

Management of strategy Printable PDF

Understanding the Management of Strategy: A Comprehensive Guide

Management of strategy is a critical aspect of organizational success, encompassing the processes and practices that leaders employ to formulate, implement, and evaluate strategies aligned with their company's vision and goals. Effective strategic management ensures that an organization adapts to changing environments, leverages its core competencies, and maintains a competitive edge. In this article, we will explore the fundamental concepts, frameworks, and best practices related to strategic management, providing insights for managers, entrepreneurs, and students alike.

What Is Strategy Management?

Definition and Importance

Strategy management refers to the ongoing process of developing, executing, and reviewing strategies to achieve organizational objectives. It involves a systematic approach that integrates various functions and levels of a company to ensure cohesive progress towards long-term success. Proper management of strategy enables organizations to anticipate market trends, allocate resources efficiently, and respond swiftly to threats and opportunities.

Key Components of Strategic Management

- **Strategic Analysis:** Understanding internal capabilities and external market conditions.
- **Strategy Formulation:** Developing objectives and selecting appropriate strategies.
- **Strategy Implementation:** Allocating resources and executing plans effectively.
- **Strategy Evaluation:** Monitoring performance and making necessary adjustments.

The Strategic Management Process

1. Strategic Analysis

The first step involves a thorough assessment of the internal and external environment. Tools such as SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) help organizations identify their competitive advantages and vulnerabilities.

- **Internal Analysis:** Evaluates resources, capabilities, core competencies, and organizational structure.
- **External Analysis:** Examines industry trends, competitors, market dynamics, and macroeconomic factors.

2. Strategy Formulation

Based on insights from the analysis phase, organizations craft strategies that align with their mission and vision. This involves setting clear objectives and deciding on strategic directions.

- Corporate-level strategies: Overall scope and resource allocation across business units.
- Business-level strategies: How to compete effectively in specific markets.
- Functional strategies: Specific plans for departments such as marketing, operations, and finance.

3. Strategy Implementation

Implementation transforms strategic plans into action. It requires effective leadership, communication, resource allocation, and organizational structure adjustments.

- Establishing clear roles and responsibilities.
- Developing policies and procedures.
- Motivating staff and fostering a strategic culture.

4. Strategy Evaluation and Control

Continuous monitoring ensures strategies are on track. Key performance indicators (KPIs) help measure progress, and feedback loops facilitate timely adjustments.

- Performance measurement systems.
- Regular review meetings.
- Adjustment of strategies based on market feedback and performance data.

Frameworks and Models in Management of Strategy

SWOT Analysis

A fundamental tool that helps organizations assess internal strengths and weaknesses, alongside

external opportunities and threats. It guides strategic decision-making by highlighting areas for growth and risk mitigation.

Porter's Five Forces

This model analyzes industry competitiveness based on five forces:

- Threat of new entrants
- Bargaining power of suppliers
- Bargaining power of buyers
- Threat of substitute products
- Industry rivalry

Balanced Scorecard

A strategic planning and management system that organizations use to:

- Align business activities with the vision and strategy.
- Improve internal and external communications.
- Monitor organizational performance against strategic goals.

BCG Matrix

Developed by the Boston Consulting Group, this matrix helps companies analyze their product portfolio by categorizing products into:

- Stars
- Cash Cows
- Question Marks
- Dogs

Best Practices in Managing Strategy

1. Clear Vision and Mission

Successful strategic management begins with a well-defined vision and mission that articulate the organization's purpose and long-term aspirations. These serve as guiding lights for strategy development.

2. Stakeholder Engagement

Involving key stakeholders—including employees, customers, suppliers, and investors—in strategic planning fosters buy-in and diverse perspectives, leading to more robust strategies.

3. Data-Driven Decision Making

Leveraging market research, analytics, and performance data ensures strategies are based on factual insights rather than assumptions.

4. Flexibility and Adaptability

In a rapidly changing environment, organizations must remain flexible to pivot strategies when necessary. Regular reviews and scenario planning enhance adaptability.

5. Leadership and Communication

Effective leadership inspires teams to execute strategies effectively. Transparent communication ensures everyone understands their roles and the strategic objectives.

6. Continuous Learning and Innovation

Encouraging a culture of innovation and continuous improvement helps organizations stay ahead of competitors and adapt to market shifts.

