

The Relationship Between Strategic Types and Strategic Management Processes

Belal Dahiam Saif Ghaleb
Sakarya University

Corresponding Author: Belal Dahiam Saif Ghaleb ghalebbelal27@gmail.com

ARTICLE INFO

Keywords: Strategy Types, Strategic Management, Strategic Management Processes, Competitive Strategies, Performance Evaluation.

Received : 05, September

Revised : 20, September

Accepted: 05, October

©2024 Ghaleb : This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study explores the definition of strategic management processes, their stages, and how different strategy types are integrated within these processes. It examines how strategies align with organizational objectives, environments, and performance. The aim is to enhance knowledge and understanding to improve strategic decision-making and ensure effective strategic planning and implementation. Using a compilation and analysis method, this study synthesizes previous research to help businesses gain competitive advantage, adapt to changing conditions, and assess performance. The study focuses on the relationships between strategy types and strategic management processes, as well as the potential future impacts of these interactions.

INTRODUCTION

There is a strong relationship between strategy types and strategic management processes. Strategic management processes encompass activities such as formulating, implementing, monitoring, and revising strategies to achieve an organization's goals. These processes align an organization's strategic vision with its operational activities, ensuring effective responses to internal and external challenges.

Types of strategies refer to the various approaches organizations use to reach their goals, including competitive strategies (cost leadership, differentiation, focus) and growth strategies (market development, product development, market penetration, diversification). The choice of strategy type is influenced by the organization's capabilities, competitive environment, and market conditions. Strategic management processes are disciplined, continuous processes that define, implement, evaluate, and correct strategies, ensuring they are well-defined, effectively executed, and regularly reviewed. This cycle of planning, execution, and evaluation helps organizations maintain strategic direction and adapt to market changes.

The interaction between strategy types and strategic management processes is crucial for organizational success. Effective strategic management processes ensure that chosen strategies align with organizational goals and adapt to changing circumstances. By integrating strategic management processes with appropriate strategy types, organizations can enhance competitiveness, achieve sustainable success, and navigate complex operating environments. This article provides a conceptual framework, examines various strategy types, and investigates the relationship between strategy types and strategic processes, emphasizing their impact on corporate performance and success.

THEORETICAL REVIEW

Problem Situation

The problem statement explores how strategy types, fundamental to strategic management, interact with strategic management processes, influence each other, and relate to organizational performance. It examines the integration of different strategy types into strategic management processes, the effectiveness of specific strategies in various situations, and their impact on performance. The goal is to contribute to more efficient and successful strategic management processes and guide organizations in selecting the most appropriate strategy type.

Purpose Of The Research

The aim of this study is to analyze the relationships between strategy types and strategic management processes, enhancing knowledge and understanding to improve strategic decision-making and ensure effective strategic planning and implementation. The study investigates the integration of different strategy types, such as general strategies (growth, competitive, collaboration) and functional strategies (marketing, financial, human resource), into strategic management processes. It also examines how these processes

align with organizational mission, vision, and values, relate to internal and external environments, and are successfully executed.

METHODOLOGY

This study employs a compilation and analysis method, extensively utilizing previous research to synthesize findings and provide comprehensive insights.

Importance Of The Research

The research is significant for improving strategic decision-making processes, gaining competitive advantage, adapting to changing conditions, and assessing performance. It is valuable for academics, managers, and business experts in strategic management.

Limitations

The study is limited to examining the relationships between strategy types and strategic management processes, with consideration of potential future impacts and unexpected effects.

RESULT AND DISCUSSION

Concept And Types Of Strategy

What Is Strategy?

Strategy is a long-term plan or roadmap designed to achieve a specific goal or objective. It ensures the effective and efficient use of resources to realize the set goals. Strategy provides a framework that determines how an organization, company, institution, or individual will act under specific future conditions and within a certain time frame.

Strategy involves an analysis of the current situation and assesses the organization's internal and external environment to identify strengths, weaknesses, opportunities, and threats. The strategies that businesses or organizations follow against their competitors have led to the emergence of a discipline known as "Strategic Planning" and later "Strategic Management." Based on this, it determines the organization's goals and plans the steps to achieve these goals. Strategy includes how resources will be allocated, which activities will be prioritized, and how they will be implemented to achieve the organization's objectives (Aktan, 2003; 125). According to Kırım (1998), strategy also means making a general plan by determining what the enemy can or cannot do, positioning one's own forces accordingly, and acting when necessary.

Kutlu (2002) defines the concept of strategy as "Having a vision for a person or business and mobilizing all resources and energy with a concentrated will to achieve it. Strategic vision and strategic decision are the fundamental starting points, without precedent, upon which all subsequent decisions and behaviors of the person or business will depend."

According to Porter (1996), the heart of management is strategy. Defining the unique position of the business and communicating this to employees,

ensuring harmony among various activities, and making critical decisions are the fundamental tasks of general management. Moreover, developing or redefining a comprehensible strategy requires strong managers and leaders capable of making decisions by making choices (Porter, 1985; 1996).

Strategic thinking and planning are crucial in these areas. A successful strategy can help an organization gain a competitive advantage, achieve its goals, and adapt to changing conditions. When creating a strategy, both long-term and short-term goals should be considered to ensure continuous development of the organization.

Types Of Strategies

Strategies can be classified in various ways according to different objectives. Here are explanations of some types of strategies:

Competitive Strategies

Competitive strategies determine how a business will compete against its rivals and how it will differentiate itself to gain an advantage. These strategies specify how an organization will compete with other players in the market. For example, cost leadership strategy (providing products at a low cost), differentiation strategy (offering unique products and services), and focus strategy (focusing on a specific market segment) are examples of competitive strategies. Competitive Strategies Competitive strategies determine how a business will compete against its rivals and differentiate itself to gain an advantage. These strategies determine how an organization will compete with other players in the market. According to Porter (1980), there are three basic types of competitive strategies: cost leadership, differentiation, and focus. Each strategy involves a different approach to gaining a competitive advantage in the market.

Cost Leadership Strategy

The cost leadership strategy aims to be the lowest cost producer in the industry. A company following this strategy aims to achieve economies of scale, reduce production costs, and offer products at lower prices than its competitors. This approach can attract price-sensitive customers and increase market share. For example, Walmart is famous for its cost leadership strategy of offering a wide range of products at lower prices through efficient supply chain management and bulk purchasing (Barney and Hesterly, 2010).

