Navigating Strategic Upheaval: A Case Study on Temporal and Organizational Dynamics Exploration in Strategy-Making in a B2B Firm

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ABSTRACT,

Nowadays, B2B companies operate in a highly dynamic and turbulent landscape dominated by rapid technological advancements, unanticipated market shifts, new legislation, and changing customer preferences. These external factors, pressure organisations to constantly review their market strategies to remain competitive and sustain their businesses and operations, especially during strategic upheaval periods. Strategic upheaval periods mean rapid and broad changes that reinforce changes in business strategies and models that are typically driven by an extreme external event that causes disruptions in legal, environmental and societal systems (e.g., COVID-19). Consequently, Strategic decision-making is essential to the success of business-to-business (B2B) organizations during these strategic upheaval periods. However, there is a research gap on how Multinational companies navigate these unplanned external challenges and changes and what organizational and temporal dynamics impact effective strategy-making practices during strategic periods. Therefore, this case study aims to provide an in-depth understanding of how multinational B2B corporate companies formulate and execute their strategies and what organizational and temporal dynamics are essential to adapt to major shifts in the external environment. To understand these dynamics, qualitative research through semi-structured interviews was conducted on the Multinational Corporate level Engineering Consultancy firm in three different sectors, water, maritime and digital tools with a focus on pre-post Strategic Upheaval periods. The study emphasised and discussed the significance of Internal Organizational Dynamics, Technological Innovation, Adaptability and Agility, Decentralized Strategy and Temporality for effective change management in strategy in response to the strategic upheaval. The study recommends effective alignment in strategic management by assessing the impact of strategic upheaval on the business both internally and externally. Lastly, it suggests that future studies should focus on new technological advancements in predicting and navigating the strategic upheaval periods by conducting longitudinal studies for temporality.

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1. INTRODUCTION

In the present corporate landscape, B2B (business-to-business) enterprises operate within a highly dynamic and volatile environment driven by myriad societal and industrial challenges (Dobni & Luffman, 2003). Due to rapid technological advancements, unpredictable market shifts, changes in regulations, and customer preferences, businesses are under tremendous pressure to constantly evaluate their position in the market and adapt their strategy and processes to remain competitive (Bozkuş, 2023). For long-term sustainability and relevance, it is imperative to be able to adapt quickly and efficiently to external changes or in other saying strategic upheaval periods. By the term of *Strategic Upheaval*, it is meant in this paper, rapid and broad change in norms and values that reinforce and legitimise economic activity resulting in major modifications to a society's political system, regulatory and legal structures, monetary system, and financial infrastructure due to external change (financial markets, and accounting standards) (Newman, 2000). The most recent strategic upheaval example, COVID-19, caused many disruptive changes both internally and externally. The pandemic resulted in remote work, supply chain disruptions, digital procedures and accelerated innovation prompting significant modifications in management and operations (Röglinger et al., 2022; Guan et al. 2020; Seetharaman 2020).

Consequently, strategy-making is a better term to examine approaches used by actors in corporations to navigate these challenging periods, sustain business successes, and adapt to those major strategic changes. In corporate management, strategy formulation is a systematic and intentional process used by businesses to conceptualize, create, and implement strategies directed at accomplishing long-term goals and attaining a competitive advantage (Thongsookularn & Ularn, 2019). However, the multifaceted process of strategy-making entails a variety of activities, including a thorough examination of internal strengths and weaknesses, external opportunities and threats, market dynamics, and industry trends (Bonnici, 2015). This necessity is made even more apparent during turbulent and volatile periods when actors find it challenging to forecast and confidently manage the uncertain future terrain (Cingöz & Akdoğan, 2013). Within high complexity and uncertainty in the environment due to external change, B2B managers face formidable challenges in making strategic decisions that will determine the trajectory of the business during external shock times (Клімова et al., 2023). For organizations which face these extreme strategic changes, it is vital to find synergy and dynamics of strategic fit between internal and external aspects which affect strategic performance (Lin et al., 2016).

Regarding the significance of strategic decision-making in the success and long-term viability of B2B enterprises, there is a glaring void in the knowledge about how these businesses and managers deal with and navigate the numerous external challenges and fluctuations inherent in their operational environments (Simões & Mason, 2012), especially during upheaval periods. Although traditional strategic management literature has made considerable progress in elucidating broad concepts and decision-making frameworks for planned changes, the research scarcity is still noticeable in areas where how B2B multinational corporations (MNCs) handle external shocks in today's globalized economy when the change was unexpected and unplanned (Li & Tallman 2011). Additionally, organizational change is a significant cause of stress for employees and further research is needed to better understand the process and decision-making involved in unanticipated changes (Stouten et al. 2018). Theories of organizational transformation were mainly established for stable economic systems (Tushman & Anderson, 1986; Meyer et al., 1993, however, little research has been conducted on how organizations and strategic actors/practitioners respond to change in their competitive environment during radical institutional changes. (Newman, 2000)

As a consequence, there is a strong need for research that extends beyond the concepts of traditional planned strategic management literature and explores deeper into the unique micro dynamics and complexities of strategic decision-making, the interactions of actors and their sensemaking abilities to navigate unplanned change in organisations (Armenakis & Bedeian, 1999; Stouten, Rousseau, & De Cremer, 2018). Understanding the actors' roles, their interactions, technologies and the sensemaking ability of the current status quo allows researchers and practitioners to build more specialised and effective solutions to traverse turbulent and uncertain settings and make wise decisions accordingly in a practical setting (Ericson 2013). Building on the gap between academic knowledge and practical application in a dynamic environment, the Strategy-as-Practice (SAP) literature presents a possible option for overcoming this shortfall. SAP highlights the need to understand strategy not as a philosophical framework, but as a socially situated practice rooted in organisational routines, relationships, actor interactions, and socio-cultural settings (Vaara and Whittington, 2012). Strategy-as-Practice has outlined its extensive research scope 3Ps to include the analysis of *Practitioners* (individuals engaged in strategic activities, *Practices* (the social, symbolic, and material tools that are used in strategic endeavours), and *Praxis* (the ongoing flow of activity in which strategy is executed) of activity in which strategy is accomplished) (Jarzabkowski 2005; Jarzabkowski et al. 2007). The practitioner is a strategist who executes praxis and carries it out. Praxis refers to micro-daily actions, with 'strategy-making' as an umbrella term, and practice to the socio-historical and macro-institutional embedding of activities (Ericson 2013). This paper will mainly focus on the practitioner's perspective to be able to evaluate the temporal and organizational dynamics.

