef de produits	Gamme de coloris communs	Sélection de pantones à privilégier dans une collection donnée.	Aligner et créer	Aligner les collections autour thème commun et créer des collections aux coloris unifiés.	Collections	2013
68	Chef de produits	Dessins stylistes	Dessins des produits créés pour une collection. Les dessins se veulent maintenant plus mode.	Créer et augmenter	Créer de nouveaux produits pour les collections et augmenter le niveau de mode.	Collections	2015
69	Chef de produits	Planche styliste- triangles et carrés	Planche que les chefs produits donnent aux stylistes pour dire combien de pantalons rentrent dans telle section, combien de t-shirt dans telle autre... permet de créer des produits en fonction de l'espace merch disponible.	Aligner	Aligner création de nouvelles collections et avec les espaces merch (la collection doit rentrer dans l'espace prévu).	Collections	2016
70	Chef de produits	Fiches techniques ou de style	Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. On est plus précis en termes d'attentes qu'avant. Fait partie du Techpack.	Améliorer	Améliorer la précision de la description produits.	Collections et Supply Chain	2015
71	Chef de produits	Techpack (Dessins de style, barèmes de mesure, croquis, fiches techniques)	Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. On est plus précis en termes d'attentes qu'avant.	Clarifier	Clarifier les attentes des produits auprès des fournisseurs.	Collections et Supply Chain	2015
72	Chef de produits	Patronages	Patrons des produits que l'on fait souvent, que l'on peut modifier et réutiliser plus tard.	Aligner et créer	Aligner les modèles de patronages et créer une base de données de référence.	Collections et Supply Chain	2015
73	Chef de produits	Final sample	Échantillon final permettant aux collections de donner le GO final en production.	Valider	Valider si ce qui a produit correspond aux attentes (final).	Collections et Supply Chain	2016
74	Chef de produits	Counter-sample	Premier échantillon produit par tous les fournisseurs pour savoir s'il ont bien compris les attentes de Kiabi. Permet de choisir le fournisseur avec qui on va travailler. Comme une réponse à appel d'offre.	Réduire	Réduire les aller-retours avec les fournisseurs en validant un échantillon préliminaire.	Collections et Supply Chain	2016
75	Chef de projets	Budgets communs collections et pays (nouvelle façon de les construire)	Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.	Aligner	Aligner les objectifs de chiffre d'affaires entre pays et collections.	Collections et Supply Chain	2016
77	Chef de projets	Outil MAP	Outil créé pour créer des assortiments adaptés aux pays en fonction des saisonnalités (ex. envoyer des shorts au Brésil, des manteaux en Russie). Tout le monde n'a pas les mêmes items au sein d'une même collection.	Créer et permettre	Créer un outil adapté et permettre l'internationalisation par l'adaptation des collections.	Collections et Supply Chain	2017

79	Chef de projets	Pyramide de l'offre	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 strates. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain	2014
81	Responsable achats	Bureau Hong Kong	Nouveaux bureaux Kiabi ouverts à Hong Kong.	Aligner	S'aligner avec les fournisseurs pour créer de meilleurs produits.	Supply Chain	2014
82	Responsable achats	Non-disclosure agreement	S'assurer que les gens qui connaissent le projet de délocalisation sur service 'achats' en Asie n'informent pas les collaborateurs avant le temps.	S'assurer	S'assurer d'une transition en douceur.	Supply Chain	2014
93	Responsable des études	Photos des essayages collaborateurs	Photos pour identifier les problèmes de fit des produits sur différentes morphologies (Ex. taille trop haut).	Améliorer	Améliorer le fit des produits.	Collections	2018
94	Contrôleur de gestion	Budgets communs collections et pays (nouvelle façon de les construire)	Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.	Aligner	Aligner les objectifs de chiffre d'affaires entre pays et collections.	Collections et Supply Chain	2016
95	Contrôleur de gestion	Plan d'approvisionnement	Plan de stocks d'approvisionnement, du cadencement du passage de commandes, fixation du stock de sécurité, etc. Créé en même temps que le nouveau rôle d'Inbound planner.	Créer et organiser	Créer un plan d'approvisionnement pour organiser le cadencement des produits en magasin.	Supply Chain	2016
