



## Advertising Strategy

### COURSE INFORMATION

ADV3001

Sprint 2023

Credits 03

Meeting Time: Distance Asynchronous

Office Hours By Appointment

### Canvas Classroom URL:

<https://ufl.instructure.com/courses/469304>

### INSTRUCTOR

Robert (Bob) Hughes MA

[rjhughes@jou.ufl.edu](mailto:rjhughes@jou.ufl.edu)

970-368-2021

@rjhughes\_uf

Please see my Bio—and a place for you to add your bio—under the Discussions tab in Canvas.

Note—please use my [rjhughes@jou.ufl.edu](mailto:rjhughes@jou.ufl.edu) email address for all communication. Email is the quickest way to get a message to me as it hits my phone, which I always have with me!

**Please DO NOT use the email option/tab in the Canvas shell. This does not hit my iPhone on a timely basis and I cannot reply using my iPhone. Please only use my [rjhughes@jou.ufl.edu](mailto:rjhughes@jou.ufl.edu) email address to reach me.**

**IMPORTANT! Follow this syllabus ONLY for your class information. Print it out and check things off as completed. THERE MAY BE INFORMATION INCLUDED HERE THAT IS NOT FULLY EXPLAINED/INCLUDED ON CANVAS PAGES!!!**

Announcements tab in Canvas shell

Be sure to check the Announcements tab in the Canvas shell regularly (I recommend daily) for information on class assignments, changes and other class information. In addition, important information (but not all Announcements) will be sent via email when it is posted in this tab. It is YOUR responsibility to keep up with class Announcements.

### COURSE WEBSITE

Canvas Classroom: <https://ufl.instructure.com/courses/469304>

Contact UF Helpdesk <http://helpdesk.ufl.edu/> (352) 392-HELP (4357) if you have any trouble with accessing your course.

### **Course Textbooks**

Parente, Donald *Advertising Campaign Strategy: A Guide to Marketing Communication Plans 5th Edition*

Taylor, Alice Kavounas *Strategic Thinking for Advertising Creatives*

(FYI- Both of these books are available for rent or purchase on Amazon; a used version of each is fine and can save you money. TOO, the Parente text is available through UF AllAccess. Note—I have no financial interest in Amazon, just looking out for your wallet):

[Parente text on Amazon](#)

[Taylor text on Amazon](#)

### **Course Description and Objectives**

Welcome to Advertising Strategy!

Strategy has been defined as “A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem: and “The art and science of planning and marshalling resources for their most efficient and effective use.” In Advertising Strategy, you will learn to develop strategies for a successful and effective advertising and/or integrated marketing communications (IMC) campaign. The overall goal of this course is to deepen and broaden your understanding of strategic communication management by accomplishing the following:

- Present you with a wide range of interconnected, integrated strategic advertising decisions that are similar to what you will encounter in the “real world.”
- Present you with “the case method”—a structured, field-tested approach to decision-making that is a practical and useful method for addressing a variety of communications management issues.
- Utilize individual assignments to demonstrate your writing skills and communication problem solving abilities.
- Utilize the team case analysis and class presentation to closely approximate the work environment of a management position on the client side or from within an agency.
- Explain how diversity (e.g., gender, race, ethnicity, sexual orientation or other forms of diversity) impacts messaging strategies in advertising campaigns.

To accomplish these objectives, this course requires you to:

- Think in a precise, structured manner and follow a structured decision-making process.
  - o Assess problems and opportunities, isolate key facts, and rank-order salient management issues.
  - o Make decisions and create action plans appropriate to the situation under consideration.
- Efficiently and persuasively write up and present your analysis and sell your recommendations.
- Justify and defend a proposed recommendation against constructive criticism from your colleagues.
- Learn independently and from each other to make up for areas you have not yet studied.

### **Course Design/Expectations**

This course is asynchronous.

#### *Lectures*

The recorded materials will help you to understand key concepts and assignments. These are reinforced in online homework and in written submissions. **Please note: Follow only the syllabus for assignments, due dates and other relevant information. Some may have changed since the lectures were recorded.**

#### *Your Student Role Includes:*

- Completing the assignments by deadline
- Watching the class lectures
- Participating in ALL discussions and exercises
- Being innovative and entrepreneurial
- Communicating often with your professor
- Checking Announcements Tab VERY often

#### *My Instructor Role Includes:*

- Facilitating your classroom success in a diplomatic, courteous, and fun environment
- Reviewing, grading, and offering commentary on your assignments
- Evoking discussion and having fun doing it!
- Resolving any issues that arise with assignments and other course materials
- Communicating often with YOU

#### *Assignments*

You will have regular assignments and these will be the basis for your final grade.

