

Level of strategy	Distinctive tasks
Corporate	<p>Strategic activity at the corporate level concerns the direction of the total business and addresses issues such as where to invest and/or divest, and priorities in terms of sales revenue growth</p> <p>Implementation concerns the allocation of investment funds in line with these priorities</p>
Business unit	<p>Business units comprise different parts of a total business. For each business unit, strategic direction concerns identifying the markets in which it competes, agreeing where it intends to grow (including new markets), the nature of competition and the relevant competitive criteria in its current and future markets, in terms of maintaining and growing share</p> <p>Implementation concerns discussing and agreeing how and where to invest, in terms of functional tasks and alternative approaches</p>
Functional	<p>Each business unit will comprise a number of functions such as research and development, sales and marketing, operations and engineering that make up the total activities within a business unit. The strategic role of each function is to support those competitive dimensions within a market for which it is wholly or partly responsible. In this way, the market comprises the agenda for functional strategies and becomes the mechanism for determining development and investment priorities</p> <p>Implementation concerns consistently meeting the competitive norms involved and selecting from alternative approaches to attain the improvement goals laid down</p>

SOURCE: Adapted from Hill, T. (2005) *Operations Management*, 2nd edn, Basingstoke, Palgrave Macmillan

EXHIBIT 2.1 Levels of strategy and their distinctive tasks