Challenges in Managing Strategy

Common Obstacles

- Resistance to change within the organization.
- Lack of clear vision or strategic direction.
- Insufficient resources or poor resource allocation.
- Poor communication of strategic plans.
- Failure to monitor and adjust strategies regularly.

Overcoming Challenges

- Foster a strategic culture that embraces change.
- Ensure leadership commitment and clarity of vision.

- Invest in training and development.
- Implement robust performance measurement systems.
- Encourage open communication across all levels.

The Role of Technology in Strategy Management

Digital Tools and Software

Technology plays a vital role in streamlining strategy management through tools such as:

- Strategic planning software (e.g., ClearPoint, Cascade).
- Data analytics platforms (e.g., Tableau, Power BI).
- Project management tools (e.g., Asana, Trello).

Data Analytics and Business Intelligence

Advanced analytics enable organizations to make predictive insights, optimize operations, and personalize customer experiences, thereby informing strategic decisions.

Conclusion: Mastering the Art of Management of Strategy

Effective **management of strategy** is essential for organizations aiming for long-term sustainability and growth. It requires a blend of analytical rigor, visionary leadership, adaptive processes, and technological support. By understanding and applying strategic management frameworks, engaging stakeholders, and fostering a culture of continuous improvement, organizations can navigate complexities and achieve their strategic objectives. As markets evolve and competition intensifies, mastering strategic management becomes not just a necessity but a strategic advantage that can determine an organization's future trajectory.

Management of strategy is a fundamental aspect of organizational success, guiding companies through complex environments and ensuring sustainable growth. It involves the systematic planning, implementation, and evaluation of strategic initiatives to achieve long-term objectives. Effective management of strategy requires a comprehensive understanding of internal capabilities, external market dynamics, and the alignment of resources to capitalize on opportunities and mitigate threats. As organizations face rapid technological changes, globalization, and evolving consumer preferences, mastering strategic management becomes increasingly crucial for maintaining competitive advantage.

Understanding the Concept of Strategic Management

Strategic management is the discipline that involves the formulation, implementation, and evaluation of cross-functional decisions enabling an organization to achieve its objectives. It encompasses a broad spectrum of activities, from analyzing competitive environments to selecting appropriate strategies and ensuring their execution.

Key Components of Strategic Management

- Environmental Scanning: Analyzing internal strengths and weaknesses and external opportunities and threats (SWOT analysis).
- Strategy Formulation: Developing long-term plans based on insights from environmental scanning.
- Strategy Implementation: Allocating resources and establishing structures to execute formulated strategies.
- Strategy Evaluation and Control: Monitoring performance and making adjustments as necessary.

Strategic Planning vs. Strategic Management

While often used interchangeably, strategic planning and strategic management differ in scope and application.

Strategic Planning

- Focuses on setting specific goals and outlining steps to achieve them.
- Usually a formal, documented process.
- Typically conducted annually or periodically.

Strategic Management

- Broader, encompassing ongoing processes of strategic thinking, decision-making, and adaptation.
- Involves continuous assessment of internal and external environments.
- Encourages flexibility and responsiveness.

Pros of Strategic Management:

- Provides a clear direction for the organization.

- Facilitates proactive responses to environmental changes.
- Enhances resource allocation efficiency.
- Promotes organizational alignment.

Cons:

- Can be time-consuming and resource-intensive.
- Risk of rigid planning that hampers adaptability.
- Overemphasis on formal processes may stifle innovation.

Levels of Strategy in Management

Strategies are formulated at various organizational levels, each with distinct focus areas and implications.

Corporate-Level Strategy

- Defines the overall scope and direction of the entire organization.
- Decisions about diversification, acquisitions, or portfolio management.
- Example: Entering new markets or industries.

Business-Level Strategy

- Focuses on competing successfully in individual markets.
- Determines how to gain a competitive advantage.
- Example: Cost leadership vs. differentiation.

Functional-Level Strategy

- Specific to departments like marketing, operations, finance.
- Supports business-level strategies.
- Example: Marketing campaign targeting a new customer segment.

Tools and Frameworks for Managing Strategy

Effective strategic management relies on various analytical tools and frameworks to inform decision-making.

SWOT Analysis

- Assesses internal strengths and weaknesses alongside external opportunities and threats.
- Helps identify strategic priorities.