You will have written assignments, Discussion questions and strategic plans due during our course. There will be recorded lectures and supplemental videos for your viewing and learning.

You will be assigned to a Group/Team for several assignments during the semester. You are required to fill out and sign a team contract for this participation. You and your team will be expected to develop how you will all work together (meeting times, communication issues and methods, etc.) I reserve the right to grade each team member individually based on each student's effort.

**There are two special projects due during our course.** You will develop an advertising strategic plan for a publicly traded brand or company of your choice. This plan is due in Module 14 and a PowerPoint presentation (including speaker notes) for the plan is due in Module 15.

#### *Discussion Posts*

Discussion is an integral part of any course. This class will be no exception. You will be expected to read the assigned chapters, accompanying readings, view videos and actively participate in weekly discussions through the "Discussions" tab in the Canvas e-learning site. You will be expected to demonstrate that you are thinking about the issues by asking questions, offering your own opinions and share justifications for those opinions, participating in class debate, posting comments and questions to the e-learning site and keeping your eyes and ears open for current events that may relate to class discussions. Please be respectful of the contributions of others and help create a class environment that is welcoming and inclusive.

#### *Requirements*

1. You will need an Internet connection to access class materials, view the lectures, and complete your assignments.
2. You must be able to communicate with the instructor. Most communications will be done via email and in the Canvas Classroom, but you may be asked to join Dropbox.com (a free online service) to share large files.

#### ***Announcements tab in Canvas shell***

**Be sure to check the Announcements tab in the Canvas shell regularly for information on class assignments, changes and other class information.** In addition, important information will be sent via email when it is posted in this tab.

#### **COURSE POLICIES**

##### **Attendance Policy**

This is an online asynchronously delivered course, attendance in the form of calling roll will not occur;

##### **Late Work and Make-up Policy:**

You are expected to prepare and submit your assignments on a timely basis. Due dates are clearly laid out in this syllabus.

Deadlines are critical to this class as they will be in your professional career. All work is due on or before the due date. The class is open for working in advance if you know an upcoming due date will be an issue.

Extensions for deadlines will only be for preapproved emergencies. Minor

inconveniences such as family vacation or minor illness are not valid reasons for extensions. ***Without a discussion with the professor in advance late work will NOT be accepted.***

***Late submissions will receive a 'zero' grade, and there will be no make-up assignments unless you have a doctor's note, a documented emergency or you have negotiated with me ahead of time for late work.***

### **Late Posted Assignments**

*It is YOUR responsibility to meet our class assignment deadlines. Should circumstances arise and you post an assignment after the due date, it is also YOUR responsibility to email me at [rjhughes@jou.ufl.edu](mailto:rjhughes@jou.ufl.edu) to let me know when you have posted your late assignment. I do not go back on a regular basis to look for late posted assignments.*

Issues with uploading work for a grade is not an excuse. If you have technical difficulties with Canvas, there are other means to submit completed work. You may email .zip files or even links to Dropbox folders to your Instructor via UF email. Another suggestion to compensate for technical difficulties by not waiting until the last minute to submit work.

**Technical issue policy:** Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from LSS when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail your instructor within 24 hours of the technical difficulty if you wish to request a make-up. Contact UF helpdesk (352) 392-HELP.

**Emergency and extenuating circumstances policy:** Students who face emergencies, such as a major personal medical issue, a death in the family, serious illness of a family member, or other situations beyond their control should notify their instructors immediately.

Students are also advised to contact the Dean of Students Office if they would like more information on the medical withdrawal or drop process:

<https://www.dso.ufl.edu/care/medical-withdrawal-process/>.

**Students MUST inform their academic advisor before dropping a course**, whether for medical or non-medical reasons. Your advisor will assist with notifying professors and go over options for how to proceed with their classes.

Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found in the online catalogue at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

### **Ownership Education**

As UF students, you are not passive participants in this course. All students in this Program have a background in marketing, advertising, public relations, journalism, or similar fields. This class allows you to not only take ownership of your educational experience but to also provide your expertise and knowledge in helping your fellow classmates. The Canvas shell will have an open Q&A thread where you should pose questions to your classmates when you have a question as it relates to an assignment or an issue that has come up at work. Your classmates along with your instructor will be able to respond to these questions and

provide feedback and help. This also allows everyone to gain the same knowledge in one location rather than the instructor responding back to just one student which limits the rest of the class from gaining this knowledge.

### Coursework Submissions

In general, as noted throughout this syllabus, most coursework should be submitted through the Assignments tab in the Canvas classroom.

