# Variable Annuities with Lifelong Guaranteed Withdrawal Benefits

presented by

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#### Outline

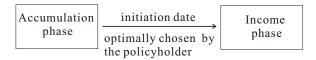
- Product nature of the Guaranteed Lifelong Withdrawal Benefit (GLWB) in variable annuities
  - Policy value and benefit base
  - Bonus (roll-up) provision and ratchet (step-up) provision
- Pricing formulation as dynamic control models with withdrawals and initiation as controls
- Optimal dynamic withdrawal policies and initiation of the income phase
  - Bang-bang analysis
- Sensitivity analysis of pricing and hedging properties
  - Bonus rate on optimal withdrawal strategies
  - Suboptimal withdrawal strategies on value function
  - Contractual withdrawal rate on optimal initiation
  - Hedging strategies on profits and losses

#### Product nature of GLWB

 The policyholder pays a single lump sum payment to the issuer. The amount is then invested into the policyholder's choice of portfolio of mutual funds.

### Two phases

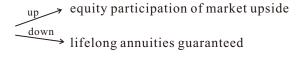
- Accumulation phase: growth of the policy value and benefit base with equity participation (limited withdrawals may be allowed in some contracts).
- Income phase: guaranteed annualized withdrawals, regardless of the policy value, until the death of the last surviving Covered Person.



### Market successes of GLWB

# Retirement protection

Policyholders can keep their retirement assets invested and take advantage of potential market upside while getting downside lifelong annuities guaranteed.



### Market size

In 2016, the sales of variable annuities in the US markets are around 100 billion dollars and the GLWB rider is structured in about half of the new variable annuities sales.

# Policy value

- The ongoing value of the investment account, subject to changes due to investment returns and withdrawal amounts, payment of the rider charges and increment in value due to additional purchases of funds after initiation of the contract.
- Upon the death of the last Covered Person, the remaining (positive) amount in the policy fund account will be paid to the beneficiary.

#### Benefit base

- The benefit base is initially set to be the upfront payment. The benefit base may
  grow by virtue of the bonus (roll-up) provision in the accumulation phase and
  ratchet (step-up) provision in the income phase.
- Under the lifelong withdrawal guarantee, the policyholder is entitled to withdraw a
  fixed proportion of the benefit base periodically (say, annual withdrawals) for life
  even when the policy fund account value has dropped to zero.
  - Lifetime guaranteed withdrawal amount
  - = Lifetime withdrawal scheduled rate × benefit base

#### Lifetime withdrawal rate

The lifetime withdrawal rate is dependent on the age of the policyholder entering into the Income phase. Below is an example from a GLWB contract.

Age	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65
Single life	3.5%	3.6%	3.7%	3.8%	3.9%	4.0%	4.1%	4.2%	4.3%	4.4%	4.5%	4.6%	4.7%	4.8%	4.9%	5.0%
joint life	2.8%	2.9%	3.0%	3.1%	3.2%	3.3%	3.4%	3.5%	3.6%	3.7%	3.8%	3.9%	4.0%	4.1%	4.2%	4.3%

In some contracts, the jumps in the lifetime withdrawal rate occur in 3-year or 5-year time periods.

### Bonus provision

Let  $\gamma_i$  be the withdrawal amount at year i,  $\eta_b$  be the percentage of the benefit base charged on the policy fund value as the annual rider fee,  $G(\tau_l)$  is the contractual withdrawal rate with dependence on the initiation year  $\tau_l$  of the income phase.

• Suppose the policyholder chooses not to withdraw at year i, either in the accumulation or income phase, then the benefit base is increased proportionally by the bonus rate  $b_i$ , where

$$A_i^+ = A_i (1 + b_i)$$
 if  $\gamma_i = 0$ .

• In the income phase, when  $\gamma_i \leq G(\tau_l)A_i$ , then the benefit base would not be reduced and the withdrawal is not subject to penalty charge.