Porter's Five Forces

- Analyzes industry competitiveness based on five forces: competitive rivalry, supplier power, buyer power, threat of substitution, and threat of new entrants.
- Guides positioning strategies.

Balanced Scorecard

- Integrates financial and non-financial performance measures.
- Ensures a holistic approach to strategy execution.

BCG Matrix

- Helps prioritize investment among different business units based on market growth and market share.

Implementing Strategy: Challenges and Best Practices

Implementing strategies effectively is often more challenging than formulating them. Resistance to change, resource constraints, and misalignment can hinder execution.

Common Challenges

- Organizational inertia and resistance.
- Lack of clear communication and leadership.
- Insufficient resources or capabilities.
- Poor change management practices.

Best Practices for Successful Strategy Implementation

- Communicate the strategy clearly across all levels.
- Ensure leadership commitment and support.
- Align organizational structure and resources with strategic priorities.
- Foster a culture of adaptability and continuous improvement.
- Monitor progress through KPIs and adjust as necessary.

Evaluation and Control in Strategy Management

Continuous evaluation is vital to ensure that strategic initiatives remain relevant and effective.

Performance Measurement

- Use of KPIs aligned with strategic goals.
- Regular reporting and review sessions.

Feedback and Adjustment

- Identifying deviations from plans.
- Making informed adjustments to strategies or operations.
- Encouraging learning from successes and failures.

Emerging Trends in Management of Strategy

The landscape of strategic management is constantly evolving, influenced by technological advancements and societal shifts.

Digital Transformation

- Integrating digital technologies into strategic initiatives.
- Leveraging data analytics, AI, and automation.

Agile Strategy

- Emphasizes flexibility, rapid iteration, and responsiveness.
- Suitable for dynamic and uncertain environments.

Sustainability and Corporate Social Responsibility (CSR)

- Incorporating environmental and social considerations into strategic planning.
- Building long-term value and reputation.

Globalization and Strategic Alliances

- Navigating international markets.
- Forming strategic partnerships and alliances.

Conclusion

The management of strategy is a multifaceted discipline that requires a nuanced understanding of organizational dynamics, environmental factors, and leadership. Its success hinges on meticulous planning, effective implementation, continuous evaluation, and adaptability to change. Organizations that excel in strategic management are better positioned to navigate uncertainties, capitalize on opportunities, and achieve sustainable growth. As the global business environment becomes more complex, mastering strategic management tools and principles will remain an indispensable competency for leaders and managers alike. Embracing innovation, fostering a strategic mindset, and cultivating organizational agility are key to thriving in an increasingly competitive world.

Question What are the key components of effective strategy management? Effective strategy management involves setting clear objectives, conducting thorough environmental analysis, formulating strategic plans, implementing them efficiently, and continuously monitoring and adjusting based on performance and changing external conditions. **Answer** How does strategic planning differ from strategic management? Strategic planning is the process of defining an organization's strategy and setting goals, while strategic management encompasses the ongoing implementation, evaluation, and adjustment of those strategies to ensure long-term success. What role does leadership play in strategy management? Leadership is crucial in strategy management as it provides vision, drives organizational alignment, motivates teams, and ensures the effective execution and adaptation of strategic initiatives. How can organizations effectively measure the success of their strategies? Organizations can measure strategy success using key performance indicators (KPIs), balanced scorecards, financial metrics, customer satisfaction scores, and other relevant benchmarks aligned with strategic objectives. What are common challenges faced in strategy management and how can they be overcome? Common challenges include lack of clear vision, poor communication, resistance to change, and misalignment of resources. These can be overcome by fostering open communication, engaging stakeholders, ensuring leadership commitment, and regularly reviewing and adjusting strategies.

Related keywords: strategic planning, strategic management, business strategy, strategic analysis, strategic formulation, strategic implementation, competitive advantage, strategic decision-making, corporate strategy, strategic leadership

Good Strategy Bad Strategy

Good Strategy Bad Strategy

Good Strategy Bad Strategy: Understanding the Core of Effective Planning

good strategy bad strategy?these words often pop up in business discussions,

leadership seminars, and even casual conversations about success and failure. But what exactly separates a good strategy from a bad one? Why do some plans lead organizations to triumph while others cause them to stumble? Diving into this topic reveals not only the critical elements that define strategic success but also common pitfalls that many fall into when crafting their approach.