### General Deadlines

This class, like others, involves many deadlines. Here is a summary reminder.

- Class Modules are Monday through Sunday
- Weekly lectures on Monday
- Weekly homework is due on Sunday
- Team assignments will be due on Sunday
- Initial Discussion post is due on Thursday
- Discussion post classmate reply are due on Saturday

### Grading

Your work will be evaluated as noted below. Late submissions policy is detailed in appropriate section of this syllabus, and, generally, there are no make-up assignments unless you have a doctor's note, a documented emergency, or you have negotiated with me ahead of time. **Also, please note: There is no "extra-credit offered in this course."**

Weekly Discussions	75 points
Team Assignments	80 points
• Week 4 (25 points)	
• Week 7 (25 points)	
• Week 10 (30 points)	
Situation Analysis/SWOT	10 points
Target Audience	10 points
Goals/Objectives	10 points
C&D Map	10 points
Creative Strategy	10 points
Media Strategy	10 points
Digital Strategy	10 points
Team Case Study-Cheetos	100 points
Plan Outline	20 points
Plan Rough Draft	20 points
Final Plan	100 points
Plan PowerPoint	35 points
<b>TOTAL</b>	<b>500 points 100%</b>

### Online Assignments

Students will complete assignments each Module throughout the semester. These assignments are designed to show your understanding and mastery of the course

material and its application. Assignments will vary in their nature, so stay tuned and pay attention!

### **Late Posted Assignments**

*It is YOUR responsibility to meet our class assignment deadlines. Should circumstances arise and you post an assignment after the due date, it is also YOUR responsibility to email me at [rjhughes@jou.ufl.edu](mailto:rjhughes@jou.ufl.edu) to let me know when you have posted your late assignment. I do not go back on a regular basis to look for late posted assignments.*

### **Discussions**

Throughout the semester, students will be asked to respond to questions for discussion, research a topic or find a current article and provide a summary. Online classroom discussion post protocol is posted under **Announcements**, so make sure you read and understand it! **The deadline for your discussion posts will be 11:59pm EST Thursday night of the class week for your initial Discussion reply and 11:59 p.m. EST Saturday night for at least TWO substantive classmate replies.**

**Please note: the minimum word count for your initial Discussion Question reply is at least 250 words. The minimum word count for your classmate replies is at least 150 words.**

### **Team/Group Projects**

You will be assigned to a Group/Team for several assignments during the semester. In Week 1 you will be required to fill out and sign a Team Contract for your work in this area of our class.

### **Final Project**

This will be a multi-Module assignment. The goal of the plan is to build a Strategic Brief for your favorite publicly traded brand. You will develop this plan in stages over several modules.

### **Grade Scale:**

A	93 and above	C	73-75.99
A-	90-92.99	C-	70-72.99
B+	86-89.99	D+	66-69.99
B	83-85.99	D	63-65.99
B-	80-82.99	D-	60-62.99
<u>C+</u>	<u>76-79.99</u>	<u>F</u>	<u>59.99 and below</u>

Note-- When the grade falls at a .5, I will carry the grade to the next decimal point for rounding purposes.

### **Grading policy**

General University policies regarding grades can be found at <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

## Course Schedule and Assignment Details

Each class Module runs from Monday to Sunday.

- **Assignment deadlines and other class details for each Module will be found in the Canvas Classroom. Any changes will be detailed in the ANNOUNCEMENTS section of this online classroom- check both announcements and email at least once per day**

**Module 1: Class Overview: Introduction to advertising strategy and the IMC (See all dates on the class calendar. It is your responsibility to keep on schedule. I recommend printing out both the syllabus and calendar and marking through assignments as completed.)**

- Read Articles in Canvas
- Watch lectures in Canvas
- Read chapters in text Parente Ch. 1; Taylor Ch. 1
- Answer Discussion Question in Canvas

### **Module 2: Laying the Research Foundation (Part 1)**

**Elements of ad strategy**

**Role of the IMC and ad strategies**

**Role of digital channels**

- Read Parente Ch. 2, pages 35-55; Taylor Ch. 2
- Read additional articles in Canvas
- Watch lectures in Canvas
- Answer Discussion Question in Canvas

### **Module 3: Laying the Research Foundation (Part 2)**

**Segmentation**

**Target Markets**

**Prizm and its competitors**

- Read Parente Ch. 2, pages 56-86 ; Taylor Ch. 3
- Read additional articles in Canvas
- Watch lectures in Canvas
- Watch SWOT videos in Canvas
- Answer Discussion Question in Canvas
- Select and get approval for publically traded plan you will use for your semester-long project: an advertising strategic plan