There is another discussion and suggestion for future research in the SAP literature about strategic temporality (Burgelman et al., 2018) which is aimed at evaluating using the concept of pre and post-strategic upheaval periods. One stream still relies on the agency of managers only and the other takes a post-processual approach (Chia & Mckay 2007). Although SAP highlights the importance of actors and their interactions in strategic management and how they shape their adequate decision-making activities (praxis), Kaplan & Orlikowski 2013 introduce to the literature *"temporal Work"*, as an embedded process through which actors make coherent links between the past, present and future and making sense of the relative period. Kaplan and Orlikowski (2013) argue that strategy-making is beyond accurate forecasting and requires 'temporal work' to evaluate past, present, and future events to create coherent narratives and resolve temporal conflicts in a dynamic environment. Future forecasts are based on past and present perceptions and understanding these mechanisms between past, present and future illustrates the drivers of organizational inertia in strategic decision-making and serves as a means to construct the connections (Kaplan & Orlikowski 2013). Temporal work is derived from the notion of "Agency" in structural contexts of action, rather than pure free will (Emirbayer&Mische,1998). The concept suggests that human agents navigate several temporal and rational fields of structural settings simultaneously, mostly focusing on past, present, or future depending on the situation and shifting their temporal

orientation accordingly, influencing their interactions with the surrounding context. Since practice theory prioritizes human activity (Vaara and Whittington, 2012), temporal relationality presents the concept of real-life experiences, which appear in future-oriented, non-linear, simultaneous, and intersecting temporal viewpoints (Ericson, 2013). Engaging intensively with the temporal orientations of actors during the strategic upheaval will allow to co-create and build strategic management knowledge collaboratively for enhanced understanding (Kaplan & Orlikowski 2013).

Against this ontological background of strategy-making in the business context, this paper aims to fill that gap and link both academic literature and practical applications in strategic decision-making dynamics within the context of highly dynamic B2B organizations by focusing on how actors engaged in the praxis of strategy-making employ the judgment based on their predisposition. The paper adopts a temporal perspective and explores how actors' predispositions towards the past, present, or future impact their strategic behaviours during strategic upheaval periods. By using the concept of strategic upheaval, the temporal and organizational dynamics will be investigated by creating pre-upheaval and post-upheaval situations for actors in a B2B multinational corporation. This research uses the theoretical framework of Strategy-as-Practice (SAP) (Vaara and Whittington, 2012) and the Temporal Work (Kaplan & Orlikowski, 2013) to present an in-depth comprehension of how strategy is developed, implemented, and altered by the actors within the dynamic environment of B2B enterprises to cope with the extreme external changes while staying competitive in the market. The research question:

"What are the organizational and temporal dynamics of B2B organizations in navigating strategic upheaval periods? How does the strategic upheaval impact strategy-making practices?"

In answering these questions, this research will investigate a corporate level of a B2B engineering consulting firm, with an emphasis on understanding how the dynamics and factors are impacted by times of extreme strategic change and contribute to the firm's overall approach to strategic management. This will be done by conducting a comprehensive analysis of current and historical strategy-making practices of actors within the selected B2B corporation across the three sectors it is currently serving when unexpected events (e.g., COVID-19) occurred. In addition, by comparing and examining the historical trajectories of strategic formulation, the research intends to clarify the fundamental factors, actors' sensemaking abilities for the temporality of strategic times, and the operational mechanisms that shape strategic decision-making to determine what and how these dynamics evolved and influenced the effective strategic decision making over time. Thereby, it aims to give a holistic grasp of the actor's role, intricacies, and dynamics involved in the formulation and execution of organizational strategies during a strategic upheaval period.

2. THEORETICAL FRAMEWORK
This section will look into existing theories and frameworks to find organizational and temporal dynamics in strategy-making during the strategic upheaval periods focusing on practicality.

2.1 Foundation for Understanding Strategy as Practice (S-A-P)
Research on strategy practices began with a group of scholars who were interested in the relevance of sociological theories to the study of strategy-related phenomena (Vaara & Whittington, 2012). SAP has become attractive to many practitioners and scholars as an alternative approach to strategic management

organizational decision making and managerial work (Jarzabkowski, Seidl & Balogun, 2007). Strategizing in practice, defined as a socially embedded activity, includes the activities, interactions, and negotiations of diverse actors, as well as the contextual practices they use to attain strategic goals (Jarzabkowski et al., 2007, pp. 7-8). This practice theory will be used in this case study to examine how strategies are formulated and executed in real life during strategic upheaval moments in the multinational B2B corporate organization.

2.1.1 Identities of Practitioners, Actors, Consultants, Roles and Interactions
Strategy practitioners are persons -most prominently managers and consultants - who impact how practices are developed based on their identities, behaviours, and the resources they utilize (Jarzabkowski et al., 2007, p. 11). While CEOs and Top Management Teams (TMTs) are typically regarded as important architects of a company's strategy practices, this emphasis is expanded upon in Strategy-as-Practice (SAP) research. This corpus of research emphasizes the importance of managers and other organizational members participating in strategy implementation (Jarzabkowski, 2008). Practitioners are more than just individuals; their socio-political and rhetorical abilities, as well as national culture, background and gender, impact their work and outcomes (Rouleau, 2005). According to the literature review of Jarzabkowski and Spee (2009), empirical research has revealed that the term "strategy practitioner" can refer to both individual professionals and groups of practitioners. This emphasizes the need to categorize different categories of practitioners to better comprehend the subject. Jarzabkowski and Spee (2009) found two main ontological dimensions for the identification of practitioners: (i) whether they are viewed as individuals or groups (ii) whether practitioners operate within inside the organization or outside the organization. Regarding this, how practitioners are seen inside the organization could create methodical implications and shape the data collection (Balogun et al. 2003). The practice-based approach is an endeavour to get close to practitioners and their activities (praxis) to obtain a better understanding of what happens when people engage in practices (Jarzabkowski and Spee 2009). Strategy as practice is thus interested in the specifics of strategising: how strategists think, talk, reflect, act, interact, communicate, and politicize, what technologies, instruments or tools they employ, and the implications of various forms of strategising for strategy as a business operation (Gerry Johnson et al., 2005).

2.1.2 Social and Organizational Practices
Jarzabkowski et al. (2007) define practices as "*Routinized behaviours that are composed of multiple components that are interrelated: physical activity patterns, mental activity patterns, objects and their applications, background knowledge in the form of comprehension, **expertise**, emotional states, and motivational knowledge.*" They are embodied in the routines, operating procedures, and organizational cultures, however, they are also extra-organizational (Burgelman et al., 2018). Several firms have adopted extra-organizational practices as part of their strategy practices, such as the use of SWOT analysis (Wright, 2012), strategy projects, PowerPoint strategy presentations (Kaplan, 2011) or strategy retreats (Johnson, Prashantham, Floyd, & Bourque, 2010). Practices are means of doing through active engagement, rather than being static concepts or objects to simply use, however, they are challenging to identify since they are entangled and interrelated elements of activity (Jarzabkowski and Spee 2009). It highlights the incorporation of body, emotion and motivation into practices that actors might not fully comprehend. These notions

reflect Chia's (2004) concept of practices as natural coping abilities used by individuals in their daily lives, emphasizing the actor's role in connecting with and navigating the world.

2.1.3 Praxis & Activities

Praxis is the term used to describe the activities involved in strategizing. This activity includes all of the meetings, consultations, writing, presenting, communicating, and other activities necessary for developing and implementing a strategy (Paroutis et al., 2016). Stated differently, Whittington (2006) defines strategy as "*all the various activities engaged in the deliberate formulation and implementation of strategy*" (p. 619). "*The day-to-day stuff of management*" is the definition of an activity, it is the responsibility and task of managers (Johnson et al., 2003). Research emphasizing praxis in strategy-making frequently focuses on particular *episodes (temporality) or sequences*, demonstrating the practice approach's ability to provide deeper insights into the real activities involved by revealing 'the inner workings of the process' (Vaara and Whittington, 2012). According to Gioia and Chittipeddi (1991), praxis studies explore how strategic sensemaking and framing take place within organizations and provide insights often overlooked by traditional approaches. Stensaker and Falkenberg (2007) investigated a company to determine how employees' and middle managers' or individual interpretations and interactions influenced the implementation of a strategic shift. It was discovered that when there was a shared sense of confusion or doubt ("unresolved sensemaking"), the organization was frequently unable to take appropriate action to cope with the change. These studies underscore the fact that communication processes and activities are frequently unclear, and practitioners' capacity to address these uncertainties effectively is critical for successful change management (Vaara and Whittington, 2012).