When  $\gamma_i > G(\tau_i)A_i$ , then the benefit base decreases proportionally according to the amount of excess withdrawal. The ratio of decrease is given by

$$\frac{\gamma_i - G(\tau_I)A_i}{W_i - \eta_b A_i - G(\tau_I)A_i}.$$

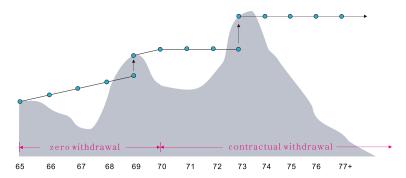
### Ratchet provision

The jump condition on the benefit base arising from the ratchet provision on a ratchet date  $i \in \mathcal{T}_e$  (preset dates that allow ratchet) is given by

$$\begin{split} &A_{i}^{+}\\ &=\begin{cases} \max\left(A_{i},\left((W_{i}-\eta_{b}A_{i})^{+}-\gamma_{i}\right)^{+}\mathbf{1}_{\left\{i\in\mathcal{T}_{e}\right\}}\right) & \text{if } 0<\gamma_{i}\leq GA_{i-}\\ \max\left(\frac{W_{i}-\eta_{b}A_{i}-\gamma_{i}}{W_{i}-\eta_{b}A_{i}-G(\tau_{i})A_{i}}A_{i},\left((W_{i}-\eta_{b}A_{i})^{+}-\gamma_{i}\right)\mathbf{1}_{\left\{i\in\mathcal{T}_{e}\right\}}\right) & \text{if } GA_{i-}<\gamma_{i}\leq W_{i}-\eta_{b}A_{i}. \end{cases} \end{split}$$

The value of  $A_i^+$  right after time i have dependence on their values  $W_i$  and  $A_i$  right before time i and the withdrawal amount  $\gamma_i$ .

### Schematic plot to show the growth of the benefit base



- Under zero withdrawal, the benefit base increases by a proportional amount (bonus provision).
- The benefit base is increased to the policy fund value if the benefit base is below the policy fund value (ratchet provision).

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# Cashflows received by policyholders

Let  $k_i$  be proportional penalty charge applied on the excess of withdrawal amount over the contractual withdrawal at year i.

• In the accumulation phase, the cash flow  $f_i^A(\gamma_i; A_i)$  received by the policyholder as resulted from the withdrawal amount  $\gamma_i$  is given by

$$f_i^A(\gamma_i; A_i) = \begin{cases} \gamma_i & \text{if } -BA_i \leq \gamma_i \leq 0 \\ (1 - k_i)\gamma_i & \text{if } 0 < \gamma_i \leq (W_i - \eta_b A_i)^+ \end{cases}.$$

• In the income phase, since the excess withdrawal beyond the contractual withdrawal amount  $G(\tau_l)A_i$  is charged at proportional penalty rate  $k_i$ , the actual cash amount received by the policyholder as resulted from the withdrawal amount  $\gamma_i$  is given by

$$f_i^I(\gamma_i; A_i, G(\tau_I)) = \begin{cases} \gamma_i & \text{if } 0 \leq \gamma_i \leq G(\tau_I)A_i \\ G(\tau_I)A_i + (1 - k_i)[\gamma_i - G(\tau_I)A_i] & \text{if } G(\tau_I)A_i < \gamma_i \leq W_i - \eta_b A_i \end{cases}$$

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# Pricing formulation as dynamic control models

Let  $\Gamma$  denote the optimal withdrawal strategies as characterized by the vector  $(\gamma_1, \gamma_2, \ldots, \gamma_{T-1})$ , where  $\gamma_i$  is the annual withdrawal amount or additional purchase (considered as negative withdrawal) on the withdrawal date i.

Let  $\mathcal{E}$  be the admissible strategy set for the pair of control variables  $(\Gamma, \tau_l)$ , where  $\tau_l$  is the optimal time for the initiation of the income phase.