Differentiation strategy

Differentiation strategy focuses on offering unique products or services that stand out from competitors. Companies that follow this strategy invest in innovation, quality and branding to create products that customers perceive as superior or different. This approach allows businesses to charge high prices and build customer loyalty. For example, Apple Inc. is known for its differentiation strategy, offering innovative technology products with a strong brand identity and distinctive design (Johnson, Whittington, and Scholes, 2011)

Focus Strategy

Focus strategy targets a specific market segment or niche and tailors products or services to meet that segment's unique needs. This strategy can be divided into two subtypes: cost-focused and differentiation-focused. While cost focus aims to offer lower prices in the targeted segment, differentiation focus aims to offer unique features that specifically appeal to the niche market. An example of a focus strategy is luxury car manufacturer Ferrari, which targets a specific high-end market segment with customized, high-performance vehicles (Grant, 2016).

Hybrid Strategies

In addition to the three basic competitive strategies, some businesses adopt hybrid strategies that combine elements of cost leadership and differentiation. These companies try to offer differentiated products at competitive prices to attract a wider customer base. An example of this is IKEA, which combines cost efficiency with stylish and functional furniture designs, appealing to a wide range of customers looking for affordable yet aesthetically pleasing home furnishings (Hill & Jones, 2012).

Strategic Implementation

Successful implementation of competitive strategies requires a thorough understanding of the organization's internal capabilities and the external market environment. Strategic planning and execution involves aligning resources, processes, and organizational culture with the chosen strategy. Continuous monitoring and adaptation are necessary to respond to market changes and maintain competitive advantage (Thompson, Strickland, and Gamble, 2018). As a result, competitive strategies play an important role in determining how businesses will compete in the market and achieve sustainable advantages. By choosing an appropriate strategy (cost leadership, differentiation or focus) organization can position themselves effectively against competitors and achieve their strategic goals.

Growth Strategies

Growth strategies aim to expand an organization in existing markets or enter new markets. In strategic management processes, the growth targets of the organization are determined, potential growth opportunities are investigated, and growth-oriented plans and strategies are created. These strategies are essential for organizations that want to achieve long-term success and sustainability. There are several basic types of growth strategies, including organic growth, acquisition strategies, and alliance strategies.

Organic Growth

Organic growth refers to the expansion of a business through internal resources rather than external acquisitions. This can be achieved by increasing sales, improving product offerings, entering new markets or improving operational efficiency. Organic growth often involves innovation, research and

development, and a focus on customer satisfaction. For example, companies such as Starbucks have successfully used organic growth by constantly expanding their product lines and improving the customer experience in their stores (Gamble, Thompson, and Peteraf, 2019). Organic growth is considered a sustainable approach as it builds on the existing strengths and capabilities of the organization. It can also foster a strong company culture and long-term customer loyalty. However, compared to other strategies, achieving significant growth may require significant time and investment (Hitt, Ireland, and Hoskisson, 2016).

Purchasing Strategies

Acquisition strategies involve an organization expanding by acquiring other companies. This approach can rapidly increase market share, acquire new technologies, enter new markets and achieve economies of scale. Acquisitions can also eliminate competition and provide access to new customer bases. For example, the acquisition of Whole Foods by Amazon allowed Amazon to enter the grocery market and leverage Whole Foods' established brand and customer base (Barney & Hesterly, 2010). While acquisitions can offer rapid growth and diversification, they also come with risks such as cultural integration challenges, potential overvaluation, and significant financial costs. Effective integration and alignment of the acquired company with the parent company's strategy is crucial to realize the expected benefits (Grant, 2016).

Alliance Strategies

Alliance strategies involve forming partnerships or joint ventures with other organizations to achieve growth goals. Strategic alliances can provide access to new markets, share resources and expertise, and reduce the risks associated with entering unfamiliar markets. Alliances can be particularly useful in sectors that require significant research and development, such as technology and pharmaceuticals. An example of a successful alliance is the partnership between Starbucks and PepsiCo to distribute Starbucks' ready-to-drink beverages in international markets (Johnson, Whittington, and Scholes, 2011). Strategic alliances can offer flexibility and allow companies to capitalize on their partners' strengths. But they require careful management to ensure mutual benefit and address potential conflicts of interest. Open communication, aligned goals, and strong governance structures are essential for successful alliances (Hill & Jones, 2012).

Market Penetration and Market Development

Two additional growth strategies are market penetration and market development. Market penetration focuses on increasing market share in existing markets using strategies such as pricing adjustments, marketing campaigns and enhanced distribution channels. For example, Coca-Cola frequently uses market penetration strategies through extensive advertising and promotional activities to increase sales in competitive markets (Kotler and Keller, 2016). Market development involves entering new markets with existing products. This may include geographic expansion or targeting new customer segments. For

example, McDonald's has successfully used market development strategies to expand its presence globally by adapting its menu to local tastes while maintaining its core offerings (Johnson et al., 2011).

In short; Growth strategies are critical for organizations aiming for long-term success and sustainability. By carefully selecting and implementing appropriate growth strategies through organic growth, acquisitions, alliances or market expansion, organizations can improve their competitive position and create value for stakeholders. Every strategy requires careful planning, implementation and ongoing management to overcome potential challenges and effectively capitalize on growth opportunities.

Collaboration Strategies

Collaboration strategies aim to achieve common goals by collaborating with other organizations. These strategies involve forming alliances and partnerships that leverage each partner's strengths and resources to create synergy and mutual benefit. Collaboration strategies are crucial to navigating complex market environments, accessing new technologies and entering new markets. Key types of collaboration strategies include strategic partnerships, supply chain collaborations, and distribution agreements.

Strategic Partnerships

Strategic partnerships involve long-term, formal relationships between organizations working together to achieve strategic goals. These partnerships can take various forms, including joint ventures, equity alliances, and non-equity alliances. A well-known example is the partnership between Starbucks and Tata Global Beverages in India; this partnership allowed Starbucks to enter the Indian market while benefiting from Tata's extensive local knowledge and distribution network (Gulati, 1998). Strategic partnerships can provide access to new markets, technologies, and capabilities that would be difficult or costly to develop independently. But they require careful management to align the goals and cultures of partner organizations. Trust, effective communication, and clearly defined roles and responsibilities are critical to the success of strategic partnerships (Doz and Hamel, 1998).

Supply Chain Collaborations

Supply chain collaborations focus on improving the efficiency and effectiveness of the supply chain by working closely with suppliers and other stakeholders. These collaborations may include joint planning, information sharing, and coordinated logistics to reduce costs, improve quality, and increase responsiveness to market changes. For example, Toyota collaborating with its suppliers through the Toyota Production System is a classic example of supply chain collaboration leading to significant improvements in efficiency and quality (Dyer and Nobeoka, 2000). Effective supply chain collaborations can lead to better inventory management, shorter delivery times, and increased innovation through close partnerships with suppliers. However, these

collaborations also require a high level of coordination and trust, as well as the sharing of sensitive information (Lambert and Cooper, 2000).