2.2 Strategic Change due to Strategic Upheaval

Firstly, as mentioned, research on unplanned change in strategy-making processes research is sparse compared to planned change (Bushe & Marshak, 2014; Mackay & Chia, 2013; Langley et al. 2013; Stouten et al. 2018). However, in this section, the relevant literature and theories will be provided to understand how the strategic upheaval periods affect strategies for better change management within the company.

Doern et al. (2019) define crises or strategic upheaval moments as intense, unexpected, and unanticipated events that cause problems for companies and necessitate immediate reactions. Such crises can be classified according to Röglinger et al. (2022), depending on their triggers, size, consequences and impacts. The exogenous shocks which are called strategic upheaval periods in this paper, are defined by Röglinger et al., (2022) as "*unpredictable, low-chance events and potentially significant incidents caused by outside factors of an organisation*". On the other hand, according to Bjork (2016), external effects can be summarized into typologies such as predictability, controllability and impact however, external shocks or upheavals present risks and opportunities that cannot be anticipated beforehand (Trkman and McCormack 2009) and organizations should be able to deal effectively to sustain their operations.

Besides, Kuipers and Welsh (2017) identified some crisis types (e.g., armed conflict, health, terrorism) and related themes (e.g., risk, readiness, decision-making) through a comprehensive review of the literature. The crisis literature focuses on natural disasters, preparedness, and management strategies to reduce negative impacts which are the magnitude and direction of the external effects that vary based on industry and organizational variables (Li et al. 2017). These events necessitate significant organizational reorientation, including modifications in structures, processes, and control mechanisms (Li and Tallman 2011). From the 'impact' perspective, external shocks can lead to both short and long-term negative internal conditions, such as a loss of human capital, that causes a lack of valuable abilities or technical knowledge to navigate these periods (Noy and Nualsri 2007; Röglinger et al., 2022). Moreover, external shocks can have permanent or long-lasting impacts, as well as temporary ones (Röglinger et al., 2022) and strategic upheaval periods can significantly damage an organization's main operations or target markets, restricting access to resources and customers for growth (Chakrabarti 2015). Typically, an organization's "old normal" business logic cannot be sustained, and a "new normal" must be formed (Röglinger et al., 2022). Thus, external shocks require organizations to adjust their strategies, structures, business models and processes to prevent extinction (Röglinger et al., 2022).

Adding on to the impact, there is a relative amount of studies on preparing for, responding to and recovering from the negative effects due to external shocks which are basically three phases of upheaval/event; pre-upheaval, upheaval and post-upheaval (Röglinger et al.,2022; Pearson and Mitroff 1993). The stage before the crisis focuses on mitigation and readiness, followed by the disaster response and then recovery and organizational learning in the post-crisis phase (Lettieri et al. 2009; Röglinger et al.,2022; Bundy et al. 2017). The time phases due to changes in the environment, the temporality perspective that strategic upheaval periods create, can be examined which is also aimed in this paper. Besides, in terms of readiness, firms aim for resilience which is a crucial notion that refers to the ability to maintain positive adaptation under difficult situations so that organizations emerge a stronger version (Vogus & Sutcliffe 2007) with a strong 'coping capacity' and 'flexibility'. From the responding point, business continuity is to identify, manage and mitigate 'risks' that might disrupt the operations (Röglinger et al.,2022). According to Wang et al. (2008), strategic human resource development (HRD) can improve learning capacity during and after an upheaval. Enhancing organizational learning demonstrated to have positive impacts at all phases of crisis management (Wang 2008) which will be analysed in this paper together with the temporal work.

2.3 Organizational Dynamics Due To Change

Firstly, many scholars have conceptualized the degree of change as radical versus incremental and differentiated their dynamics accordingly. The literature on organizational change included both sudden and rapid changes (Macrì et al., 2002) as well as continuous adaptive change which is more incremental (Kraatz and Zajac, 1996). Revolutionary or radical change is more associated with misalignment between the company and its external environment (Oliver, 1991) while in contrast, incremental change happens more in a continuous manner inside the company (Kraatz and Zajac, 1996). Depending on the degree of change and environment, the organization dynamics to deal with change differ and understanding these differences is crucial (Greenwood and Hinings 1996). However, this part will be focused on organizational change dynamics that external shock has created which is mostly associated with radical changes.

According to Landini, Arrighetti, and Lasagni (2020), a company's resource base is especially important when responding to an external shock and striving to secure the company's existence after the disruption. A lack of financial

capital limits decision-making alternatives, perhaps leading to more layoffs in the face of external shocks (Gittell et al. 2006). Besides, human capital can contribute to addressing the complexities and priorities of external shocks (Lengnick-Hall 2011). Similarly, Tsouri et al., (2021) suggest that social capital is essential for learning from business partners and engaging in actions that are more entrepreneurial or innovative in response to external shocks to deal with the change effectively. Moreover, dynamic capabilities theory has been found suitable framework since it's the firm's capacity to integrate, grow and restructure internal and external factors to address rapidly changing environments (Teece, Pisano & Shuen, 1997 p. 516). On the other hand, Greenwood & Hinings (1996) focuses on understanding radical organizational change by bridging new and old institutionalism. It presents a paradigm that blends the stability and change components of organizations by building on concepts from both old institutional theory which stresses stability and durability and new institutional theory which emphasizes change and adaptation. According to Cingöz & Akdoğan (2013), strategic flexibility is highlighted as a way to cope with highly dynamic environments. Although there are some dynamics found by scholars to deal with radical change, the findings lack on how and what organizational dynamics play a role in effective external shocks/ upheaval management.

2.4 Temporal Dynamics

In practice, organizational managers often face many challenges while managing the ambiguity and complexity in strategy-making during periods of strategic upheaval and strategic change. Strategic change involves implementing significant changes to a company's operations, in response to various factors including new market threats or opportunities, regulatory changes or unexpected events. Typically, upper management, most likely the CEO, is responsible for leading and managing these changes (Stouten et al. 2018).

Within the study of strategic change which is assessed by strategic upheaval term, scholars emphasize the importance of the sensemaking abilities of actors- a collaborative and frequently conflicting interpretive process for dealing with uncertainty in business, markets, and the environment. Uncertainty can cause breakdowns in knowledge, necessitating cognitive reorientation (Gioia and Chittipeddi 1991, Balogun and Johnson 2004, Kaplan 2008, Rouleau 2005). Research on sensemaking indicates that individuals consistently establish connections over time, looking into the past to comprehend the present through retrospective analysis and imagining possible future results by considering the routes that would have led to those results "future perfect thinking" (Weick 1979, p. 46). Building on individual abilities of sense-making and dynamic interplay between past, present and future interpretations, Emirbayer and Mische's (1998) human agency theoretical framework offers to understand how interpretations of the past, present and future dynamically interact. It sees human activity as a time-bound/temporal process that draws on past habits while also seeing future possibilities and contextualizing them within current conditions. From this standpoint, the future is not a set outcome, but rather a range of possible outcomes. Similarly, the past is not a series of predetermined incidents, and the present is not defined by particular difficulties. Instead, they argue, actors create histories based on their experiences, and the present is formed and shaped by various assessments of current problems. The path from external uncertainties to organizational actions requires a variety of interpretations of previous events, current stakes, and future possibilities. Hence, different interpretations of past events, present stakes, and potential futures are necessary throughout the path from

external uncertainty to organizational responses (Emirbayer and Mische 1998).