What Defines Good Strategy?

A good strategy is more than just a wish list or a collection of goals; it's a coherent plan that tackles challenges head-on and leverages strengths effectively. In essence, good strategy involves clear diagnosis, a guiding policy, and a set of coordinated actions.

Diagnosis: Identifying the Critical Challenge

The first step in any good strategy is to accurately diagnose the core problem or opportunity. This means cutting through the noise to identify what truly matters. Without a clear diagnosis, efforts become scattered and inefficient.

For example, a company facing declining sales must figure out whether the issue is market saturation, poor product quality, or ineffective marketing before deciding on a course of action.

Guiding Policy: The Overall Approach

Once the challenge is understood, the next step is to develop a guiding policy. This policy is a high-level approach that directs decision-making and prioritizes resource allocation. It serves as a compass, helping organizations stay aligned even when unexpected obstacles arise.

A guiding policy might involve focusing on innovation to outpace competitors or doubling down on customer service to build loyalty.

Coherent Actions: Implementing the Plan

Good strategy translates the diagnosis and guiding policy into a set of coordinated and focused actions. These actions should be logical steps that move the organization toward its objectives without unnecessary distractions.

For instance, if innovation is the guiding policy, coherent actions could include investing in research and development, hiring creative talent, and fostering a culture open to experimentation.

The Hallmarks of Bad Strategy

On the flip side, bad strategy often masquerades as good intentions but falls short in execution and thoughtfulness. It tends to be vague, lacks focus, and confuses goals with strategy.

Lack of Clear Focus

Bad strategy often tries to do everything at once, resulting in diluted efforts. Without prioritization, organizations spread themselves thin and fail to make meaningful progress

in any area.

For example, a company might set ambitious goals like expanding into multiple markets, launching several products, and doubling revenue all at once, without a clear plan on how to manage these initiatives effectively.

Failure to Identify the Real Problem

Sometimes, bad strategy stems from a shallow understanding of the challenges. Instead of probing deeply, decision-makers settle for surface-level symptoms, leading to misguided solutions.

If a business blames poor sales solely on external factors like economic downturns without examining internal issues such as inefficient processes or product flaws, their strategy is unlikely to succeed.

Confusing Goals with Strategy

Another common pitfall is treating a list of objectives as a strategy. Simply stating "we want to increase market share" or "boost customer satisfaction" without explaining how to achieve these outcomes is insufficient.

A good strategy explains the why and how, not just the what.

Why Good Strategy Matters in Business and Beyond

Understanding the difference between good and bad strategy is crucial because strategy sets the foundation for long-term success. In business, effective strategy enables companies to navigate competitive landscapes, adapt to change, and allocate resources

wisely.

Beyond business, strategy plays a vital role in personal development, government policy, and even everyday decision-making. Whether it's planning a career move or designing public health initiatives, having a clear, coherent strategy improves outcomes.

Strategic Thinking as a Skill

Developing strategic thinking involves sharpening one's ability to analyze complex situations, anticipate consequences, and prioritize actions. This skill is invaluable in leadership roles, where decisions often carry significant impact.

Encouraging strategic thinking within teams can foster innovation and resilience, allowing organizations to respond dynamically to challenges.

Practical Tips for Crafting Good Strategy

Creating a good strategy doesn't have to be an elusive art. Here are some practical tips to guide the process:

Focus on the Critical Issue: Identify the one or two biggest challenges that need

1.
solving.

Be Specific: Avoid vague language. Clearly articulate the problem, approach, and

2.
actions.

Align Actions: Ensure every step reinforces the guiding policy and moves toward

3.

the goal.

Be Realistic: Consider available resources and constraints to create achievable

4.

plans.

Communicate Clearly: Make sure everyone involved understands the strategy

5.

and their role in it.

Learning from Examples

Looking at real-world examples can illuminate the difference between good and bad strategy. For instance, companies like Apple have demonstrated good strategy by focusing on design and user experience, which differentiated them in a crowded market. In contrast, companies that fail to adapt their strategies or ignore core problems often struggle to maintain relevance.

Common Misconceptions About Strategy

Many people confuse strategy with planning or tactics. While related, strategy is distinct in its focus on overarching direction rather than day-to-day operations.