96	Contrôleur de gestion	Budgets communs collections et pays (nouvelle façon de les construire)	Budgets alignés entre collections (on va vendre tant de la collections hiver) et pays (on peut se permettre un chiffre d'affaires de X). Avant, ils étaient complètement différents.	Aligner	Aligner les objectifs de chiffre d'affaires entre pays et collections.	Collections et Supply Chain	2016
97	Contrôleur de gestion	Calendrier lancement au marché	Calendrier qu'on crée pour aligner les besoins des différents intervenants de la value chain (acheteurs, supply, collections) et s'entendre sur les dates de livraisons. Cette version outil a été faite par un consultant.	Créer et permettre	Créer et permettre les lancements en fonction des saisonnalités.	Collections et Supply Chain	2017
102	Chef de projets collections	Calendrier lancement au marché	Calendrier qu'on crée pour aligner les besoins des différents intervenants de la value chain (acheteurs, supply, collections) et s'entendre sur les dates de livraisons. Cette version a été faite par un consultant.	Créer et permettre	Créer et permettre les lancements en fonction des saisonnalités.	Collections et Supply Chain	2017
104	Chef de projets collections	Pyramide de l'offre	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 strates. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain	2014
105	Chef de projets collections	Blocks patterns de patronages	Catégories de patrons de références pour chaque famille de produit.	Clarifier	Clarifier les attentes des produits auprès des fournisseurs.	Collections et Supply Chain	2015
116	Directeur trends lab	Produits Kiabi en magasin	Regarder les produits Kiabi pour comprendre le niveau de mode actuel.	Connaitre	Connaitre niveau de mode.	Collections	2012
117	Directeur trends lab	Trends lab	Nouvelle structure créée pour créer une harmonie entre tous les départements niveau mode.	Créer et permettre	Créer une structure unificatrice.	Collections	2012
118	Directeur trends lab	Pyramide de l'offre	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 strates. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain	2014

119	Directeur trendslab	Photo shopping inspirationnel	Les membres du Trendslab vont en voyage et prennent des photos d'inspiration pour les thèmes des prochaines collections.	S'inspirer et créer	S'inspirer de photos pour la créer des books de tendances.	Collections	2015
120	Directeur trendslab	Powerpoint des tendances	<b>PPT créé pour guider les gens des Collections à créer des collections uniformes et plus mode avec des partis pris couleurs, matières, etc.</b>	Communiquer et engager	<b>Communiquer les tendances Kiabi et engager les équipes collections dans l'élaboration de celles-ci.</b>	Collections	2014
121	Directeur trendslab	Tissutêche	Collections des tissus déjà utilisés ou disponible pour faciliter la création de nouveaux produits.	Conserver	Conserver des matériaux déjà utilisés pour mieux créer de nouveaux produits.	Collections et Supply Chain	2015
122	Directeur trendslab	Powerpoint des tendances	<b>PPT créé pour guider les gens des Collections à créer des collections uniformes et plus mode avec des partis pris couleurs, matières, etc.</b>	Communiquer et engager	<b>Communiquer les tendances Kiabi et engager les équipes collections dans l'élaboration de celles-ci.</b>	Collections	2014
242	DG	Pyramide de l'offre	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 states. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	<b>Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.</b>	Collections et Supply Chain	2014
243	Directeur Supply Chain	Organigramme	Organigramme de Kiabi. Utile pour positionner la supply chain car ce département n'existait pas avant.	Clarifier	Clarifier les rôles et les responsabilités.	Supply Chain	2015
245	Directeur Supply Chain	Benchmarking Collections	Connaitre l'offre des compétiteurs, se comparer.	Connaitre	Connaitre les compétiteurs et meilleures pratiques.	Collections	2014
246	Directeur Supply Chain	Techpack (Dessins de style, barèmes de mesure, croquis, fiches techniques)	<b>Fiches à envoyer aux fournisseurs pour communiquer les attentes face à la création produits. On est plus précis en termes d'attentes qu'avant.</b>	Clarifier	<b>Clarifier les attentes des produits auprès des fournisseurs.</b>	Collections et Supply Chain	2015