The importance of Temporality in strategy-making has been studied extensively by scholars (Kaplan & Orlikowski, 2013; Loohuis & Ehrenhard 2016) to show how individuals link past, present and future. The study case of Kaplan & Orlikowski (2013), found that new visions for the future require strategic accounts that hinge meaningfully on how such plans align with company history and current external and internal pressure. According to their paper, people's perceptions of the past, present, and future are *inextricably* linked to each other, and temporal work is the process by which they create and reassemble the strategic narratives that connect them. This 'Temporal Work' found that managers engage in a series of activities to construct distinct strategic narratives during the strategic change. These narratives connect the interpretations of past events, current conditions and future prospects in a way that appears coherent, acceptable and plausible(Kaplan & Orlikowski 2013). This entails managing and reconciling conflicts caused by varied interpretations of previous events, the relevance of the current situation and possible future outcomes. In addition, more intense actors engaged in these narratives it is more likely that the strategic plans they create will encourage organizational actions that move away from the status quo (Kaplan & Orlikowski 2013). These understandings of the mechanisms behind strategy formation can aid in the explanation of the behaviours and environments that lead to organizational transformation and inertia (Kaplan & Orlikowski 2013). The recent work of Burgelman et al., 2018 p.548 suggests that future research could explore *"different types of temporal dynamics and factors in strategy work"* which will be the main research in this paper.

3. METHODOLOGY

3.1 Research Method

To assess the dynamics of strategy-making in practice within the chosen sectors, the research insights emerged from the qualitative method and grounded theory approach (Glaser and Strauss 1967) through conducting interviews with business developers of each sector within the chosen B2B company. Qualitative research provides an opportunity to analyse real-life settings allowing us to fully comprehend the context of our research (Yin 2011). The research used an inductive method, which allows data to lead the development of concepts (Yin 2011). It required first gathering raw data, from which repeating themes were recognized which led to the formulation of theories (Saunders et al., 2009). Data collection only involved primary/raw data (Saunders et al., 2009). The intention of conducting interviews is to gather first-hand experience from the business developer strategists and also allow them to feel rethink and reflect. These interviews were semi-structured which combines elements of both unstructured and structured interviews (Ugwu & Eze 2023). Using the semi-structured interviewing method allows us, the interviewer to tailor the approach within a predefined framework and encourages creativity and novelty in insights collecting for research objectives (Ugwu & Eze 2023).

3.2 Sampling

The research was conducted at an Engineering consulting firm, a well-known interdisciplinary organization that provides engineering and consultancy services to various industries including Water, Digital and Maritime. This corporate-level engineering consulting firm was chosen as the research setting as it represents large established B2B enterprises, providing an ideal opportunity to investigate how strategies are formulated in

a corporate setting. Exploring how a single corporate-level B2B organization develops strategies for several sectors in which it operates, provides a good opportunity to comprehend these dynamics more precisely in strategy making and how each unit is affected by the strategic upheaval. Our focus at the Engineering consulting firm was on the Business Development team which is in charge of the formulation and implementation of strategic initiatives to navigate the complexity of B2B firms face from the outside. This focus group was chosen for each specific sector as our primary data source due to its pivotal role in determining the organization's strategic direction and involvement in dealing with the external volatility of industries.

Research specifically focused on differences in strategies before and after a big impactful event such as Covid19. To determine dynamics that support strategic change, past and present strategies are analysed to identify the factors that shape the strategy formulation and how actors lined those different periods namely past, present and future to cope with the current status quo. To explain these discrepancies, it was looked at the shifting viewpoints of our interviewees on the strategies they were actively engaged in developing. For the focus group, specific criteria were established to guarantee that the interviewees were, in fact, subject matter experts which is illustrated in Table 1.

CRITERIA
1. Participants must be employees of the selected B2B enterprise, an internationally recognized engineering and consulting firm.
2. Participants should have at least five years of experience working in the relative sector to track temporality and ask about strategic periods.
3. Participants must be fully engaged in business development, strategic planning or marketing within their respective industries, with a focus on coping with external volatility and adapting strategies as needed.

Table 1

3.3 Data Collection
The data collection process involved and followed rigorous standards for conducting inductive research and the methodology of grounded theory (Gibbert and Ruigrok 2010). The research inherited highly from ethnographic techniques (Agar, 1986) including conducting interviews with the focus group as well as observing everyday activities involved with strategy development inside the business to learn about the strategy-making practices and the dynamics of selected B2B enterprise in three sectors: maritime, water, and energy. These interviews with the business developers of each chosen sector were semi-structured, combining unstructured and structured interviews. The semi-structured interviews have a dual purpose of gathering information systematically on a central topic while also allowing for the exploration of emerging topics where there is prior knowledge about the topic but more details are required (Gibbert and Ruigrok 2010).

During the interview, special attention was given to contextualisation of the dynamics and factors in strategy-making within a historical framework. Moreover, the participants were prompted to reflect on the strategic upheaval periods, to be able to find valuable insights into how the business development team has made certain strategic decisions and adapted the strategic change inside the business unit to cope with the strategic upheaval periods. The questions were asked to understand how actors link the past, present and future during

the strategic upheaval period and what dynamics and factors have driven that successful strategic change implementation. These interviews were done alongside observations to track the process, understand different perspectives and identify the dynamics and practices that are employed. Interviews were recorded, transcribed and analysed to be able to find answers to the research questions.

3.4 Data Analysis
During the data analysis phase, the transcribed interviews were examined using the Gioia methodology (Gioia et al., 2013). This method provides a structured framework for extracting meaningful interpretations from the investigated data. The Gioia method was found suitable for the analysis since it allows for an in-depth exploration of how individuals in the study make meanings and sense of their strategic decision-making processes over time. Initially, interview statements were classified into 1st Order Concepts, with a focus on identifying the most important and frequently used terms by participants. Later on, the 2nd Order Themes focused on finding emergent themes from the 1st Order concepts and determining whether these themes indicated concepts that could help define and explain the phenomena that were observed. Finally, the discovered themes and concepts were reduced down to 'Aggregate Dimensions' to systematically and rigorously analyse the qualitative data. To confirm the accuracy and reliability of the data outcome, the data was analysed iteratively, going through several rounds of assessment. This iterative method enabled the research to reduce bias and provide a more objective evaluation of the data. These aggregate dimensions indicate the dynamics and factors that shape strategy-making inside the organization and will be provided in the next section, results (See appendix, figure 2).

4. RESULTS
In this section, the obtained results from the interviews will be discussed. The main purpose of conducting interviews in a corporate B2B business is the find out important factors and dynamics in strategy making during the strategic upheaval moments and how actors deal with the change effectively. The findings will be given by category and its sub-categories. To support the outcomes, illustrative quotes will be used. As can be seen in Figure 2 in the appendix, titles are constructed according to the aggregate dimensions and the subtitles are the second-order themes.

