



Strategy Deployment in Business Units: Patterns of Operations Strategy Cascading Across Global Sites in a Manufacturing Firm (Contributions to Management Science)

Maik Schlickel

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This book reveals and presents the root-causes that lead to varying improvement performances across different locations of a global positioned manufacturing organization. Conducting a multiple case study analysis of manufacturing sites around the world, the author found that the quality of the strategy deployment process is vital, especially when it is clear to all affected employees—a situation we refer to as strategy cascading. But having a sound strategy cascading alone is not enough. The author worked out that a company, which achieves to align its sound strategy cascading with the company context and leadership style of its top-management team, is likely to realize more operations improvements than do companies that missed to do so. ?

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