The value function of the GLWB products is formally given by

$$\begin{split} V(W,A,v,0) &= \sup_{(\Gamma,\tau_{I}) \in \mathcal{E}} E_{\mathbb{Q}} \bigg[ \sum_{i=1}^{\tau_{S} \wedge (T-1)} e^{-ri} p_{i-1} q_{i-1} W_{i} + \sum_{i=1}^{(\tau_{I}-1) \wedge \tau_{S}} e^{-ri} p_{i} f_{i}^{A} (\gamma_{i};A_{i}) \\ &+ \sum_{i=\tau_{I}}^{\tau_{S} \wedge (T-1)} e^{-ri} p_{i} f_{i}^{A} (\gamma_{i};A_{i},G(\tau_{I})) + \mathbf{1}_{\{\tau_{S} > T-1\}} e^{-rT} p_{T-1} W_{T} \bigg]. \end{split}$$

Here,  $p_i$  is the survival probability up to year i and  $q_i$  is the death probability in (i, i+1). The optimal complete surrender time is dictated by the optimal choice of the withdrawal amount  $\gamma_i$ , where

$$\tau_S = \inf \left\{ i \in \mathcal{T} | \gamma_i = W_i - \eta_b A_i > 0 \right\}.$$

- The first summation term represents the death payment weighted by the probability of mortality from the initiation date of the contract to the complete surrender time  $\tau_S$  or T-1, whichever comes earlier.
- The second summation term gives the sum of discounted withdrawal cash flows from the initiation date of the contract to the last withdrawal date in the accumulation phase or the complete surrender time  $\tau_S$ , whichever comes earlier.
- The third summation term gives the sum of discounted withdrawal cash flows from the activation time of the income phase to the complete surrender time  $\tau_S$  or T-1, whichever comes earlier.
- The last single term is the discounted cash flow received by the policyholder at the
  maximum remaining life T provided that complete surrender has never been adopted
  throughout the whole life of the policy.

The mortality risk is assumed to be diversifiable across a large number of policyholders.

# Stochastic volatility model for the fund value process

The general formulation of the stochastic volatility model for the Q-dynamics of the underlying fund value process of  $W_t$  can be expressed as

$$dW_t = (r-\eta) W_t dt + \sqrt{v_t} W_t \left[ 
ho dB_t^{(1)} + \sqrt{1-
ho^2} dB_t^{(2)} 
ight]$$

and

$$dv_t = \kappa v_t^a (\theta - v_t) dt + \epsilon v_t^b dB_t^{(1)},$$

for  $a = \{0, 1\}$  and  $b = \{1/2, 1, 3/2\}$ .

Here,  $B_t^{(1)}$  and  $B_t^{(2)}$  are uncorrelated Q-Brownian motions,  $\rho$  is the correlation coefficient,  $\epsilon$  is the volatility of variance,  $\kappa$  is the risk neutral speed of mean reversion,  $\theta$  is the risk neutral long-term averaged variance, and r is the riskless interest rate.

Analytic expressions for the characteristic function of the fund value process are available for these choices of stochastic volatility models.

# Bang-bang analysis

The design of the numerical algorithm would be much simplified if the choices of the optimal withdrawal amount  $\gamma_i$  are limited to a finite number of discrete values. The technical analysis relies on the convexity and monotonicity properties of the value function.

As part of the technical procedure, it is necessary to require the two-dimensional Markov process  $\{(W_t, v_t)\}_t$  to observe the following mathematical properties:

# Property 1 (Convexity preservation)

For any convex terminal payoff function  $\Phi(W_T)$ , the corresponding European price function as defined by

$$\phi(w,v) = e^{-r(T-t)} E \left[ \Phi(W_T) | W_t = w, v_t = v \right], \ t \le T,$$

is also convex with respect to w.

# Property 2 (Scaling)

For any positive K, the two stochastic processes  $\{(W_t, v_t)\}_t$  and  $\{(\frac{W_t}{K}, v_t)\}_t$  have the same distribution law given that their initial values are the same with each other almost surely.

The stochastic volatility models under  $a=\{0,1\}$  and  $b=\{1/2,1,3/2\}$  satisfy these two properties.

