

Craft in Organizational Society

Panel Symposium

Tuesday, 14 Aug 2018 11:30AM - 1:00PM

at the Marriott Chicago Downtown - Magnificent Mile in Clark Marriott Ballroom

Sponsors: (OMT, ENT)

Finalist for the OMT Best Symposium Award

Panellists in Alphabetical Order:

Howard Aldrich – University of North Carolina

Gino Cattani – NYU Stern School of Business

Tina Dacin - Queen's University

Mukti Khaire – Cornell University

Discussant:

Davide Ravasi – UCL School of Management

Organizers:

Jochem Kroezen – University of Cambridge

Innan Sasaki – Lancaster University

Panel Symposium: Craft in Organizational Society

Modern society is experiencing a revival of craft, defined as skilled professional work that is performed out of “dedication to good work for its own sake” (Sennett, 2008: 20) and that relies on a pre-industrial organization of production (Ocejo, 2017; Stinchcombe, 1959). Although previous research has examined craft contexts (Carroll & Swaminathan, 2000; McKendrick & Hannan, 2014), our understanding of the role of craft in modern society remains very sparse. As such, as organizational theorists, we have limited insight into why and how the craft revival is occurring and what unique challenges entrepreneurs, professionals and organizations face when operating in the craft space.

While research on industrial evolution and institutional change has phenomenologically shown the reemergence of craft principles across a variety of domains, such as farming (Weber, Heinze, & DeSoucey, 2008), radio broadcasting (Greve, Pozner, & Rao, 2006) and alcohol production (Carroll & Swaminathan, 2000; McKendrick & Hannan, 2014), actual theories of craft have yet to permeate the boundary of the management community (Suddaby, Ganzin, & Minkus, 2017). Yet, craft appears to be an important component of the new economy (Fox Miller, 2017; Heying, 2010; Ocejo, 2017) and may provide opportunities to dampen inequality in modern societies. As such, enhancing our understanding of craft revival seems to be essential for organizational theorists.

In addition to the revival of craft, we also are lacking a solid understanding of the unique organizations and networks that engage in craft production. First, we have a limited understanding of the survival of heritage craft firms. Largely ignored by mainstream theory, many fields contain traditional craft firms that have somehow been able to survive the era of globalization and corporate consolidation (e.g. Cattani, Dunbar, & Shapira, 2017). Key for these

organizations appears to be striking a balance between the maintenance of tradition and innovation (Blundel & Smith, 2013). However, many continue to struggle with this as evidenced by a recent report of the Heritage Crafts Association in the UK that classified seventeen crafts as critically endangered (The Heritage Crafts Association, 2017). Similarly, craft entrepreneurs and organizations participating in the craft revival struggle with finding a balance between the authentic restoration and the innovative transformation of their crafts to build successful firms of alternative form. These unique forms of organizing provide a great opportunity to enhance our existing theories of organizations, yet relatively little work has been done in the area thus far.

The purpose of this symposium is to bring together a diverse panel of distinguished scholars conducting research on craft to (1) discuss the importance of and recent developments in the area; (2) chart out a course for future research, and; (3) engage in an interactive discussion with audience members around the topic.

Panelists

1. Howard Aldrich, Professor & Department Chair, Sociology, and Adjunct Professor of Management in the Kenan-Flagler Business School, the University of North Carolina, Chapel Hill, North Carolina. He is the author of multiple critically acclaimed books and his research has been published in leading journals including *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *American Sociological Review*, and *Journal of Business Venturing*. Professor Aldrich's ongoing work on craft is focused on the global maker movement, a movement of digital crafts(wo)men.