Distribution Agreements

Distribution agreements involve partnerships between manufacturers and distributors to expand market reach and increase product availability. These agreements can take various forms, such as exclusive distribution agreements, franchise agreements and licensing agreements. For example, Apple's distribution agreements with various telecommunications companies around the world have been crucial in ensuring the widespread availability of iPhones and other Apple products (Grant, 2016). Distribution agreements allow companies to leverage their partners' established networks and market knowledge, facilitating faster market entry and expansion. However, they require careful negotiation to ensure that the interests of both parties are aligned and distribution channels are managed effectively (Coughlan et al., 2001).

Research and Development (R&D) Collaborations

R&D collaborations involve joint efforts between organizations to develop new products, technologies, or processes. These collaborations can reduce costs and risks associated with R&D activities by pooling resources and expertise. A notable example is the collaboration between Pfizer and BioNTech to develop the COVID-19 vaccine, which combined Pfizer's large-scale manufacturing capabilities with BioNTech's innovative mRNA technology (Lurie et al., 2020). R&D collaborations can accelerate innovation and bring new products to market faster. They require clear agreements on intellectual property rights, resource allocation, and sharing of research findings to ensure mutual benefit (Hagedoorn, 2002).

As result, Collaboration strategies are essential for organizations that want to achieve common goals and create competitive advantage through partnerships. Strategic partnerships, supply chain collaborations, distribution agreements and R&D collaborations provide opportunities for growth, innovation and market expansion. Successful collaborations require careful planning, open communication, and strong relationship management to align the interests and capabilities of all partners.

Innovation Strategies

Innovation strategies include an organization's efforts to introduce new products, services, or improve business processes. These strategies are crucial to maintaining competitive advantage and adapting to market changes. Key components of innovation strategies include R&D investments, adoption of new technologies and continuous improvement.

R&D Investments

Research and Development (R&D) investments are a critical aspect of innovation strategies. By devoting resources to R&D, companies can develop new products and technologies that meet emerging customer needs and

support growth. For example, pharmaceutical companies invest heavily in R&D to discover and develop new drugs that can provide significant competitive advantages (Hitt, Ireland, and Hoskisson, 2016).

Adopting New Technologies

Adopting new technologies allows organizations to improve operations, enhance customer experiences and create innovative products. Technologies such as artificial intelligence, blockchain and the Internet of Things (IoT) offer new opportunities for innovation across various sectors. For example, the use of artificial intelligence in production can lead to more efficient production processes and better-quality control (Porter and Heppelmann, 2014).

Continuous Improvement

Continuous improvement focuses on incremental improvements in products, services and processes. This approach involves regular evaluation and improvement of business practices to increase efficiency and effectiveness. The improvement it can be in theoretical side and in practical side. That because of "Practical skills are as important as theoretical knowledge" (Ghaleb,2024). Techniques such as Six Sigma and Lean management are often used to promote continuous improvement. Toyota's implementation of the Kaizen philosophy, which emphasizes continuous, incremental improvements, is a well-known example of this strategy (Liker, 2004).

In short, Innovation strategies are essential for organizations to remain competitive and responsive to market dynamics. By investing in R&D, embracing new technologies, and focusing on continuous improvement, companies can accelerate growth and achieve long-term success.

Global Strategies

Global strategies determine how companies will compete and grow in international markets. These strategies include approaches such as globalization, standardization, and localization, each of which offers unique advantages depending on the company's goals and the nature of the market.

Globalization

Globalization involves expanding a company's operations and influence beyond local borders into international markets. This strategy aims to take advantage of global market opportunities, diversify risk and achieve economies of scale. For example, McDonald's has successfully implemented its globalization strategy by operating in more than 100 countries with a consistent brand and menu offering (Hill and Hult, 2018).

Standardization

Standardization means using the same products, marketing strategies and business practices in all international markets. This approach can lead to cost savings through economies of scale and a unified brand image. Coca-Cola is a prime example of standardization, maintaining a strong global brand identity

by offering the same core product worldwide with minimal variation (Levitt, 1983).

Localization

Localization involves tailoring products, services, and marketing efforts to meet the specific needs and preferences of local markets. This strategy can help companies better connect with local customers and comply with regional regulations. An example of this is KFC, which adjusts its menu to appeal to local tastes in different countries, such as offering rice dishes in Asia and vegetarian options in India (Czinkota and Ronkainen, 2013).

Global strategies are indispensable for companies aiming to compete and grow in international markets. By choosing an appropriate mix of globalization, standardization and localization, companies can effectively manage the complexities of global business and achieve their strategic goals.

Diversification Strategies

Diversification strategies involve expanding an organization's operations into new areas of activity that can be achieved through related or unrelated diversification. These strategies are crucial for organizations looking to spread risk, take advantage of new opportunities, and increase competitive advantage. The choice of diversification strategy depends on the organization's goals and external environmental factors.

Related Diversification

Related diversification occurs when a company expands into new activities related to its existing business activities. This can create synergies through shared technologies, marketing or production processes. For example, Apple's expansion from computers into related products such as smartphones, tablets, and smartwatches strengthens its existing technological capabilities and brand reputation (Grant, 2016). Related diversification can lead to increased market power, cost efficiency, and a more solid competitive position (Hitt, Ireland, and Hoskisson, 2016).

Unrelated Diversification

Unrelated diversification involves entering industries or markets that have little or no connection to a company's existing business operations. This strategy is generally followed to reduce risk by spreading investments across different sectors. A classic example of this is General Electric (GE), which spun off from its original electrical business into sectors such as healthcare, finance, and aviation. Unrelated diversification may provide a hedge against industry-specific downturns, but it also requires the company to effectively manage more diverse operations (Hill & Jones, 2012).

Implementation of Diversification Strategies

Diversification strategies can be implemented through a variety of methods, including mergers and acquisitions, strategic alliances, or internal development. The choice of method depends on factors such as the

organization's resources, the attractiveness of the target industry, and synergy potential (Johnson, Whittington, & Scholes, 2011). For example, Google has moved into hardware and smart home technology through acquisitions such as the acquisition of Nest Labs (Cusumano, 2015).

Diversification strategies are important for organizations that aim to expand their areas of activity and increase competitive advantage. By carefully selecting and implementing related or unrelated diversification strategies, companies can achieve growth, reduce risks, and create value for stakeholders.