4.1 Internal Organizational Dynamics
Firstly, during the interview, it was understood that internal capabilities are essential to navigate change during the strategic upheaval periods. This has been found in the analysis of data as one of the aggregate dimensions (figure 2, appendix). However, internal organizational dynamics is a broad concept therefore it has been analysed in subtitles.

4.1.1 Team Dynamics & Transformational Leadership
As it was stated in the SAP literature the actors are crucial in strategy management. Therefore, to assess their role and the relationship, interviews are made with employees and senior managers to find out individual and team dynamics contributions to the effective navigation of the strategic upheaval. Three participants extensively mentioned the importance of leadership especially during strategic shock periods. The senior manager of the team stated *"I believe the key to our unit's success is developing a strong sense of teamwork and mutual support. It's crucial that everyone feels part of something bigger with a 'cover your back I cover your back' mentality, especially during strategic times"*. The

statement includes both aspects of the importance of leadership and strong team dynamics. During the strategic upheaval, individuals feel stressed and overwhelmed which was observed that could be a possible barrier to effective decision-making. It seems that effective leadership and supportive environments within the team are critical. Another participant used the *"where to play, how to win"* statement which also indicates the importance of leadership in navigating the strategic direction successfully. Another aspect was given by the senior manager when the question about the strategic upheaval period was asked: *"In my opinion, the best protection you have is that you grow a team of people and again they don't just do what you tell them to do, they do what needs to be done."* This refers to transformational and adaptive leadership styles during strategic change. It where also shows the importance of mutual trust and the need for strong relationships within the team.

4.1.2 Internal Risk Mitigation for Resilience
The organization's resilience has been mentioned by many participants from a variety of viewpoints to recover and sustain the business from the distributions occurring regardless of their business unit nature. The senior manager of water technology mentioned *" Diversity is an important component in every area of the business. Variety is an important condition not only for better decision making but also to become more resilient during the change."* The manager was focusing on the diversity aspect in many areas for better risk mitigation to sustain the operation while also retaining their competitive advantage. The maritime manager was talking about the Russia and Ukraine war and how this affected the business unit. There it was mentioned, *"A widespread portfolio ensures you can sustain an impact on your business. Fortunately, we have so much work across the globe we did not feel the pain"*. It has been noted that significant disruptions in the external environment can adversely impact businesses and risk mitigation is needed for being resilient in those periods.

4.2 Adaptability & Agility
Adaptability has been found as the key term in dealing with unexpected external changes. Most of the participants emphasized the importance of being adaptable to the external environment to sustain their business operations. Besides, being agile and quick was crucial while adapting to the environment. These interlinked themes were merged as an aggregate dimension.

4.2.1 Responsiveness to External Environment
It has been found in analysis that quick decision-making and responsiveness level of actors and the organization is essential during the external shock. Especially, participants mentioned the importance of agility in decision-making to cope with the high impact that strategic upheaval creates in the business. While the Maritime manager was reflecting on the strategic periods *" Our whole position in the business landscape can suddenly change due to political and defence military landscape changes, so you need to be quick in decision making. We had to stop all our business in Russia in one night. We had 13 live projects in Russia."* Since the landscape of the B2B businesses is highly dynamic, it is needed to act and respond to the change quickly. The direct high impact of the strategic upheaval into the business unit created room for the need for quick action. Another employee mentioned the importance of sensing the external environment's needs in a short time. *"The ability to act quickly and directionally is crucial; avoid over-planning otherwise you will be drown in the change"*. This is a considerable point to understand the need for responsiveness to the significant distribution happening in the external environment. Although in strategy-making practices, planning

has been found one of the most important factors, in a dynamic environment this is not always prioritized by the actors which indicate the difference in practices in high versus low dynamic environments.

4.2.2 Adaptability and Flexibility
The company's strategic operations showed a high degree of flexibility and adaptability. This included both proactive and reactive strategies for dealing with unexpected changes and disruptions. Whether it was terminating projects due to external factors or adjusting strategic focus in reaction to new developments, the organisation's adaptability and flexibility were critical to sustaining its competitive advantage. The employee mentioned *"During the pandemic the company quickly adapted to the change by looking for solutions immediately, "* allowing them to embrace the barriers and challenges that new situation brings. Some reactive measures are mentioned extensively due to the volatility of the market conditions. The Maritime Manager remarked that *everything cannot be planned in advance because unexpected events will always occur* which emphasised the importance of reactive measures for the strategic upheaval periods. Some proactive measures were also found during the analysis. The company iteratively in some periods, questioned the strategies to assess if they are still applicable but also realize new threats that can come from the outside environments. Actors involved in anticipatory actions in strategy making to be effective in their change management and to navigate the potential risks that might impact the company negatively. Adaptability was the key term that was mentioned almost in all interviews (figure 2, appendix)

4.3 Decentralized Strategies for Environment and Customer
This dimension looks into the organization's approach and ability to develop customized strategies which are unique to specific environmental and customer needs. The complexity in nature of B2B business requires a high understanding of the environment for adaptation which has already emerged as a dimension, however, understanding the customer needs and their respective response to the strategic upheavals is found critical in the navigation of these periods. This decentralisation method of the organization was mentioned by actors in different business units.

4.3.1 Leveraging the Regional and Market-Specific Understanding
Within the corporation, each business unit is empowered to establish and develop strategies that reflect the specific political, economic, environmental and societal conditions of their respective regions. This decentralisation method ensures that the strategies remain relevant and effective across multiple market conditions which also enhances risk management and customer satisfaction. The maritime employee mentioned the significance of keeping up with local political developments *"Each business units implement their own strategy... they need to be aware of what's happening in their respective regions and what are the political developments in that region".* The approach implies that strategies are in line with the market conditions and prepared to mitigate possible threats or risks from outside influences. Additionally, to mitigate risks, the company modifies its strategies in response to local market conditions. *"We customize our methods per region, adjusting strategies based on market conditions for better risk management. If you work for the Middle East region, you need to know extensively what is happening currently in Israel".*

4.3.2 Tailored Strategies for Customer Segments

The strategy development method of the company focuses heavily on understanding and satisfying the unique needs of various client segments. This includes continuous engagement with clients, adjusting strategies to their specific needs, and offering a high level of satisfaction, which drives the company's performance. Customization of strategies to fit the unique needs of distinct consumer segments is an important activity within the company. For example, during the pandemic, the firm changed its approach to client engagement, using virtual reality tours for its products, demonstrating its ability to utilize technology to retain and improve relationships with clients. *"During Covid-19, we wanted to engage with clients so we used virtual reality tours for our products."* In addition, proactively engaging with clients to understand their changing requirements and expectations is critical during the strategic upheaval period. While the marketing manager was reflecting on the time when the regulations were changed considerably, it was declared *"The first steps were to understand the impact on our clients and business and then create content around it."* This shows the practices involve understanding the impact of the change creates on clients and responding accordingly. Similarly, an employee mentioned, *"Customer focus is important for the business development and we need to also understand how customers react to these external changes which can be challenging"*. The emphasis on understanding the impact of the strategic upheaval is a key practice for strategy developers. The level of customizing is optimal at the company and key account management is found essential. It was stated that *"Some clients can be quite old and then LinkedIn as a channel does not work. Then we obtain a more old-school way of communicating for engagement"* which indicates the importance of key client engagement.