### **Module 4: Mapping out the Situation (Part 1)**

**Perspectives on customer behavior**

**The communication process**

**Digital and the consumer**

- Read Parente Ch. 3
- Watch lectures in Canvas
- Read Articles in Canvas
- Answer Discussion Question in Canvas
- Assignment: Develop situtation analysis for your selected brand



- Team Assignment: SWOT and Target Audience examples.
- Module 4 team assignment due
- Situation Analysis and SWOT due

### **Module 5: Mapping out the Situation (Part 2)**

#### **The market**

#### **The product**

#### **The competition**

- Read Taylor, Ch. 6 and 7
- Read Articles in Canvas
- Watch lectures in Canvas
- Answer Discussion Question in Canvas
- Assignment: Identify target audience for your selected brand

### **Module 6: Turning Findings into Goals**

#### **Establishing plan objectives and strategies**

#### **Developing Budgets**

#### **The C-D Map**

- Read Parente Ch. 4; Taylor Ch. 4
- Watch lectures in Canvas
- Read Articles in Canvas
- Answer Discussion Question in Canvas
- Assignment: Develop SWOT analysis for your selected brand

### **Module 7: Developing Strategies (Part 1)**

#### **Developing MarComm strategies**

- Read Parente Ch. 5; Taylor Ch. 5
- Watch additional videos in Canvas
- Watch lectures in Canvas
- Read Articles in Canvas
- Answer Discussion Question in Canvas
- Assignment: Develop a C-D map for your selected publically traded brand and its leading competitor
- Module 7 team assignment due
- Team Assignment: Types of Advertising Appeals examples

### **Module 8: Developing Strategies (Part 2)**

#### **Developing Creative strategies**

- Watch videos in Canvas
- Read Parente Ch. 6; Taylor Ch. 8 and 9
- Answer Discussion Question in Canvas
- Read Articles in Canvas
- Assignment: Develop creative strategies for selected brand

### **Module 9: Developing Strategies (Part 3)**

#### **Developing Media Strategies**

- Read Parente Ch. 9; Taylor Ch. 11

- Watch lectures in Canvas
- Watch additional videos in Canvas
- Answer Discussion Question in Canvas
- Read Articles in Canvas
- Assignment: Develop media strategies for selected brand
  - Include target audiences and media channels

#### **Module 10: Developing Strategies (Part 4)**

##### **Developing Digital Strategies**

- Read assigned articles in Canvas
- Watch lectures in Canvas
- Watch additional videos in Canvas
- Answer Discussion Question in Canvas
- Module 10 team assignment due
- Assignment: Develop digital strategy for selected brand
  - Include social and digital channels

#### **Module 11: Developing Strategies (Part 5)**

##### **Developing Support Media Strategies**

- Read assigned articles in Canvas
- Read Parente Ch. 8
- Watch lectures in Canvas
- Watch additional videos in Canvas
- Answer Discussion Question in Canvas
- Assignment: begin work on outline for your semester long advertising strategic plan (due end of Module 13)

#### **Module 12: The Role of Public Relations and Social Media**

##### **Developing PR and Social Strategies**

- Read assigned articles in Canvas
- Watch lectures in Canvas
- Watch additional videos in Canvas
- Answer Discussion Question in Canvas
- Assignment: continue work on outline for your semester long advertising strategic plan (due end of Module 13)
- Team Assignment: Cheetos case study due

#### **Module 13: Writing the Strategic Advertising Plan**

- Read assigned articles in Canvas
- Watch lectures in Canvas
- Watch additional videos in Canvas
- Answer Discussion Question in Canvas
- Assignment: Post the rough draft of advertising strategic plan for publically traded company

### **Module 14: ROI: Measuring Effectiveness**

- Read assigned articles in Canvas
- Read Taylor Ch. 10
- Watch lectures in Canvas
- Watch additional videos in Canvas
- Answer Discussion Question in Canvas
- Assignment: Post the final draft of advertising strategic plan for publically traded company

### **Module 15: Bringing it All Together**

- Read assigned articles in Canvas
- Watch lectures in Canvas
- Watch additional videos in Canvas
- No classmate replies due for Discussion question this week
- Assignment: Develop and turn in PowerPoint presentation for final advertising strategic plan

### University Policies

#### University Policy on Accommodating Students with Disabilities:

Students requesting accommodation for disabilities must first register with the Dean of Students Office (<http://www.dso.ufl.edu/drc/>). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.