Strategic Management Processes

Strategic management processes encompass planning, management, and control processes used to set an organization's goals, create strategies to achieve these goals, implement, and evaluate them. Strategic management is a crucial process that organizations use to ensure long-term success and gain a competitive advantage. According to Mintzberg (1994), "strategic planning" and "strategic management" do not mean the same thing, with strategic planning being defined as analysis and strategic management as synthesis. Strategic management processes are carried out by top-level executives and decision-makers. A successful strategic management process can support an organization's long-term sustainability and competitive advantage. However, for the process to be effective, it is essential for all employees to be engaged in the strategy and focused on strategic objectives.

Strategic Planning

Strategic planning is the process of defining an organization's (company, institution, etc.) long-term goals, planning the actions needed to achieve these goals, and managing resources. This process is used to shape the organization's future direction, set objectives, and plan how to achieve them. Strategic planning typically involves a long-term perspective of 3 to 5 years, but sometimes longer periods may also be covered. Strategic planning helps the organization quickly adapt to changes in the external environment, use resources effectively, and achieve goals in a focused manner. This process requires the involvement and commitment of the leadership team and plays a critical role in the long-term success of the organization.

Strategic Analysis

A detailed analysis is conducted to understand the internal and external environment of the organization. This helps identify strengths, weaknesses, opportunities, and threats. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is frequently used in this step. However, the driving forces behind necessary changes are identified, and strategic alternatives are reassessed (Schoemaker, 1992). This analysis is also used to measure and evaluate the impact of political, economic, social, and technological environmental factors on businesses (Thompson & Martin, 2005, p.168).

Strategic Goal Setting

Specific goals and priorities are set in line with the organization's mission and vision. These goals should be measurable and achievable. One of the purposes of strategic management is to create a stronger relationship between the organization's corporate identity and the services it offers (DPT, 2003, p. 22). According to Latham (1995), although often used interchangeably, the terms vision and mission are different. Each has its unique purpose, style, criteria, and components. The mission defines today's goals, while the vision is for future goals.

Implementation and Activation of Strategies

Detailed action plans are created for the implementation of strategies. Responsibilities and steps to be followed are determined. Implementing and activating strategies is the process of bringing to life the plans developed to achieve the set goals. This process is more important than just creating strategies because effective implementation is required for a good strategy to yield successful results. Thus, the implementation and activation of strategies require not only accurate planning but also continuous communication, monitoring, and adaptation. Carefully following these steps contributes to achieving successful results.

Performance Evaluation and Control

Performance evaluation and control is a process used to assess, monitor, correct, and improve an organization's or individual's ability to achieve goals. This process is widely used in business, education, sports, and many other areas. Performance evaluation is conducted to determine how close the results are to the set goals and to identify any issues, while performance control involves taking corrective actions necessary to reach the goals.

Performance Evaluation:

- Performance evaluation is typically carried out by comparing the results achieved within a specific time frame to the goals.
- The achievements of employees or units, how close they are to the goals, efficiency, quality, and other measurable factors are evaluated.
- This process aims to provide feedback, reward positive behaviors, identify areas that need improvement, and determine training needs.

Performance Control:

- Performance control involves taking corrective actions based on the results of the performance evaluation to reach the set goals.
- If issues are identified in achieving the goals, the sources and causes of these issues are determined.
- Then, corrective measures are developed and implemented. These measures can take various forms, such as improving business processes, providing training, or reorganizing resources.
- Performance control is continuously applied to ensure continuous improvement and efficiency.

Overall, performance evaluation and control help organizations manage their goal achievement processes. Through these processes, organizations can increase efficiency, ensure quality, and continuously improve. Similarly, individuals can benefit from these processes to achieve personal goals and develop their skills.

The Relationship Between Types Of Strategies And Strategic Management Processes

The types of strategies are complementary elements within strategic management processes. While strategic management processes include the stages of strategy development, implementation, monitoring, and control, the types of strategies are determined and shaped during these stages. Strategy types guide the strategic management processes to achieve the organization's overall goals. Corporate strategies define the organization's long-term objectives and direction, business strategies guide the goals of different business units, and operational strategies help optimize daily activities. Strategic management processes ensure the successful implementation of determined strategies and the monitoring of performance. The analysis and evaluation stages provide data to identify the organization's strengths and weaknesses and to determine the types of strategies. In the strategy development stage, strategies are shaped using this data, and steps for implementation are planned. In the strategy implementation stage, the organization's resources and structure are directed according to the determined strategies. Finally, the monitoring and control stages measure the effectiveness of strategies and make necessary adjustments.

The Effect of Competitive Strategies on Strategic Management Processes

Competitive strategies are the methods an organization adopts to achieve its goals. Strategic management processes include long-term planning and implementation that help an organization define its vision, mission, and goals and direct resources efficiently to achieve competitive advantage. The impact of competitive strategies on strategic management processes is significant and can be summarized as follows:

Determining Direction and Focus: Competitive strategies help determine the area and manner in which the organization will compete. In strategic management processes, competitive strategies determine the direction and focus points to achieve the determined vision and mission (Porter, 1985).

Resource Management: Competitive strategies ensure effective use of the organization's resources. The resources needed to achieve the goals determined in strategic management processes are allocated according to competitive strategies (Barney, 1991).

Competitive Advantage: To be successful, organizations must gain a competitive advantage. Competitive strategies define methods such as differentiation and cost leadership to achieve this advantage. Strategic management processes ensure that this advantage is maintained and developed (Porter, 1980; Barney, 1991).

Risk Management: Competitive strategies determine how the organization will deal with the external environment and manage risks. Strategic management processes identify potential risks in advance, enabling the organization to take appropriate precautions and show flexibility in crisis situations (Hill and Jones, 2008).

Performance Evaluation: Strategic management processes continually evaluate the organization's performance to determine the effectiveness of competitive strategies. These evaluations provide important information about whether competitive strategies need to be revised or updated (Kaplan and Norton, 1996).

Innovation and Change: Competitive strategies encourage the organization to innovate and change. Strategic management processes require the renewal of competitive strategies and their adaptation to changing market conditions (Drucker, 1985; Teece, 2010).

As a result, competitive strategies and strategic management processes are complementary to each other. Effectively identifying and implementing competitive strategies enables an organization to achieve sustainable competitive advantage and long-term success. Strategic management processes lay the foundation for success by ensuring the effective implementation of competitive strategies and monitoring the performance of the organization.

The Effect of Growth Strategies on Strategic Management Processes

Growth strategies are managerial decisions and actions used to determine an organization's future growth goals and develop plans to achieve those goals. Strategic management processes include making, implementing, controlling and evaluating managerial decisions in line with the organization's mission, vision, goals and resources. The impact of growth strategies on strategic management processes is significant and can be explained as follows:

Direction and Focus: Growth strategies determine the future direction and focus areas of the organization. The main purpose of strategic management processes is to ensure that the organization achieves its set goals. Growth strategies guide the determination of these goals and the correct allocation of organizational resources (Ansoff, 1965; Hitt, Ireland and Hoskisson, 2012).