By virtue of Property 2, the value functions  $V^{(I)}$  and  $V^{(A)}$  satisfy the following scaling properties for any positive scalar K:

$$V^{(I)}(KW, KA, v, t; G_0) = KV^{(I)}(W, A, v, t; G_0)$$
$$V^{(A)}(KW, KA, v, t) = KV^{(A)}(W, A, v, t).$$

- By virtue of the above scaling properties, we can achieve reduction in dimensionality of the pricing model by one when we calculate the conditional expectations in the dynamic programming procedure.
- The scaling properties are also crucial in establishing the bang-bang control analysis.

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We write  $GLWB^{(A)}$  and  $GLWB^{(I)}$  to represent the GLWB rider in the accumulation phase and income phase, respectively. The main results on the bang-bang control strategies for GLWB<sup>(I)</sup> and GLWB<sup>(A)</sup> are summarized follows.

# Theorem

Assume that  $\{(W_t, v_t)\}_t$  satisfies both Properties 1 and 2,  $GLWB^{(I)}$  and  $GLWB^{(A)}$ observe the following optimal withdrawal strategy, respectively.

- 1 On any withdrawal date i, the optimal withdrawal strategy  $\gamma_i$  for GLWB<sup>(I)</sup> with a positive guaranteed rate  $G_0$  is limited to (i)  $\gamma_i = 0$ ; (ii)  $\gamma_i = G_0 A_i$ ; or (iii)  $\gamma_i = W_i - \eta_b A_i$ .
- 2 On any withdrawal date i, the optimal strategy on this withdrawal date for GLWB<sup>(A)</sup> is either
  - (2a) to initiate the income phase on this withdrawal date if  $V_C^{(I)}(i) > V_C^{(A)}(i)$  and the subsequent optimal withdrawal strategy  $\gamma_i$  is limited to (i)  $\gamma_i = 0$ ; (ii)  $\gamma_i = G(i)A_i$ ; or (iii)  $\gamma_i = W_i - \eta_b A_i$ ;
  - (2b) or to remain in the accumulation phase on this withdrawal date if  $V_C^{(l)}(i) \leq V_C^{(A)}(i)$ and the optimal withdrawal strategy  $\gamma_i$  is limited to (i)  $\gamma_i = -BA_i$ ; (ii)  $\gamma_i = 0$ ; or (iii)  $\gamma_i = W_i - \eta_b A_i$ .

- When the policy is already in the income phase, the withdrawal policies are limited to zero withdrawal, withdrawal at the contractual rate or complete surrender.
  - Due to the penalty charge on excess withdrawal, it is not optimal to withdraw more than the scheduled withdrawal amount, except complete surrender.
- When the policy is in the accumulation phase, the policyholder may choose to enter into the income phase or stay in the accumulation phase.
  - The subsequent optimal policies while staying in the accumulation phase are limited to maximum allowable purchase, zero withdrawal or complete surrender.

# Dynamic programming procedure

The time-t value function of GLWB<sup>(1)</sup>, denoted by  $V^{(I)}(W, A, v, i; G_0)$ , is seen to have dependence on the guaranteed withdrawal rate  $G(\tau_I)$ .

Since the contractual withdrawal rate depends on the optimal initiation time of the income phase  $\tau_I$ , it is necessary to calculate a set of  $V^{(I)}(W,A,v,t;G_0)$  with  $G_0$  being set to be G(i),  $i=1,2,\cdots,T_a+1$ .

Using the dynamic programming principle of backward induction, we compute  $V^{(l)}(W,A,v,i;\mathcal{G}_0)$  as follows:

$$\begin{split} &V^{(I)}(W,A,v,T;G_0)\\ &= p_{T-1}W_T,\\ &V^{(I)}(W,A,v,i;G_0)\\ &= p_{i-1}q_{i-1}W_i + \sup_{\gamma_i \in [0,\max(W_i - \eta_b A_i,G_0 A_i)]} \{p_i f_i^I(\gamma_i;A_i,G_0)\\ &+ e^{-r} E[V^{(I)}(W,A,v,i+1;G_0)|(W_{i^+},A_{i^+}) = \textbf{h}_i^I(W_i,A_i,\gamma_i;G_0),v_{i^+} = v_i]\}, \end{split}$$

where  $i=1,2,\cdots,T-1$  and  $G_0=G_{n_k},\ k=1,\cdots,K$ .

