

Strategic Management Cycle: The Underlying Process Building Aligned Linkage Among Operations Practices

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Abstract

This study explores the mechanism of building an effective linkage among manufacturing practices that is a basic attribute of high performance manufacturing. High performance manufacturing companies are those that sustain high levels of performance over time. We propose a Strategic Management Cycle which explains how a firm establishes and maintains sustainable performance. We hypothesize and demonstrate how the cycle creates an effective linkage that integrates strategic activities and operational practices which in turn yields high performance. We also argue and show how the first stage of the cycle, visionary planning, supported by the cross-functional culture, is a key to the high performance manufacturing company.

Keywords: Levered linkage of practices, strategic management cycle, cross-functional behavior, front-end loading, high performance manufacturing