Decision Making and Planning: Growth strategies involve key decisions about what opportunities the organization will pursue and how it will compete in existing or new markets. Strategic management processes carry out the planning necessary to determine, implement and manage these decisions. This helps the organization allocate resources correctly and increase the chances of achieving strategic goals (Porter, 1980; Andrews, 1987).

Change Management: Growth strategies may involve significant changes, such as entering new markets, expanding the product portfolio, or moving into different business areas. Strategic management processes make it easier to manage and adapt to these changes. Management aims to direct employees and processes in a harmonious manner to successfully implement growth strategies (Kotter, 1996; Wheelen and Hunger, 2012).

Performance Evaluation: Growth strategies aim to improve the performance of the organization. Strategic management processes enable

monitoring and evaluation of this performance. Whether growth strategies are successful or not is measured through strategic management processes, and strategies can be revised when necessary (Kaplan and Norton, 1996; Johnson, Scholes and Whittington, 2008).

Growth strategies and strategic management processes are complementary and interactive elements. Evaluating and integrating these two factors together is critical for organizations to successfully achieve their growth goals. While an effective strategic management process helps determine and implement the right growth strategies, growth strategies shape and direct the strategic management processes of the institution.

The Effect of Collaboration Strategies on Strategic Management Processes

Collaboration strategies involve strategic agreements in which one or more organizations collaborate to achieve common goals, share resources, gain competitive advantage, or reduce risks. Such collaborations can significantly impact an organization's strategic management processes. The effects of collaboration strategies on strategic management processes are as follows:

Goal Setting and Strategy Development: Collaboration facilitates setting common goals and developing strategies. Organizations with different capabilities and resources can come together to achieve larger goals and create stronger strategies (Dyer and Singh, 1998; Inkpen and Tsang, 2005).

Resource Management: Through collaboration, organizations can manage resources more effectively. Shared resources can reduce costs and provide greater efficiency. Additionally, new resources accessed through collaboration can help organizations invest in innovative projects (Hamel, 1991; Gulati, 1995).

Competitive Advantage: Collaboration enables organizations to achieve competitive advantage together. Partnerships can create a strong combined force in the market and adopt more effective competitive strategies against rivals (Das and Teng, 2000; Lorange and Roos, 1992).

Risk Mitigation: Collaborations can reduce risks by distributing and sharing them. There is a tendency to form partnerships to reduce risk, especially in certain projects or markets (Ring and Van de Ven, 1992; Contractor and Lorange, 1988).

Innovation and Creativity: Collaboration enables organizations to benefit from different perspectives, knowledge and experiences. This can help organizations produce more creative and innovative solutions (Chesbrough, 2003; Powell, Koput, and Smith-Doerr, 1996).

Management Skills and Learning: Collaboration makes it easier for organizations to learn from each other and share best practices. This can create a continuous learning process aimed at improving and developing strategic management processes (Lundvall, 1992; Argote and Ingram, 2000).

Collaboration strategies may also present some challenges. It is necessary to overcome obstacles such as managing partnerships, trust and control issues, different cultural structures and incompatibility in achieving goals. Therefore,

when creating cooperation strategies, it is important to make well-thought-out plans to protect mutual interests and ensure long-term success.

The Effect of Innovation Strategies on Strategic Management Processes

Innovation strategies involve the process of developing and implementing new ideas, products, or services to maintain and grow an organization's competitive advantage. These strategies help businesses adapt to changing market conditions, meet customer needs and achieve sustainable competitive advantage. The impact of innovation strategies on strategic management processes can be explained as follows:

Vision and Mission Development: Innovation plays an important role in shaping the vision and mission of an organization. An innovation-oriented vision can motivate employees and ensure that the entire organization moves towards its goals (Drucker, 1985; Prahalad and Hamel, 1990).

Strategic Planning: Innovation strategies can form the basis of an organization's strategic planning. As part of strategic planning, organizations set goals regarding innovation processes and the development of new ideas (Tidd, Bessant, and Pavitt, 2005; Christensen, 1997).

Resource Management: Innovation requires effective management of resources within an organization. Ensuring adequate resources for the implementation of new ideas can determine the success of innovation strategies (Barney, 1991; Teece, Pisano, and Shuen, 1997).

Organizational Culture: Innovation affects the culture of an organization. A culture that encourages innovation encourages the sharing of new ideas among employees, encourages risk taking, and encourages continuous improvement (Schein, 1990; Kotter, 1996).

Competitive Advantage: Innovation provides organizations with a competitive advantage. Innovative products or services can differentiate a company from its competitors and offer unique value propositions to customers (Porter, 1985; Schumpeter, 1934).

Risk Management: Innovation strategies come with inherent risks. Strategic management processes evaluate and manage risks associated with the innovation process (Hill and Rothaermel, 2003; Keizer, Halman and Song, 2002).

Performance Measurement: Performance measurement is necessary to evaluate the effectiveness of innovation strategies. Strategic management processes create performance indicators to evaluate the contribution of innovation to organizational goals (Kaplan and Norton, 1996; Davila, Epstein, and Shelton, 2012).

Innovation strategies need to be integrated into strategic management processes to increase the competitiveness of organizations and ensure future success. A successful innovation strategy can contribute to achieving corporate goals and sustainable growth. However, implementing these strategies requires careful planning, effective resource management and organizational support.

The Effect of Profit Generation Strategies on Strategic Management Processes

Profit generation strategies are the road map an organization creates to achieve its long-term goals. Strategic management processes encompass management practices designed to help an organization achieve its strategic goals. These strategies must be managed effectively to increase the organization's chances of success and gain competitive advantage. The impact of profit generation strategies on strategic management processes can be explained as follows:

Goal Setting and Strategy Development: The first step in strategic management processes is to determine the mission and vision of the organization, set goals and develop strategies. Profit generation strategies can identify specific financial goals that align with the organization's goals and develop appropriate strategies. For example, they may aim to increase profit margins through a cost leadership strategy or achieve higher prices through product differentiation (Porter, 1980; Kaplan and Norton, 2004).

Resource Management: Profit generation strategies aim to effectively manage an organization's resources (human, financial, technological, etc.). Strategic management processes ensure that these resources are allocated and used appropriately. The success of profit generation strategies depends on the optimum use of resources. For example, entering into a new market segment strategy may require additional financing or human resources that must be managed strategically (Barney, 1991 ; Penrose, 1959).