4.4 Innovation & Technology Dynamics

This dimension analyses the role of innovation and technology implementation in improving the organization's strategic capabilities. It focuses on how advances in technology and innovative methods have been used to sustain a competitive edge, particularly during times of strategic upheaval. By integrating technologies and cultivating an innovative culture, the company ensures its agility and responsiveness to both internal and external aspects.

4.4.1 Technology Integration in Strategy

The corporate company is deeply involved with technology integration into its strategic planning and its operations, resulting in informed decision-making, improved data analysis and more efficient and effective operations. This integration can be observed use of artificial intelligence tools and advanced software usage to assist strategic initiatives. One significant example that was stated by the senior business developer, is the transition from manual processes to technology-driven techniques." *I have come up with these SWOT elements through common sense, knowledge, experience, and AI tools like Copilot.* This quote highlights how company and individuals improve their strategic understanding and planning by utilizing technological advancements.

4.4.2 Innovative Solutions for Strategic Upheaval

Innovation is vital to a B2B corporate company's strategy for overcoming strategic challenges, especially during crises. Covid-19 was a major experience for the company's ability to innovate under massive external pressures. Traditional methods of client engagement were not possible, prompting the organization to explore new solutions. *"We could not see our clients anymore. We needed to go fully online and do the engagement through organizing online webinars."* This

innovative approach ensured continued client engagement while also showing the organization's ability to adapt to new situations. In addition, the organization's focus on remote tools and virtual methods allowed it to sustain its operations properly despite the travel restrictions. *"We were not allowed to travel thus we had to do virtual site visits for the projects with a local person wearing a camera on top of their head"*. The company's ability to quickly shift to digital solutions and find innovative ways of operating demonstrates the commitment to utilizing new solutions to not only endure the crisis but also to excel and discover opportunities for growth.

4.5 Temporality

This section investigates the temporal dynamics involved in strategic decision-making inside the organization. It focuses on how the firm navigates past, present, and future aspects of its strategy formulation and execution.

4.5.1 Actors' Experience

The temporality has been assessed in their reflection on the past strategic upheaval moments. The actors were constantly reflecting back and comparing the practices that had been executed in the business unit. It has been also mentioned that strategies do not always completely change although the company is facing significant disruption. It has been mentioned by the senior BD manager, *"We use our experience and knowledge from past projects to inform current strategies. We just had to adjust the strategy when we got that external strategic change (COVID-19). So the method, but I would say strategies are shaped according to customer response"*. Here, extensive reliance on the past has been mentioned while also pointing out the importance of the experience of the individual and business unit itself. Experience was the key word when the success factors on navigating strategic upheaval times were asked while this indicates that temporality in strategy-making occurs often. Likewise, the digital manager reflected on COVID-19 times and indicated having experience with digital tools helped the team to mitigate strategic times with more confidence: *"Luckily team had experience with MS Teams so the conversion was quick and successful to the new situation that Covid-19 brought.* Likewise, a senior BD manager mentioned: *"In our unit, we often say 'Let's make better mistakes tomorrow.' This means acknowledging when things don't go as planned and avoiding repeating the same wrong actions and expecting different results."* Since the experience has been mentioned while reflecting on the past, the past temporality has been highly observed during the interviews.

4.5.2 Actors' Motivation and Continuous Learning

When the questions were asked to participants on how they predicted the change and how they were also predicting the current trends to assess the temporality in work, many mentioned that motivation and personal interest are the keys. The business developer stated, *" Being open to external inputs and constantly learning from the environment is important, especially during the shock times"*. Here, actors' temporal involvement is mentioned with the present time and actors constantly learn from the present environment to create more effective strategies during the strategic periods. Another statement is made by the maritime manager, *" You have to have a very sincere interest in politics, in technical developments in the wider societal context of a region"* which highlights the individual's motivation of sense-making abilities. Similarly, while the manager was reflecting on the strategic period, COVID-19 it was stated*:" We need to learn from our mistakes. When I became manager business unit lost a considerable amount of money. Blaming COVID-19 and continuing the same strategy would lead to disaster.* Although the quote emphasises

the importance of continuous learning, it also highlights that actors learn from the past and integrate the knowledge into current situations.

4.5.3 Perfect Future & Scenario Planning
Planning for the perfect future and constructing resilient scenarios entails anticipation of the potential external changes and establishing flexible strategies to become more adaptable to possible futures. Actors' extensive efforts in trying the predict future and future trends that might impact the company enable the business units to proactively position themselves for future threats and opportunities by applying strategic foresight practices to identify upcoming trends. It was mentioned that the company has strong ties with the government and its stakeholders to get informed earlier for the possible regulation changes to be prepared for the external effects. Similarly, tools like SWOT and AI are extensively utilized by actors to navigate future scenarios. The maritime manager shared a possible future event by reflecting: *As business developers, we should be aware of the environment. For example, what will happen if China invades Taiwan?"* This quote illustrates that actors do think about the future to navigate and prevent the negative high impacts that the business unit might experience. Besides, climate change and the environment are emerging issues nowadays, actors realized the threat and highly adapted ESG components into their strategy since these are also seen as topics of the future to be more prepared. *" I recognized the focus should shift away from 'only water' and more toward energy, carbon, and biodiversity. Therefore I have formulated a strategy for ESG consultancy, including environmental, social, and governance issues"*.

4.6 The Model
This model has been created as a result of all findings in this research to reveal the organizational and temporal dynamics of the B2B firm in navigating strategic upheaval periods. Each circle is a representer of the second-order concepts which are placed into relevant quadrants. The Y axis is assigned as external and internal, X axis is assigned as the low or high impact of strategic upheaval on the business unit. Internal factors consist of organizational components such as operations, internal capabilities and team dynamics that influence strategy formulation, whereas external factors include customer needs, market conditions and political or economic trends that shape strategic decisions. High impacts are the incidents that influence the business unit significantly, while low impact has lower influences. The second-order concepts are replaced by these dimensions according to the results that have been found which are determined by the level of the impact that strategic upheaval created.
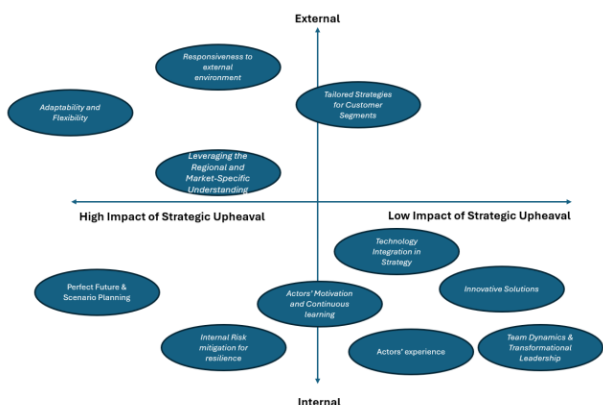

Figure 1: Organizational and Temporal Dynamics in navigating the strategic upheaval periods.

