



2026 SMS Annual Conference Extension Events Guidelines

We invite you to organize an SMS Extension! These focused, one-day events held in conjunction with the SMS Annual Conference provide an opportunity to explore key aspects of the conference theme in a more intimate, interactive setting. Below you will find an overview of the structure, expectations, and requirements for hosting an Extension in 2026.

PURPOSE

SMS Extensions are one-day, thematic workshop-style events held in conjunction with the SMS Annual Conference. They are designed to:

- **Explore the Annual Conference theme** in depth, providing focused discussions and hands-on engagement around key topics.
- **Translate the [Six Big Questions of Strategic Management](#)** into actionable insights, fostering meaningful connections between research and practice.
- **Expand the SMS network** by engaging local participants and practitioners, introducing academics, students, and industry leaders who may not otherwise attend the Annual Conference.

FORMAT & ELIGIBILITY

Extensions may be held:

- **In person**, within 1–2 hours' travel time from the 2026 SMS Annual Conference location, or
- **Virtually**, via a platform managed by the organizing team

Requirements:

- One-day event (*6–8 hours of programming; virtual may be shorter*)
- Held within 3 days before or after the Annual Conference (*virtual may be up to 10 days prior*)
- No Extensions may occur during the Annual Conference
- No Call for Proposals or submission process can be required for audience participation
- Extension proposal submissions must demonstrate:
 - Clear alignment with the 2026 Annual Conference theme
 - Tie-in to one or more of the Six Big Questions of Strategic Management
 - Meaningful practitioner involvement, such as corporate site visits, practitioner-led sessions, or academic–practitioner panels
 - A credible and actionable plan to engage a local audience

Applications must be submitted using the [online submission form](#) by **February 18, 2026**.

ATTENDANCE EXPECTATIONS

Each SMS Extension is expected to attract:

- 30–60+ participants
 - 50–60% SMS members/conference attendees
 - 40–50% local scholars and practitioners (non-members, non-conference registrants, industry professionals, etc.)

ORGANIZER RESPONSIBILITIES

Each Extension should have a few key people (2–4) to serve as the organizing committee. The organizing committee will be responsible for:

Program

- Developing the theme, agenda, and activities
- Securing speakers and practitioner participants
- Ensuring alignment with SMS content expectations

Local Engagement & Marketing

- Designing and executing a local outreach strategy

- Completing required marketing deliverables (*see Marketing Requirements and Timeline sections below*)
- Building partnerships with regional institutions and companies

Logistics

- Securing venue and AV (*provided by the host institution or company*)
- Coordinating and managing event-day operations
 - In-person Extensions should include coffee breaks and a group lunch; a group breakfast or dinner is an option to be considered at the organizers' discretion
 - Virtual Extensions should be hosted on a platform selected and managed by the Extension organizers
- Handling expenses, vendors, and sponsor relations

Registrants & Support

- Serving as the main point of contact for attendees
- Sharing travel, venue, or access details as needed

SMS EXECUTIVE OFFICE RESPONSIBILITIES

SMS will support organizers by:

- Hosting and updating the official Extension webpage
- Processing registration and collecting registration fees
- Providing regular reports on registration and SMS Office marketing efforts
- Offering registration technical support
- Promoting Extensions as part of the overall Annual Conference marketing
- Disbursing post-event expense reimbursement
- Providing a Marketing Toolkit (sample copy, graphics, logos, etc.) to support your efforts

BUDGET, FEES, & REVENUE

SMS will reimburse Extension expenses based on the sum total of registration fees collected minus a \$50 per registrant administrative fee. For example, if the available Extension revenue, after the SMS fee, was \$5,000, but the Extension expenses were only \$3,000, only \$3,000 will be disbursed. On the other hand, if the available Extension revenue, after the SMS fee, was \$3,000, but the Extension expenses were \$5,000, only \$3,000 will be disbursed.

Organizers may set their Extension registration fees to cover anticipated expenses but should note that this is subject to review by the selection committee. Organizers may seek additional sponsorship as needed to cover expenses. When proposing registration rates, organizers should include an SMS Member rate that is 10-20% less than the non-member rate. For organizers who do not anticipate any expenses or do not wish to receive a revenue reimbursement, the base registration fee will be set at \$50 to cover SMS administrative costs.

MARKETING REQUIREMENTS

1. Local Marketing Plan

Due to the SMS Office shortly after acceptance and must include:

- Target audiences
- Local institutional partners
- Outreach channels

2. A minimum of THREE Local Promotions to audiences outside the SMS community.. These may include:

- University listservs or department newsletters
 - Local MBA/PhD programs
 - Research centers and institutes
 - Regional practitioner associations
 - Corporate partners
 - Relevant LinkedIn groups
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- Alumni networks

A minimum of **one outreach** must specifically target practitioners.

3. Proof of Outreach

Organizers will provide the SMS office with screenshots/links to promotions as part of regular planning updates.

4. Use of SMS Branding

Organizers must incorporate SMS logos in all promotional and event branding materials. All materials must be submitted to the SMS Office for approval at least one week prior to distribution.

SELECTION CONSIDERATIONS

The Conference Program Chairs, in collaboration with key SMS Board Committee representatives, will consider:

1. Strength and clarity of the thematic fit
2. Alignment with the Six Big Questions
3. Demonstrated practitioner engagement
4. Quality and feasibility of local marketing plans
5. Organizer experience and institutional support
6. Contribution to geographic, thematic, and community diversity

Extensions exist to expand the reach of SMS. Proposals that demonstrate strong local networks or innovative approaches to audience-building will be prioritized.

TIMELINE FOR ACCEPTED EXTENSIONS

<p>Mid-March <i>Acceptances Announced</i></p>	<ul style="list-style-type: none"> • Extension acceptance decisions announced • Organizing committees confirmed • SMS Office shares initial instructions and Program Chair feedback
<p>April 6, 2026 <i>Planning Update</i></p>	<ul style="list-style-type: none"> • Identify target local audiences • Begin confirming speakers • Submit program development update based on feedback • Submit local marketing plan
<p>April 13, 2026 <i>Finalize Initial Details</i></p>	<ul style="list-style-type: none"> • Submit finalized event details (date, venue, theme, description, fees, tentative agenda) • SMS webpage published and registration opens • Extensions promoted in conjunction with Annual Conference registration • First local promotion due
<p>June 15, 2026 <i>Mid-Planning Checkpoint</i></p>	<ul style="list-style-type: none"> • Finalize panelists & speakers • Provide additional logistics details for webpage (hotel options, transportation information, etc.) • Second local promotion due
<p>August 3, 2026 <i>Final Program</i></p>	<ul style="list-style-type: none"> • Submit final agenda • Ensure webpage is fully updated • Third local promotion due
<p>September <i>Final Promotions</i></p>	<ul style="list-style-type: none"> • Any final marketing pushes as needed

October 1, 2026 <i>Final Steps</i>	<ul style="list-style-type: none">• Registration closes• Organizers send “Know Before You Go” communications to all registrants
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