Performance Measurement and Evaluation: Strategic management processes include monitoring and evaluating the organization's performance. Profit creation strategies may include measurable targets in different areas such as financial performance, customer satisfaction, business process efficiency, employee performance. Performance measurement and feedback play an important role in evaluating the effectiveness of strategies and facilitating adjustments when necessary (Kaplan and Norton, 1996; Simons, 2000).

Competitive Advantage and Marketing Strategies: Profit generation strategies involve the organization's efforts to gain and maintain competitive advantage. Strategic management processes play a vital role in competitive analysis and determining marketing strategies. When evaluating market opportunities and threats, it is important to appropriately adjust profit generation strategies and take the necessary steps to maintain competitive advantage (Porter, 1985; Barney, 1991).

Profit generation strategies and strategic management processes complement each other. A strong strategic management process helps organizations implement profit-making strategies more effectively and achieve successful results. Therefore, it is essential for organizations to focus on strategic management processes and effectively integrate profit generation strategies into these processes.

The Effect of Diversification Strategies on Strategic Management Processes

Diversification strategies involve investing in new business areas outside of a company's existing operations. These strategies can help a company reduce risk, diversify revenue sources, and increase growth opportunities. Its effects on strategic management processes can be explained as follows:

Risk Mitigation: Diversification strategies prevent a company from relying on just one business segment for all of its revenue and profit. By balancing negative events in one area with revenues from other business areas, the company's overall risk can be reduced and a more balanced financial structure can be created (Markides, 1997; Ansoff, 1957).

Income Diversification: Diversification allows a company to operate in different business areas, thus diversifying its income sources. Operating in different sectors leads to increased income stability by reducing the risk of being negatively affected by downturns or market fluctuations in a particular sector (Rumelt, 1982; Montgomery, 1994).

Growth Opportunities: Diversification strategies increase a company's growth potential by investing in new business areas. This expansion allows the company to increase market share, reach new customers and gain a competitive advantage. For companies facing saturation or limited growth opportunities in their current business lines, diversification offers new avenues for growth (Hoskisson and Hitt, 1990; Palich, Cardinal, and Miller, 2000).

Innovation and Learning: Operating in different industries helps a company understand different business models, customer needs and market dynamics. This impact helps the company become an innovative and learning organization. Interactions and learning processes between different business areas can improve the company's overall capabilities and provide competitive advantage (Prahalad and Bettis, 1986; Teece, 1986).

Coordination and Management Challenges: Diversification can also present significant management and coordination challenges. Different business areas may require unique market approaches and customer segments. Therefore, it is important for the company to effectively plan and coordinate its strategic management processes. Poorly managed diversification can lead to conflicts between business lines, waste of resources, and productivity losses (Hill, Hitt, and Hoskisson, 1992; Chandler, 1962).

As a result, diversification strategies can help reduce risk, diversify revenue sources, and increase growth opportunities for a company. However, effective management of strategic management processes is of great importance in the implementation of these strategies.

CONCLUSION AND RECOMMENDATIONS

The relationships between strategy types and strategic management processes refer to the approaches and methods used by organizations to create their roadmaps for achieving goals. These relationships guide the strategic thinking and planning processes of organizations, leading to successful outcomes. Here is an explanation of the relationships between strategy types and strategic management processes:

Strategic management processes support organizations in achieving successful outcomes by ensuring that they act in accordance with the chosen strategy types. Effective determination, implementation, and evaluation of strategies help organizations enhance their competitiveness and achieve sustainable success. However, it should be noted that it is important for each organization to identify and manage strategies tailored to its specific circumstances and needs. The relationship between these two concepts enables us to understand what types of strategies organizations pursue to achieve their goals and how they implement these strategies. Different organizations may adopt different strategies, typically aimed at specific objectives such as gaining competitive advantage, achieving market leadership, reducing costs, or offering innovative products and services. Strategy types reflect the paths organizations choose to reach these objectives.

Strategic management processes involve managing organizations' strategies in the stages of planning, implementation, monitoring, and evaluation. These processes help organizations not only determine their strategies but also ensure their effective implementation and evaluation of results. The relationship between strategy types and strategic management processes reflects how determined strategies are implemented and managed. For example, when an organization adopts a strategy based on competitive advantage, it must decide how to use resources and capabilities to implement this strategy. Strategic management processes ensure the efficient allocation of these resources and the realization of the strategy. A good strategic management process can help organizations adapt to rapidly changing market conditions. When determining strategy types, organizations should also consider how these strategies can be adapted to future uncertainties.

Strategic management processes help organizations evaluate the effectiveness of their strategies. Whether the goals set according to strategy types are achieved and whether strategies are managed according to success criteria are evaluated in these processes.

Organizations may change their strategies over time. These changes may be due to the organization's goals, competitive conditions, technological developments, and other factors. Strategic management processes manage how strategy types can adapt to these changes.

- The choice of strategy types depends on how well organizations' own capabilities, competitive advantages, and market conditions align. However, instead of adopting a single strategy type, organizations often combine different strategies to adopt a more flexible approach.
- Strategic management processes can sometimes cause organizations to become bureaucratic or overly focused on planning. This can make adaptation difficult in a rapidly changing business world.
- Technological developments can affect strategy types and management processes. Factors such as digitalization, artificial intelligence, and data analytics can change how organizations formulate and manage strategies.
- Internal communication and collaboration within the organization determine the interaction between strategy types and strategic

management processes. Lack of good communication and collaboration can hinder the effective implementation of strategies.

Strategy types and strategic management processes are important factors determining an organization's success. The harmonious relationship between these two concepts affects organizations' ability to achieve their goals and adapt to changing conditions.

Understanding and managing the relationships between strategy types and strategic management processes require some recommendations:

1. Firstly, conduct an assessment to identify your organization's strategy types. Strategy types may include competitive strategies (cost leadership, differentiation, focus), growth strategies (market development, product development, market penetration, diversification), and more.
2. Strategic management processes consist of steps such as strategy formulation, implementation, evaluation, and revision. Determine these processes according to your organization's needs and size.
3. Strategy types and strategic management processes should be aligned with your organization's goals and vision. The strategies identified should include the right steps to achieve the goals.
4. Determine appropriate performance metrics for the successful implementation of strategic management processes. These metrics can be used to evaluate the effectiveness and efficiency of strategies.
5. Strategy types and processes should be flexible and adaptable to changing market conditions and organizational needs. In a rapidly changing world, it is important to review and update strategies over time.
6. Strategy types and management processes should be determined through an open communication and participation process among all stakeholders of the organization. It is important for stakeholders to contribute to strategies and be included in the process.
7. Strategy types and processes should be aligned with the organization's risk tolerance. Identifying potential risks and creating strategies to cope with them is essential for success.
8. Ensure that the teams and managers responsible for implementing strategies and processes have the necessary knowledge and skills. If necessary, organizing training and development programs would be beneficial.
9. Adopt a data-driven approach in strategy formulation and implementation processes. Correct data analysis will help evaluate the effectiveness of strategies and determine future steps.
10. Continuously assess strategy types and management processes, and contribute to the learning process by analyzing successes or failures. Understanding and managing the interaction between strategy types and strategic management processes is critical to the success of your organization. These recommendations can help you make your strategic planning and management more effective.