5. DISCUSSION
By conducting interviews with experts in their fields in a B2B firm, this research aims to answer the following research question: *"What are the organizational and temporal dynamics of B2B organizations in navigating strategic upheaval periods? How does the strategic upheaval affect/impact strategy making practices?"*. It was expected to explore, the strategic decision-making practices within a B2B firm, with a focus on how actors use sense based on their predispositions toward past, present, and future incidents. The need to understand Strategy as practice has been identified by many scholars (Vaara & Whittington, 2012; Jarzabkowski 2005; Johnson et al. 2007; Whittington 2006). Combining the theoretical frameworks of Strategy-as-Practice (SAP), Temporal Work (Kaplan & Orlikowski, 2013) and Strategic Upheaval Periods (Röglinger et al.,2022), this study intends to understand how strategies are formulated, implemented, and transformed in response to external changes. The results that are obtained by interviews have shown that Internal Organizational Dynamics, Adaptability & Agility, Decentralized Strategies for Environment and Customer, Innovation & Technology Implementation, and Strategic Temporality facilitate strategic success during times of strategic upheaval. Further explanation of how each aggregate dimension relates to answering the research question will be discussed next.

5.1 Interpretation of Results
In this section, each research results will be explained and interpreted. Then, these findings will be compared with the existing literature and then practical implications will be provided.

5.1.1 Internal Organizational Dynamics
Firstly this aggregate dimension has been created under the second orders of Team dynamics &Transformational leadership and internal risk mitigation for resilience. The importance of team dynamics and the individual's contributions is essential. During crisis moments, actors may feel pressure and stress and this may cause deficiencies and defectiveness in strategic decision making. The importance of internal dynamics has been assessed by Lin et al. (2016) to cope with external changes. This has been also proven by this research. As SAP literature also suggests the actors interactions are crucial, and emphasis on mutual support and transformational leadership has been added by this research as another dynamic. Transformational leadership style was effective since employees feel a high level of pressure and stress from external change. Supportive team interaction and leadership style are key for effective change management. Besides, the internal capabilities of the firm play a significant role in the risk and asset management of the company. Risk should be spread over to cope with the uncertainty in the environment. In this way, the organizations become more resilient and still sustain their operations during strategic upheaval moments.

5.1.2 Adaptability & Agility
Adaptability to the external environment is the key element that the organization obtains during the strategic upheaval times. High uncertainty and new conditions in the environment are visible and adaptability is the way to cope with the challenges and threats. Depending on the context, the firm has developed its level of responsiveness and agility in decision-making which allowed the firm to navigate the change effectively and successfully. For instance, the firm adapted new solutions very quickly during the pandemic which allowed the firm to lower the negative impact of this unexpected strategic upheaval. On the other hand, during the Ukraine-Russia war, strategic turbulence had a direct and major influence on business units,

necessitating quick decision-making to minimize and mitigate risks and capitalize on new opportunities. While in the strategic literature planning is necessary, overplanning can impede responsiveness in a dynamic environment. This variation in practices between high and low-dynamic environments emphasizes the importance of balancing between planning and agility. Lastly, Adaptability and Agility are critical when dealing with high-impact strategic upheavals. The direct and massive impact of the event required high adaptability and agility, which can be also observed in Figure 1.

5.1.3 Decentralized Strategies for Environment and Customer

Decentralized strategies for the market and customer emerged as an important dimension in navigating strategic upheaval periods. This section suggested how tailored strategies can be effective and allow firms to meet new market conditions and customer expectations. Understanding the regional and market-specific conditions enables organizations to respond successfully to regional or country-specific challenges by being more prepared for threats while also realizing outside opportunities. Besides, tailored strategies for customers enabled the firm to sustain client satisfaction. The unexpected result was the emphasis on understanding the impact from the customer's perspective. This was the surprising part of the research as it is mentioned in the results, actors were finding it challenging to cope with external change in their environment while also trying to understand the impact from the customer's point of view. This is the distinguishing factor between B2B firms versus B2C firms in strategic management. It was also interesting that some business units were experiencing impactful strategic upheavals compared to other business units. When the business unit was experiencing a higher level of impact from the incident, the importance of decentralizing and understanding the region-specific trends and customer needs was found even more critical in navigating the shock periods (Figure 1).

5.1.4 Innovation and Technology Implementation

This dimension was mostly related to technological advancements and innovative solutions that were employed during the strategic change. The company's operational and strategic planning processes have a solid technological integration, which facilitates improved data analysis, more effective operations, and better decision-making in general. The adoption of artificial intelligence (AI) such as Copilot and advanced software to assist strategic efforts is an example of this integration. However, this innovative and technological adaptation was more visible when there was a lower impact strategic upheaval (figure 1). For instance, technology was used by the actors to predict the possible future trends and not fully a way to navigate the impactful strategic upheaval. During the impactful strategic upheaval, actors sensed the urgency and the pressure to sustain the operations while technology and innovation were practices to obtain when there is a lower impact from the event to the business unit (Figure 1).

5.1.5 Strategic Temporality

Strategic Temporality has emerged as one of the critical aggregate dimensions during analyzing the data. This aspect is about understanding how an organization uses past, present and future in strategy formulation and execution. It has been observed that actors highly obtain the temporal dynamics in their strategy-making practices. Firstly, actors highly rely on past experiences and this was observable. Reflecting on previous strategies and historical insights enables the organization to prevent repeating past mistakes while building on prior achievements. Strategies are not always completely

changed due to external shocks. However, when the business unit experiences a lower impact from the strategic upheaval, actors are more likely to rely on old practices (Figure 1). For an effective strategy actors also continuously learn from their current environment and are driven by internal motivation. It is important that actors learn reflect and stay informed about the current status quo. Besides, actors constantly try to predict the future and create possible scenarios. Strategic foresight is an essential practice in navigating strategic upheaval periods in order to be more prepared and adaptive to external shock. Predicting trends was specifically crucial for the maritime sector due to its dynamic nature. When the business is highly impacted by an external event, actors are more likely to be involved with forecasting practices (Figure 1) since political or environmental trends can harm the business unit extremely, actors future predicting practices are essential practice for a successful strategic integration.

5.2 Theoretical Implications

The research aimed to clarify what organizational and temporal dynamics play a role in navigating strategic upheaval periods in a B2B firm. The findings of this research contribute to existing strategic management literature, especially Strategy as Practice (SAP) and Temporal Work (Kaplan & Orlikowski, 2013). The findings offer insights into how organizations in practice cope with external shocks and how this affects the strategic dynamics. The importance of individual and collective practices in strategy formulation was highlighted by this study such as effective leadership and team cohesion which aligns with the SAP's focus on micro-level practices. Unexpectedly, mutual support and social factors play a big role in overcoming the difficulty external event brings. On the other hand, it was also found that strategic practitioners are essential as SAP literature indicates and their experiences and backgrounds affect the strategy formulation processes (Kaplan & Orlikowski, 2013; (Vaara and Whittington, 2012). Besides, reflecting on past experience and strategic foresight practices are critical for navigating external uncertainties which aligns with Temporal Work (Kaplan & Orlikowski, 2013). In addition, the technological and innovative solutions adaptation of the firm during the strategic upheaval demonstrates the changing environment of strategic management towards the digital age, emphasizing the need for technological advancement and innovative solutions. These insights help establish more flexible and adaptive strategic models capable of managing the intricacies of a changing corporate environment. From the strategic upheaval perspective, as Röglinger et al., (2022) also discuss the impact of the strategic event is essential for the organisational response and this paper showed depending on the level of the impact the organizational and temporal dynamics differ (Figure 1) in their strategic respond to the change. It was found that actors constantly try to predict the future to be more prepared and receive minimum disruption as possible. On the other hand, although the literature was scarce on how organizational dynamics play a role in navigating impactful unplanned external events, Tsouri et al. (2021) emphasized the importance of innovative and entrepreneurial actions in effective crisis management. This paper additionally found the importance of technology implementation to innovative actions. Moreover, Greenwood & Hinings (1996) indicate that the new institutional theory reflects the need for adaptation during the change, flexibility was added by this paper as Cingöz & Akdoğan (2013) also suggested.