Another misconception is that strategy must be complex. In reality, some of the most powerful strategies are elegantly simple, cutting through complexity with clarity.

The Role of Flexibility

Good strategy does not mean rigid adherence to a plan. Instead, it provides a framework that allows for adaptation as new information emerges. Flexibility ensures resilience and keeps organizations from being blindsided by change.

Integrating Good Strategy Into Organizational Culture

For strategy to be effective, it must be embedded within the organization's culture. This means fostering an environment where:

Open communication is encouraged

1.

Feedback loops help refine strategy continuously

2.

Leadership models strategic thinking

3.

Teams are empowered to make decisions aligned with the strategy

4.

When strategy becomes part of the daily mindset, organizations can move cohesively toward their goals with greater speed and confidence.

Exploring the nuances of good strategy bad strategy highlights how critical the right approach is to achieving meaningful success. Whether you're leading a business, managing a project, or setting personal goals, understanding the elements of effective strategy can transform your outcomes. It's about clarity, focus, and execution—cutting through complexity to make decisions that truly matter.

Question

Answer

What is the main difference between a good strategy and a bad strategy according to Richard Rumelt?

According to Richard Rumelt, a good strategy focuses on identifying critical challenges and creating coherent actions to address them, while a bad strategy often consists of vague goals, "u?", and lacks a clear guiding policy or coherent actions.

Why is 'diagnosis' important in forming a good strategy?

Diagnosis is important because it involves understanding and defining the core problem or challenge an organization faces, which allows for the development of targeted and effective strategies rather than just superficial goals.

How can organizations

avoid 'bad strategy'

pitfalls?

Organizations can avoid bad strategy by clearly defining the problem, developing a guiding policy to address it, creating coherent and coordinated actions, and avoiding generic objectives, wishful thinking, and ignoring difficult trade-offs.

What role do coherent actions play in a good strategy?

Coherent actions are essential in a good strategy as they represent a set of coordinated steps that work together to overcome the identified challenges, ensuring that efforts are aligned and effective rather than disjointed or contradictory.

Can a good strategy evolve over time?

Yes, a good strategy can and should evolve over time as new information, challenges, and opportunities arise; continuous assessment and adaptation help maintain its relevance and effectiveness in a changing environment.

Good Strategy Bad Strategy: A Critical Examination of Strategic Thinking in Business and Beyond

good strategy bad strategy is more than just a catchy phrase; it represents a profound

exploration into the core of decision-making and planning that separates successful organizations from those that falter. Popularized by Richard Rumelt's influential book, the term encapsulates a diagnostic framework for identifying what truly constitutes effective strategy versus superficial or flawed attempts at strategic planning. As businesses, governments, and individuals strive to navigate increasingly complex environments, understanding the nuances between good strategy and bad strategy becomes indispensable.

Understanding the Essence of Good Strategy Bad Strategy

At its core, good strategy is about clarity, focus, and insightful problem-solving. It involves a coherent set of actions designed to overcome critical challenges and leverage unique advantages. Bad strategy, by contrast, often manifests as vague goals, wishful thinking, or an overemphasis on buzzwords without concrete plans. Rumelt's analysis shines a spotlight on the common pitfalls that plague many organizations, such as mistaking ambition for strategy or confusing strategic objectives with lofty visions.

The distinction is not merely academic. Organizations that fail to adopt good strategy often experience misaligned priorities, wasted resources, and missed opportunities.

Conversely, those that master strategic thinking tend to outperform competitors, adapt more fluidly to change, and maintain sustainable growth.

The Anatomy of Good Strategy

Good strategy begins with diagnosing the critical issues an organization faces. This diagnosis is not superficial; it digs deep into root causes rather than symptoms. Following this, a guiding policy is crafted—an overarching approach that addresses the diagnosis and sets a clear direction. Lastly, an action plan translates this policy into concrete steps, aligning resources and efforts toward the strategic goal.

This tripartite structure—diagnosis, guiding policy, and coherent actions—is fundamental.

For example, Apple's strategic focus in the early 2000s on innovation and user experience constituted a good strategy that set it apart from competitors obsessed with hardware specifications alone.

Common Characteristics of Bad Strategy

Bad strategy often masquerades as good strategy but lacks substance. Common signs include:

Flu?: Excessive use of jargon and abstract language that obscures real issues.