2. Gino Cattani, Associate Professor of Management and Organizations, Stern School of Business, New York University. His research has appeared in *Administrative Science Quarterly*, *American Sociological Review*, *Industrial and Corporate Change*, *Organization Science*, *Strategy Science* and *Strategic Management Journal*. Professor Cattani has recently published highly relevant research on the effects of commitment to craftsmanship on competitive strategy.
3. Tina Dacin, Professor and Stephen J.R. Smith Chair of Strategy & Organizational Behaviour, and Director, Smith School of Business Centre for Social Impact. Her research has been published in leading management journals including *Academy of Management Journal*, *Academy of Management Review*, *Journal of Management*, *Organization Science* and *Strategic Management Journal*. Professor Dacin's research sheds light on the role of tradition in craft-based production and organization.
4. Mukti Khaire, Girish and Jaidev Reddy Professor of Practice at Cornell Tech and the Cornell SC Johnson College of Business. Her work has appeared in the *Academy of Management Journal*, *Journal of Business Venturing*, *Journal of Management*, *Organization Science*, and *Organization Studies*. Professor Khaire has a long track record of research on craft-related subjects through her various projects on entrepreneurship in the creative industries. She recently published a Stanford University Press book, *Culture and Commerce*, that uncovers the dynamics of craft-based production and consumption.
5. Davide Ravasi, Professor of Management, UCL, School of Management. His research has appeared in the *Academy of Management Journal*, *Administrative Science Quarterly*, *Journal of Management Studies*, *Journal of Business Venturing* and *Organization Science*. Professor Ravasi provides a unique angle on understanding craft through his

extensive expertise studying the interplay between design and business. His ongoing research is focused on traditional craft firms in Japan.

Format: The format for this 90 minutes symposium will be as follows:

- 1) *Introduction to the topic and panelists* (5 minutes) The symposium will begin with Jochem and Innan providing an overview of the motivation, goals, and format of the symposium, followed with an introduction that highlights the importance of research on craft and demonstrates how the four presenters contribute to this area.
- 2) *Individual panelist presentations* (10 minutes each – 40 minutes total) The panelists will talk about their research in turn.
- 3) *Moderated discussion between panelists* (20 minutes) Davide, whose own research is highly relevant for understanding the dynamics of craft will then act as discussants. They will provide an overarching frame for the four presentations and pose questions to the panelists with an eye on identifying important areas for future research on craft and craftsmanship.
- 4) *Questions from the audience* (20 minutes) The symposium will be opened to the audience for Q&A with the panelists and discussant.
- 5) *Concluding statements* (5 minutes) Jochem and Innan will conclude by summarizing the session and recapping ideas for future research.

Interest to sponsoring divisions

This symposium on craft in organizational society is highly relevant to a number of divisions in the Academy of Management. First, this symposium is of interest to the Organization and

Management Theory (OMT) division since craft research involves the examination of unique trajectories through which economic society is evolving as well as unique organizational forms. The focus on these understudied trajectories and organizational forms helps enhance our understanding of key areas of interest to OMT members including institutional change, organizational ecology, authenticity, organizational identity and history. Second, this symposium will be of interest to the Entrepreneurship (ENT) division since understanding the craft movement and related dynamics require us to look at the entrepreneurs who are constructing and reviving craft-based organizations and who are diffusing and maintaining craft knowledge and skills.

Presentations

The Democratization of Entrepreneurship? Hackers, Makerspaces and Crowdfunding

Howard Aldrich

University of North Carolina

My presentation will focus on exploring the maker movement. Formerly, makers worked in their own workspaces, such as their basements, garages, and sheds. Beginning in the mid-2000's, however, spurred on by early champions of handcrafted products, local autonomy, and the social benefits of making as opposed to buying, maker spaces began emerging around the world (Gershenfeld 2005). These cooperatively organized spaces, usually funded by donations and user fees, were equipped with a wide variety of tools that many makers could not afford on their own. Accordingly, the maker movement and its associated maker spaces have brought high-quality craft work within reach of thousands, if not millions, of people. I will discuss the implications of this movement for technological innovation, entrepreneurship and the emergence of new industries

Commitment to Craftsmanship, Distinctiveness and Superior Performance

Gino Cattani

Stern School of Business

My presentation will probe the conditions under which commitment to craftsmanship and craft-based production methods and techniques is likely to enable firms to enhance their perceived distinctiveness as well as achieve superior performance, even when competitors increasingly adopt alternative production methods and techniques. I will use the Steinway case to illustrate and discuss those conditions but also will touch upon other cases from other industries where similar conditions are at work. The interesting paradox is that superior performance does not always require major changes in the basic productions methods firms use in order to remain competitive despite changes in their target market(s).