Overall, this paper provides a combined case study of Temporal Work and Strategy as Practice examining the impact level of external shock on the business unit in a single organization. By also serving as a practical case study, the strategic dynamics can

be understood by scholars as to how B2B firms deal with nuances and complexities during the strategic upheaval periods in a practical setting.

5.3 Practical Implications

Besides the theoretical contribution of this paper, it also provides a practical implication in strategy management. From the practical viewpoint, the insights provide B2B organizations with the important dynamics that can assist them during strategic upheaval periods while still sustaining their business operations. More precisely, organizations may enhance their resilience, increase customer satisfaction, and maintain their competitive advantage in a dynamic business environment by integrating adaptability and agility, decentralized strategies, technology and innovation, continuous learning, and collaborative team dynamics.

5.4 Limitations & Future Research

Although this study provides valuable insights for strategic management during external shock times it has also some limitations that might have influenced the outcome of the research. Firstly, the small sample size could be one of the limitations. While the in-depth interviews generated insightful qualitative data, a large sample size could have a more detailed and varied understanding of the strategic practices in the navigation of the externalities. This would allow for diverse spectrum experiences, resulting in a more nuanced study. Secondly, the case study is based on qualitative data which is gathered from a single B2B organization. Thus, the findings may not be applicable in every industry or other B2B businesses. The result's application to other contexts may be limited due to the organization's unique characteristics such as specific market requirements, the corporate culture within the firm and other strategic priorities. For more detailed results, several organizations can be included from a variety of industries to be able to generalize the findings. Thirdly, due to the limited time given, the study gives a snapshot of the strategic dynamics during the strategic upheaval periods mostly focusing on the most frequent external event, Covid-19. Future research should follow the practices' evolution over a longer term of periods to understand better how they change and reshape according to the external environment. Lastly, another limitation is, as is always debated, the subjectivity degree of the qualitative data both in data collection and analysis (LeCompte, 2000). The researcher's interpretation and judgments can influence the data outcome. (LeCompte, 2000) Although extensive efforts have been made to ensure rigorous and iterative data analysis for bias reduction, it is still possible that some subjective elements could have influenced the findings.

Besides the research limitations, a few recommendations will be provided for future research on the topic of temporal and organisational dynamics in navigating strategic upheaval periods.

Firstly, one aspect that could be investigated in future research is comparing strategies and practices across various industries, regions and organizations to understand the strategic upheaval impact specifically. By this approach, researchers can find industry-specific strategies and their best practices. This can help to generalize the dynamism of strategy-making practices during times of upheaval.

Secondly, the advanced technology integration into strategic management was found critical. The high level of digitization in the businesses affects the strategy-making practices, making the switch from the manual to the technical visible. Therefore, future studies should look into how emerging technologies such as artificial intelligence, big data analytics, and advanced software programs transform strategic processes. Exploring the technology and innovation influences on strategic agility and resilience could provide useful insights to businesses.

Lastly, employing longitudinal studies that evaluate strategy practices over periods could provide useful insights into how strategy-making practices evolve over time. Longitudinal studies provide enough time span to encompass a detectable change in organizations (Rajulton, 2001). By this approach, scholars can assist and comprehend how the temporal dynamics of strategies and actors differ from the status quo and respond to the strategic upheaval accordingly. Future studies in these areas can advance the understanding of strategic management in B2B organizations and help them to navigate more effectively the dynamic and complex business landscapes.

5.5 Conclusion

This research aimed at identifying and understanding the organizational and temporal dynamics of strategy-making during the strategic upheaval periods. The research question that was aimed to find the answer is:

"What are the organizational and temporal dynamics of B2B organizations in navigating strategic upheaval periods? How does the strategic upheaval impact strategy practices?"

To be able to find the answer, this paper used the temporal work (Kaplan & Orlikowski, 2013) and Strategy-as-Practice (SAP) frameworks to analyze the strategic management practices of B2B organizations during the external shock. The study emphasized the significance of Internal Organizational Dynamics, Technological Innovation, Adaptability and Agility, Decentralized Strategy and Strategic temporality for effective change management in strategy in response to the strategic upheaval. Overall, this paper offers a comprehensive understanding of how B2B firms formulate and execute strategies effectively and traverse strategic upheaval periods successfully while enhancing and sustaining their resilience and competitiveness in a volatile environment.

6. ACKNOWLEDGEMENTS

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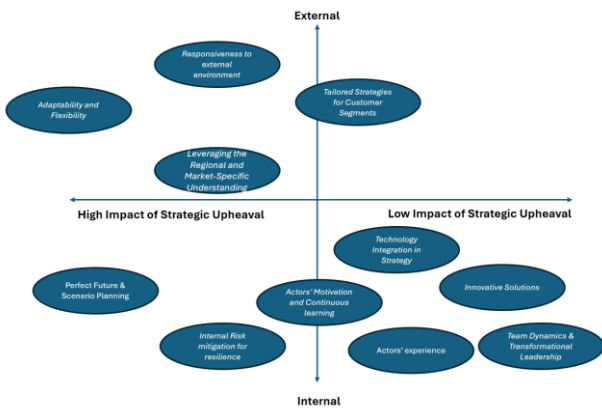
8. APPENDIX

Figure 1: The Results

Figure 2: Data Analysis

1st order Concepts	2nd Order Concepts	Aggregate dimensions
Diversity in team		
Leadership skills and its role		
Internal team support and trust	Team Dynamics and Transformational Leadership	Internal Organization Dynamics
Diversity in asset management		
Risk management	Internal Risk mitigation for resilience	
Quick decision making		
High market uncertainty	Responsiveness to external environment	
Investment shifts		
Proactive Strategies		Adaptability & Agility
Reactive strategies		
Navigating the external environment	Adaptability and Flexibility	
Anticipatory actions for outside impacts		
Awareness to the external environment	Leveraging the Regional and Market-Specific Understanding	
Customizing strategies per region/country		
Client segmentation		Decentralized Strategies for Environment and Customer
Key account management for engagement	Tailored Strategies for Customer Segments	
Understanding the impact from the customer view		
Usage of Artificial intelligence		
Software usage for market prediction	Technology Integration in Strategy	
Transforming to technological approaches		Technology integration in strategy
Shifting to new approaches		
Remote work adaptation in Covid-19	Innovative Solutions	
Reflecting back		
Looking at old strategies	Actors' experience	
Past History Reliance of individuals		
Actors motivation to learn and predict	Actors motivation and Continuous learning	Strategic Temporality
Learning from the current status quo		
Scenario planning for future		
Strategic forecasting eagerness/ability of individuals	Perfect Future & Scenario Planning	
Preparing for future treats		