247	Directeur Supply Chain	Dessins	<b>Dessins des designers pour créer des produits Kiabi. La conception n'est pas externalisée.</b>	Créer et augmenter	<b>Créer des produits uniques et augmenter le niveau de mode.</b>	Collections	2015
248	Directeur Supply Chain	Partis pris: matières, coloris, coupe	Partis pris mode mis en place vers 2015 par le Trendslab.	S'inspirer et créer	S'inspirer et créer les nouvelles collections.	Collections	2017
249	Directeur Supply Chain	Cartes où se trouvent les fournisseurs	Carte pour localiser les fournisseurs dans le monde.	Cartographier	Cartographier l'ensemble des fournisseurs.	Supply Chain	2016
250	Directeur Supply Chain	Counter-sample	Premier échantillon produit par tous les fournisseurs pour savoir s'il ont bien compris les attentes de Kiabi. Permet de choisir le fournisseur avec qui on va travailler. Comme une réponse à appel d'offre.	Réduire	Réduire les aller-retours avec les fournisseurs en validant un échantillon préliminaire.	Collections et Supply Chain	2016
251	Directeur Supply Chain	Final sample	Échantillon final permettant aux collections de donner le GO final en production.	Valider	Valider si ce qui a produit correspond aux attentes (final).	Collections et Supply Chain	2016
252	Directeur Supply Chain	Bureau Hong Kong	<b>Nouveaux bureaux Kiabi ouverts à Hong Kong.</b>	Aligner	<b>S'aligner avec les fournisseurs pour créer de meilleurs produits.</b>	Supply Chain	2014
253	Directeur Supply Chain	Documentation pour exporter les produits	On utilise de plus en plus des documents pour exporter les produits vu l'internationalisation de la firme.	Organiser	Organiser l'internationalisation.	Supply Chain	2017
254	Directeur Supply Chain	Nouveaux entrepôts internationaux	Nouveaux entrepôts plus près des nouveaux pays ouverts (ex. Russie) pour mieux desservir ces pays.	Créer et permettre	Créer un entrepôt et permettre de faciliter l'internationalisation des collections	Supply Chain	2018
255	Directeur Supply Chain	Slide modèle SCOR	Modèle existant que l'on utilise pour créer une stratégie pour optimiser la supply chain. Il sert de cadre d'analyse et d'étapes à atteindre.	Connaitre	Comprendre les étapes à suivre pour optimiser la supply chain.	Supply Chain	2015



257	Directeur Supply Chain	Schéma de transformation: évolution supply chain de traditionnelle à étendues	Schéma appliqué à Kiabi. Suivre la progression de l'évolution de la supply chain en fonction de critères fixés.	Créer et mesurer	Créer un plan de transformation en étapes de la supply et mesurer l'évolution.	Supply Chain	2016
258	Directeur Supply Chain	Wink - Supply chain	Plateforme collaborative pour communiquer et collaborer sur les enjeux supply chain.	Communiquer et collaborer	Communiquer et collaborer sur les enjeux supply chain.	Supply Chain	
259	Directeur Supply Chain	Newsletter Supply Chain	Newsletter visant les gens de la supply chain (communiquer avancées, nouveautés).	Communiquer	Communiquer les avancées de la supply chain.	Supply Chain	2017
261	Directeur Supply Chain	Balance scorecard (KPIs communs à la supply chain)	On n'avait pas au préalable défini de document réunissant un ensemble de KPIs pour mesurer le succès de la supply chain.	Identifier	Identifier les meilleurs indicateurs de performance.	Supply Chain	2016
263	Directeur Supply Chain	Outil de forecasting (prévision de ventes)	Outil de forecasting permettant de prévoir les ventes en fonction de différents paramètres. Intelligence artificielle.	Anticiper et adapter	Anticiper les ventes et adapter son flux de stocks.	Collections et Supply Chain	2016
264	Directeur Supply Chain	PLM (Product Lifecycle Management) outil de tracking conception produit	Outil pour tracker les étapes de vie du produit.	Suivre	Suivre les étapes de la conception des produits (pour être plus réactifs).	Collections et Supply Chain	2017
289	EVP pays	Pyramide de l'offre	Une pyramide qui décrit 5 strates de niveaux de mode de l'offre Kiabi. La pyramide précédente possédait 3 states. Les deux nouvelles strates offrent des niveaux supérieurs en mode (à la H&M ou Primark).	Créer et augmenter	Créer une nouvelle pyramide d'offre pour augmenter l'offre de produits mode.	Collections et Supply Chain	2014