ACKNOWLEDGMENT

I am grateful to my family for their continuous supports.

REFERENCES

- Aktan, C.C. (2003), Değişim Çağında Yönetim, Sistem Yayıncılık, İstanbul, 67-125.
- Alpkan, L. (2000). "Strateji Belirleme Sürecinin Kapsamlılığı" . Doğu Üniversitesi Dergisi , 1 (2) , 1-19 .
- Andrews, K. R. (1987). *The Concept of Corporate Strategy*. Irwin.
- Ansoff, H. I. (1957). Strategies for Diversification. *Harvard Business Review*, 35(5), 113-124.
- Ansoff, H. I. (1965). *Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion*. McGraw-Hill.
- Argote, L., & Ingram, P. (2000). Knowledge transfer: A basis for competitive advantage in firms. *Organizational Behavior and Human Decision Processes*, 82(1), 150-169.
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99-120.
- Barney, J. B., & Hesterly, W. S. (2010). *Strategic Management and Competitive Advantage: Concepts*. Pearson.
- Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the Industrial Enterprise*. MIT Press.
- Chesbrough, H. W. (2003). *Open Innovation: The New Imperative for Creating and Profiting from Technology*. Harvard Business School Press.
- Christensen, C. M. (1997). *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Business School Press.
- Contractor, F. J., & Lorange, P. (1988). Why should firms cooperate? The strategy and economics basis for cooperative ventures. *Cooperative Strategies in International Business*, 3-30.
- Coughlan, A. T., Anderson, E., Stern, L. W., & El-Ansary, A. I. (2001). *Marketing Channels*. Prentice Hall.
- Czinkota, M. R., & Ronkainen, I. A. (2013). *International Marketing*. Cengage Learning.
- Çubukçu, M. (2018), İşletmelerde Uygulanan Strateji Tipleri ve Uygulamadan Örnekler, Uluslararası Yönetim Akademisi Dergisi , 1 (2) , 142-15.
- Das, T. K., & Teng, B. S. (2000). A resource-based theory of strategic alliances. *Journal of Management*, 26(1), 31-61.
- Davila, T., Epstein, M. J., & Shelton, R. (2012). *Making Innovation Work: How to Manage It, Measure It, and Profit from It*. FT Press.
- Doğan, E. (2017), Rekabet Stratejileri Perspektifinden Sürdürülebilir Rekabet Üstünlüğü, Yönetim ve Ekonomi Araştırmaları Dergisi, Sayı:1.

- Doz, Y. L., & Hamel, G. (1998). *Alliance Advantage: The Art of Creating Value Through Partnering*. Harvard Business School Press.
- DPT (Mayıs 2003), Kamu Kuruluşları Stratejik Planlama Kılavuzu, Ankara www.dpt.gov.tr/sp/SP-Klavuz.doc
- Drucker, P. F. (1985). *Innovation and Entrepreneurship: Practice and Principles*. Harper & Row.
- Dyer, J. H., & Nobeoka, K. (2000). Creating and managing a high-performance knowledge-sharing network: The Toyota case. *Strategic Management Journal*, 21(3), 345-367.
- Dyer, J. H., & Singh, H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*, 23(4), 660-679.
- Ecevit Sati, Z. Işık, Ö, (2011), İnovasyon Ve Stratejik Yönetim Sinerjisi: Stratejik İnovasyon, [Celal Bayar Üniversitesi Sosyal Bilimler Dergisi](http://www.celalbayarsosyalbilimler.org.tr), 2, 538-559.
- Gamble, J. E., Thompson, A. A., & Peteraf, M. A. (2019). *Essentials of Strategic Management: The Quest for Competitive Advantage*. McGraw-Hill Education.
- Ghaleb, B. D. S. (2024). Effect of Exam-Focused and Teacher-Centered Education Systems on Students' Cognitive and Psychological Competencies. *International Journal of Multidisciplinary Approach Research and Science*, 2(02), 611-631. <https://doi.org/10.59653/ijmars.v2i02.648>
- Ghaleb, B. D. S. (2024). Effect of Exam-Focused and Teacher-Centered Education Systems on Students' Cognitive and Psychological Competencies. *International Journal of Multidisciplinary Approach Research and Science*, 2(02), 611-631.
- Grant, R. M. (2016). *Contemporary Strategy Analysis: Text and Cases Edition*. Wiley.
- Gulati, R. (1995). Social structure and alliance formation patterns: A longitudinal analysis. *Administrative Science Quarterly*, 40(4), 619-652.
- Gulati, R. (1998). Alliances and networks. *Strategic Management Journal*, 19(4), 293-317.
- Güçlü, N. (2003). Stratejik Yönetim . Gazi Üniversitesi Gazi Eğitim Fakültesi Dergisi , 23 (2).
- Gürcan N, Strateji Kavramının Ve Stratejik Yönetimin Yeni Yönelim Ve Kullanım Alanları Üzerine Bir İnceleme, Ssad. 2022; 6(2): 333-348.
- Hagedoorn, J. (2002). Inter-firm R&D partnerships: an overview of major trends and patterns since 1960. *Research Policy*, 31(4), 477-492.
- Hamel, G. (1991). Competition for competence and interpartner learning within international strategic alliances. *Strategic Management Journal*, 12(S1), 83-103.
- Hill, C. W. L., & Hult, G. T. M. (2018). *International Business: Competing in the Global Marketplace*. McGraw-Hill Education.