1.

Failure to face the problem: Avoidance of difficult choices or ignoring critical

2.

challenges.

Mistaking goals for strategy: Setting ambitious targets without a roadmap to

3.

achieve them.

Bad strategic objectives: Overly broad or disconnected initiatives that dilute

4.

focus.

Such characteristics lead to confusion within organizations and can erode confidence among stakeholders.

The Role of Strategic Thinking in Modern Organizations

In today's fast-paced and volatile markets, the ability to distinguish good strategy from

bad strategy is more vital than ever. Strategic thinking demands continuous

environmental scanning, critical analysis, and adaptability. Companies like Amazon

exemplify good strategy by constantly iterating their business models, leveraging data

analytics, and anticipating customer needs. Their strategic clarity has enabled them to

expand from online retail into cloud computing, logistics, and entertainment.

Conversely, companies that cling to outdated or poorly formulated strategies often

struggle to remain relevant. Blockbuster's failure to pivot in response to digital disruption

is a classic example of bad strategy leading to decline.

Strategic Planning vs. Strategic Thinking

It is crucial to differentiate between strategic planning—a formalized process of setting

goals and timelines—and strategic thinking, which is more fluid, creative, and responsive.

Good strategy incorporates both but relies heavily on deep insight rather than rigid

checklists.

Strategic planning tools like SWOT analysis, PESTEL frameworks, and Balanced Scorecards

are useful but insufficient on their own. Without critical thinking to interpret data and identify leverage points, these tools risk producing bad strategy.

Implementing Good Strategy: Challenges and Considerations

Even with a well-conceived strategy, execution remains a formidable challenge. Alignment across organizational levels, clear communication, and resource allocation are necessary to translate strategy into results. Resistance to change, organizational silos, and short-term pressures can derail even the best strategic plans.

Leadership plays an instrumental role in fostering a culture that values strategic clarity and disciplined execution. Regular review and adaptation are essential to respond to emerging threats and opportunities.

Good Strategy Bad Strategy in Different Contexts

The principles of good and bad strategy extend beyond corporate boardrooms. In public policy, for instance, governments must craft strategies that address complex societal issues such as healthcare, education, and climate change. Failure to develop coherent policies often results in wasted taxpayer money and public dissatisfaction.

Similarly, non-profits and startups benefit from strategic rigor. Limited resources necessitate sharp focus and prioritization to achieve mission-driven outcomes.

Comparative Insights: Good Strategy in Business vs. Public Sector

Business: Emphasizes competitive advantage, profitability, and innovation.

1.

Public Sector: Focuses on stakeholder engagement, transparency, and long-term

2.

social impact.

Despite these differences, both sectors require a clear diagnosis of challenges, a guiding policy, and coordinated actions to succeed.

How to Cultivate Good Strategic Thinking

Developing strategic acumen involves:

Critical analysis: Question assumptions and seek evidence.

1.

Scenario planning: Anticipate multiple futures and prepare accordingly.

2.

Cross-functional collaboration: Incorporate diverse perspectives.

3.

Continuous learning: Reflect on past outcomes to refine approaches.

4.

By embedding these practices, organizations can improve their ability to generate and implement good strategy.

SEO Implications: Why Understanding Good Strategy Bad

Strategy Matters Online

From an SEO perspective, the concept of good strategy bad strategy underscores the

importance of thoughtful, targeted content marketing and digital planning. Just as businesses require a clear strategic framework to succeed, digital marketers must avoid bad strategy such as keyword stuffing, vague messaging, or disconnected campaigns.

High-performing SEO strategies focus on:

Comprehensive keyword research aligned with user intent.

1.
Content that addresses specific problems and offers actionable solutions.

2.
Consistent measurement and adaptation based on analytics.

3.
Applying the principles of good strategy ensures that SEO efforts contribute meaningfully to broader business objectives rather than operating in isolation.

The exploration of good strategy bad strategy reveals that true strategic excellence is rare but achievable. It demands hard work, honesty in confronting challenges, and the discipline to focus resources where they matter most. In an era where complexity and disruption are constants, mastering the art and science of strategy remains a critical determinant of long-term success.

business strategy, strategic planning, competitive advantage, strategic management, corporate strategy, strategic thinking, business growth, leadership strategy, organizational strategy, strategy execution

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