ABSTRACT
The current perceived wisdom towards firm strategy is often associated with industry forces and their analysis, leading to apparent long-term strategic goals. To date the construction management literature has been dominated by this deterministic perspective. The underlying assumption is that a firm’s competitive strategy can be designed through a rational process and implemented through a series of planned stages. However, such approaches offer little to our understanding of how strategy is enacted in practice. An alternative perspective is offered drawing from the emerging ideas of strategy-as-practice. Of particular interest is the way that espoused strategy is continuously contested across pluralistic arenas. Firms are seen to be in a continuous process of adjustment to a constantly changing environment. Strategy is viewed as something that is done, not something that is possessed. It is argued that the activities of actors are central to this understanding. In summary, the strategy-as-practice perspective provides a new methodological approach to understanding how strategy is formed and enacted within construction firms.

Keywords: Actors, Construction firm, Competitiveness, Strategy-as-Practice research, Strategic Management