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**Performance excellence and strategy  
deployment: A framework for implementing  
strategic initiatives**

A thesis presented  
in partial fulfillment of the requirements for  
the degree of Doctor of Philosophy  
in Production Technology  
at Massey University,  
Palmerston North,  
New Zealand

Alfred Maxwell Saunders  
2005

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**Candidate's Name: Max Saunders**

**Supervisor's Name: Dr Robin Mann**

**Signature:** 

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**Supervisor's Name**

Dr Robin Mann

**Signature**

**Date**

13/04/02



# Massey University

Centre for Organisational Excellence Research  
Institute of Technology and Engineering  
Massey University  
Private Bag 11 222  
Palmerston North

9 September 2004

Statement: Nature and extent of assistance received during the Doctoral research

The group work phase of the research involved participants from organisations that were members of the New Zealand Benchmarking Club. As part of the group work the participants cooperated with the Doctoral researcher in assessing and rating management practices from seven case studies that were conducted, and in formulating the dimensions of strategy deployment in the initial phase of the research. The group work participants also proofread the case study summaries and drafts of the Best Practice Report that was based on this part of the research. Dr Seishi Gomabuchi of the Centre for Organisational Excellence Research proofread the draft of the Best Practice Report and Dr Robin Mann edited it.

I attest that the material in this thesis has not been used for any other degree or diploma.

Max Saunders

PhD Researcher  
Centre for Organisational Excellence Research (COER)  
Institute of Technology and Engineering  
Private Bag 11 222  
Massey University  
Palmerston North

## ***Abstract***

*This qualitative research addressed the question of how managers in organizations implement strategy in a performance excellence (quality management) environment. The work included identification of several strategy deployment constructs, and verification of the constructs from case studies of seven diverse organizations via in-depth, semi-structured interviews, observations and documentation analysis. The unit of analysis for each case study was a strategic initiative the organization was implementing. The constructs are titled: communicating the initiative; achieving buy-in; aligning implementation; learning; creating the infrastructure for deployment; understanding the business drivers; and identifying deployment options.*

*By working with participants from a network of benchmarking organizations, leading practices in deployment were identified from the case studies, literature and Quality Award winners' applications. The constructs were corroborated by a review of the strategy deployment literature and from functional management disciplines that relate to the constructs. Linkages were found between the constructs, and a strategy deployment framework was developed that incorporates the constructs and the linkages between them.*

*The proposed framework has a greater range of applications than previous strategy deployment models. It is relevant to organizations independent of their structure or ownership (public or private sector), their industry sector or the type of technology employed. It reflects the complex and dynamic processes that occur during the implementation of a strategic initiative. While many previous models of strategy deployment were linear (sequential) in nature, the research has developed a non-linear framework approach by which these complexities may be better understood by both researchers and practitioners, as well as presenting practical implications for managers.*

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