Making Craft and Making Places: The Role of Reviving Tradition for Community

Resilience

Tina Dacin

Queen's University

My presentation will focus on exploring the diversity of internal and external custodians working together to re-invent and leverage place-based traditions and practices. I examine how communities manage the interplay of both tradition and place as key resources to yield prosperity on Fogo Island, Newfoundland. In the Fogo Island community, the revival of craft traditions such as quilt making, boat building and furniture making are all very much rooted in place and central in the making of place.

Entrepreneurship by Design: The Construction of Meanings and Markets for Cultural Craft Goods

Mukti Khaire

Cornell Tech and Cornell SC Johnson College of Business

In my presentation, I suggest that design is crucial to enabling the interpenetration of aesthetic and market worlds, particularly in the context of traditional crafts. In addressing the issue of how markets for cultural and aesthetic goods are created despite the opposing production logics of the two different realms of craft/culture and rational markets, I examine the case of craft-based retailers in India to propose that design confers meaning on culturally-specific craft objects, thus constructing their economic value.

References

- Blundel, R. K., & Smith, D. J. 2013. Reinventing artisanal knowledge and practice: A critical review of innovation in a craft-based industry. *Prometheus*, 31(1): 55–73.
- Carroll, G. R., & Swaminathan, A. 2000. Why the Microbrewery Movement? Organizational Dynamics of Resource Partitioning in the U.S. Brewing Industry. *American Journal of Sociology*, 106(3): 715–762.
- Cattani, G., Dunbar, R. L. M., & Shapira, Z. 2017. How Commitment to Craftsmanship Leads to Unique Value: Steinway & Sons' Differentiation Strategy. *Strategy Science*, 2(1): 13–38.
- Fox Miller, C. 2017. The contemporary geographies of craft-based manufacturing. *Geography Compass*, 11(4): e12311.
- Greve, H. R., Pozner, J. E., & Rao, H. 2006. Vox Populi: Resource Partitioning, Organizational Proliferation, and the Cultural Impact of the Insurgent Microradio. *American Journal of Sociology*, 112(3): 802–837.
- Heying, C. H. 2010. *Brew to Bikes: Portland's Artisan Economy*. Portland, OR: Ooligan Press.
- McKeever, E., Jack, S., & Anderson, A. 2015. Embedded entrepreneurship in the creative reconstruction of place. *Journal of Business Venturing*, 30(1): 50–65.
- McKendrick, D. G., & Hannan, M. T. 2014. Oppositional Identities and Resource Partitioning: Distillery Ownership in Scotch Whisky, 1826-2009. *Organization Science*, 25(4): 1272–1286.
- Ocejo, R. E. 2017. Masters of Craft: Old Jobs in the New Urban Economy.
- Ranganathan, A. 2017. The Artisan and His Audience : Identification with Work and Price-Setting in a Handicraft Cluster in Southern India. *Administrative Science Quarterly*, Forthcoming.
- Sennett, R. 2008. *The Craftsman*. Yale University Press.
- Stinchcombe, A. L. 1959. Bureaucratic and Craft Administration of Production: A Comparative Study. *Administrative Science Quarterly*, 4(2): 168–187.
- Suddaby, R., Ganzin, M., & Minkus, A. 2017. Craft, Magic and the Re-enchantment of the World. *European Management Journal*, 35(3): 285–296.
- The Heritage Crafts Association. 2017. *The Radcliffe Red List of Endangered Crafts*.
- Weber, K., Heinze, K. L., & DeSoucey, M. 2008. Forage for Thought: Mobilizing Codes in the Movement for Grass-fed Meat and Dairy Products. *Administrative Science Quarterly*, 53(3): 529–567.