Students with Disabilities who may need accommodations in this class are encouraged to notify the instructor and contact the Disability Resource Center (DRC) so that reasonable accommodations may be implemented. DRC is located in room 001 in Reid Hall or you can contact them by phone at 352-392-8565.

University counseling services and mental health services:

**\*\*Netiquette: Communication Courtesy:**

All members of the class are expected to follow rules of common courtesy in all email messages, threaded discussions and chats. <http://teach.ufl.edu/wp-content/uploads/2012/08/NetiquetteGuideforOnlineCourses.pdf>

#### Class Demeanor:

Mastery in this class requires preparation, passion, and professionalism. Students are expected, within the requirements allowed by university policy, to attend class, be on time, and meet all deadlines. Work assigned in advance of class should be completed as directed. Full participation in online and live discussions, group projects, and small group activities is expected.

My role as instructor is to identify critical issues related to the course, direct you to and teach relevant information, assign appropriate learning activities, create opportunities for assessing your performance, and communicate the outcomes of such assessments in a timely, informative, and professional way. Feedback is essential for you to have confidence that you have mastered the material and for me to determine that you are meeting all course requirements.

At all times it is expected that you will welcome and respond professionally to assessment feedback, that you will treat your fellow students and me with respect, and that you will contribute to the success of the class as best as you can.

#### Getting Help:

For issues with technical difficulties for E-learning in Canvas, please contact the UF Help Desk at:

- [Learning-support@ufl.edu](mailto:Learning-support@ufl.edu)
- (352) 392-HELP - select option 2
- <https://lss.at.ufl.edu/help.shtml>

\*\* Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from LSS when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail your instructor within 24 hours of the technical difficulty if you wish to request a make-up.

Other resources are available at <http://www.distance.ufl.edu/getting-help> for:

Counseling and Wellness resources

<http://www.counseling.ufl.edu/cwc/Default.aspx>

352-392-1575

- Disability resources
- Resources for handling student concerns and complaints
- Library Help Desk support

Should you have any complaints with your experience in this course please visit <http://www.distance.ufl.edu/student-complaints> to submit a complaint.

#### Course Evaluation:

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three Modules of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>

#### University Policy on Academic Misconduct:

Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at <http://www.dso.ufl.edu/students.php>

The University of Florida Honor Code was voted on and passed by the Student Body in the Fall 1995 semester. The Honor Code reads as follows:

Preamble: In adopting this Honor Code, the students of the University of Florida recognize that academic honesty and integrity are fundamental values of the University community. Students who enroll at the University commit to holding themselves and their peers to the high standard of honor required by the Honor Code. Any individual who becomes aware of a violation of the Honor Code is bound by honor to take corrective action. A student-run Honor Court and faculty support are crucial to the success of the Honor Code. The quality of a University of Florida education is dependent upon the community acceptance and enforcement of the Honor Code.

The Honor Code: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity."

On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied:

"On my honor, I have neither given nor received unauthorized aid in doing this assignment."

For more information about academic honesty, contact Student Judicial Affairs, P202 Peabody Hall, 352-392-1261.

## ACADEMIC HONESTY

All students in the College of Journalism and Communications are expected to conduct themselves with the highest degree of integrity. It is the students' responsibility to ensure that they know and understand the requirements of every assignment. At a minimum, this includes avoiding the following:

**Plagiarism:** Plagiarism occurs when an individual presents the ideas or expressions of another as his or her own. Students must always credit others' ideas with accurate citations and must use quotation marks and citations when presenting the words of others. A thorough understanding of plagiarism is a precondition for admittance to graduate studies in the college.

**Cheating:** Cheating occurs when a student circumvents or ignores the rules that govern an academic assignment such as an exam or class paper. It can include using notes, in physical or electronic form, in an exam, submitting the work of another as one's own, or reusing a paper a student has composed for one class in another class. If a student is not sure about the rules that govern an assignment, it is the student's responsibility to ask for clarification from his instructor.

**Misrepresenting Research Data:** The integrity of data in mass communication research is a paramount issue for advancing knowledge and the credibility of our professions. For this reason any intentional misrepresentation of data, or misrepresentation of the conditions or circumstances of data collection, is considered a violation of academic integrity. Misrepresenting data is a clear violation of the rules and requirements of academic integrity and honesty.

Any violation of the above stated conditions is grounds for immediate dismissal from the program and will result in revocation of the degree if the degree previously has been awarded.

Students are expected to adhere to the University of Florida Code of Conduct <https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code>

#### CLASS INTELLECTUAL PROPERTY

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture **does not** include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.



ADV 3001—Advertising Strategy