- Hill, C. W. L., & Jones, G. R. (2008). *Strategic Management: An Integrated Approach* (8th ed.). Houghton Mifflin.
- Hill, C. W. L., & Jones, G. R. (2012). *Strategic Management: An Integrated Approach*. Cengage Learning.
- Hill, C. W. L., & Rothaermel, F. T. (2003). The Performance of Incumbent Firms in the Face of Radical Technological Innovation. *Academy of Management Review*, 28(2), 257-274.
- Hill, C. W., Hitt, M. A., & Hoskisson, R. E. (1992). Cooperative versus competitive structures in related and unrelated diversified firms. *Organization Science*, 3(4), 501-521.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2012). *Strategic Management: Competitiveness and Globalization* (10th ed.). South-Western Cengage Learning.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). *Strategic Management: Competitiveness and Globalization*. Cengage Learning.
- Hoskisson, R. E., & Hitt, M. A. (1990). Antecedents and performance outcomes of diversification: A review and critique of theoretical perspectives. *Journal of Management*, 16(2), 461-509.
- <http://dspace.trakya.edu.tr/xmlui/handle/trakya/472>
- Inkpen, A. C., & Tsang, E. W. K. (2005). Social capital, networks, and knowledge transfer. *Academy of Management Review*, 30(1), 146-165.
- Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring Corporate Strategy* (8th ed.). Prentice Hall.
- Johnson, G., Whittington, R., & Scholes, K. (2011). *Exploring Strategy: Text and Cases*. Pearson.
- Kaplan, R. S., & Norton, D. P. (1996). *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business Review Press.
- Kaplan, R. S., & Norton, D. P. (2004). *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*. Harvard Business School Press.
- Keizer, J. A., Halman, J. I. M., & Song, M. (2002). From Experience: Applying the Risk Diagnosing Methodology. *Journal of Product Innovation Management*, 19(3), 213-232.
- Kırım, A. (1998), *Yeni Dünyada Strateji ve Yönetim*, Sistem Yayıncılık, İstanbul.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management*. Pearson.
- Kotter, J. P. (1996). *Leading Change*. Harvard Business Review Press.
- Kutlu M. (2002), *Stratejik Yönetim*, Erişim: 10 Eylül 2004, <http://www.eylem.com/strateji/eylemstra.htm>
- Lambert, D. M., & Cooper, M. C. (2000). Issues in supply chain management. *Industrial Marketing Management*, 29(1), 65-83.

- Latham, J. R. (Nisan 1995), "Visioning: The Concept, Trilogy and Process" *Quality Progress*, Milwaukee, 28, 4, 65.
- Levitt, T. (1983). The globalization of markets. *Harvard Business Review*, 61(3), 92-102.
- Liker, J. K. (2004). *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer*. McGraw-Hill.
- Lorange, P., & Roos, J. (1992). Strategic Alliances: Formation, Implementation, and Evolution. *Strategic Management Journal*, 13(2), 129-132.
- Lundvall, B. Å. (1992). *National Systems of Innovation: Towards a Theory of Innovation and Interactive Learning*. Pinter Publishers.
- Lurie, N., Saville, M., Hatchett, R., & Halton, J. (2020). Developing Covid-19 vaccines at pandemic speed. *New England Journal of Medicine*, 382(21), 1969-1973.
- Markides, C. C. (1997). To diversify or not to diversify. *Harvard Business Review*, 75(6), 93-99.
- Mintzberg, H. (Ocak-Şubat 1994), "The Fall and Rise of Strategic Planning", *Harvard Business Review*, 72, 1, 107.
- Mirzayeva, G. , Türkay, O. "Rekabet Stratejilerinin Değerlendirilmesi: Bakü'deki Otel İşletmeleri Üzerine Bir Araştırma" . *Uluslararası Türk Dünyası Turizm Araştırmaları Dergisi* 1 (2016) : 74-83
- Montgomery, C. A. (1994). Corporate diversification. *Journal of Economic Perspectives*, 8(3), 163-178.
- Palich, L. E., Cardinal, L. B., & Miller, C. C. (2000). Curvilinearity in the diversification-performance linkage: An examination of over three decades of research. *Strategic Management Journal*, 21(2), 155-174.
- Peker, A. E. & Boyraz, A. (2017). Stratejik Yönetim Kavramına Teorik Bir Yaklaşım . *Fırat Üniversitesi Uluslararası İktisadi ve İdari Bilimler Dergisi* , 1 (2) , 67-92 .
- Penrose, E. T. (1959). *The Theory of the Growth of the Firm*. Oxford University Press.
- Porter M. E. (Kasım-Aralık 1996), "What is Strategy?", *Harvard Business Review*, 61-78.
- Porter, M. E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Free Press.
- Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press.
- Porter, M. E., & Heppelmann, J. E. (2014). How smart, connected products are transforming competition. *Harvard Business Review*, 92(11), 64-88.

- Powell, W. W., Koput, K. W., & Smith-Doerr, L. (1996). Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology. *Administrative Science Quarterly*, 41(1), 116-145.
- Prahalad, C. K., & Bettis, R. A. (1986). The dominant logic: A new linkage between diversity and performance. *Strategic Management Journal*, 7(6), 485-501.
- Prahalad, C. K., & Hamel, G. (1990). The Core Competence of the Corporation. *Harvard Business Review*, 68(3), 79-91.
- Ring, P. S., & Van de Ven, A. H. (1992). Structuring cooperative relationships between organizations. *Strategic Management Journal*, 13(7), 483-498.
- Rumelt, R. P. (1982). Diversification strategy and profitability. *Strategic Management Journal*, 3(4), 359-369.
- Schein, E. H. (1990). Organizational Culture. *American Psychologist*, 45(2), 109-119.
- Schoemaker, P. J. H. (Sonbahar, 1992), "How To Link Strategic Vision to Core Capabilities", Sloan Management Review.
- Schumpeter, J. A. (1934). *The Theory of Economic Development*. Harvard University Press.
- Simons, R. (2000). *Performance Measurement and Control Systems for Implementing Strategy*. Prentice Hall.
- Soyer Parlıyan B. "Strateji Arařtırmalarının Kuramsal Temelleri. Kalite ve Strateji" *Yönetimi Dergisi*. 2022; 2(2): 193-197.
- Şağbaşıua, L. (2006), "Strateji, Rekabet Ve Rekabet Gücü İlişkileri", *Uluslararası Hakemli Sosyal Bilimler E-Dergisi*, Sayı:9, Kırgızistan.
- Teece, D. J. (1986). Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy. *Research Policy*, 15(6), 285-305.
- Teece, D. J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning*, 43(2-3), 172-194.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18(7), 509-533.
- Thompson, A. A., Strickland, A. J., & Gamble, J. E. (2018). *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*. McGraw-Hill Education.
- Tidd, J., Bessant, J., & Pavitt, K. (2005). *Managing Innovation: Integrating Technological, Market and Organizational Change* (3rd ed.). John Wiley & Sons.

Ghaleb

Wheelen, T. L., & Hunger, J. D. (2012). *Strategic Management and Business Policy: Toward Global Sustainability* (13th ed.). Pearson.

Yükselen, H. (2018), "Strateji Kavramını Çalışmak", Atatürk Stratejik Araştırmalar Enstitüsü, 1-38.