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We let  $V^{(A)}(W,A,v,t)$  be the time-t value function of GLWB<sup>(A)</sup>. Let  $T_a$  be the last withdrawal date on which the GLWB contract may stay in the accumulation phase.

For an event date,  $1 \le i \le T_a - 1$ , we have

$$V^{(A)}(W, A, v, i) = p_{i-1}q_{i-1}W_i + \max\{V_C^{(A)}(i), V_C^{(I)}(i)\},$$

where

$$\begin{split} V_C^{(A)}(i) &= \sup_{\gamma_i \in [-BA_i, 0, (W_i - \eta_b A_i)^+]} \{ p_i f_i^A(\gamma_i; A_i) \\ &+ e^{-r} E[V^{(A)}(W, A, v, i+1) | (W_{i^+}, A_{i^+}) = \textbf{\textit{h}}_i^A(W_i, A_i, \gamma_i), v_{i^+} = v] \}, \\ V_C^{(I)}(i) &= \sup_{\gamma_i \in [0, \max((W_i - \eta_b A_i)^+, G(i)A_i)]} \{ p_i f_i^I(\gamma_i; A_i, G(i)) \\ &+ e^{-r} E[V^{(I)}(W, A, v, i+1; G(i)) | (W_{i^+}, A_{i^+}) = \textbf{\textit{h}}_i^I(W_i, A_i, \gamma_i; G(i)), v_{i^+} = v_i] \}. \end{split}$$

Here,  $V_C^{(A)}(i)$  corresponds to the case that the policyholder chooses not to activate the income phase at year i. Since the policyholder is entitled to choose to stay in the accumulation phase or activate the income phase in the next year i+1, it is necessary to evaluate the conditional expectation of  $V^{(A)}(W,A,v,i+1)$ .

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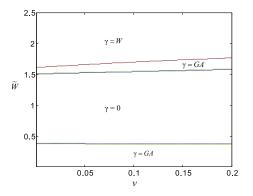
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### **Numerical studies**

Parameter	Value
Volatility, $\sigma$	0.20
Interest rate, r	0.04
Penalty for excess withdrawal, $k(t)$	$0 \le t \le 1:3\%, 1 < t \le 2:2\%,$
	$2 \le t \le 3:1\%, 3 < t \le 4:0\%$
Expiry time, $T$ (years)	57
Initial payment, $S_0$	100
Mortality	DAV 2004R (65 year old male)
Mortality payments	At year end
Withdrawal rate, G	0.05 annual
Bonus (no withdrawal)	0.06 annual
Bonus (no withdrawal) Withdrawal strategy	Optimal
Withdrawal dates	yearly

Model and contract parameters.

Separation of the optimal withdrawal regions in the  $\widetilde{W}$ -v plane at t=1 corresponding to the 3 optimal strategies (i)  $\gamma=W_i-\eta_bA_i$ , (ii)  $\gamma=0$  and (iii)  $\gamma=GA$  at t=1 under the 3/2-model.

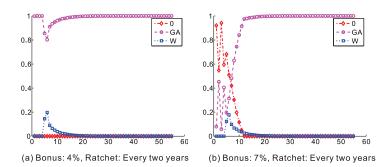


The region of complete surrender decreases when variance v increases. This is because the embedded option value increases with higher variance. The higher embedded option value lowers the propensity of the policyholder to choose "complete surrender".

 The choices of the optimal withdrawal strategies are not quite sensitive to the level of stochastic volatility.

# Withdrawal strategies in the income phase - impact of bonus rate

- The zero withdrawal strategy is suboptimal when the bonus rate is low (4%).
- When the bonus rate is increased to 7%, the policyholder chooses zero withdrawal on early withdrawal dates with almost certainty and this tendency decreases on later withdrawal dates.



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### Impact on value function under suboptimal withdrawal strategies

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Penalty for excess withdrawal, k (t) 0 \le t \le 1:6\% (10%), 1 < t \le 2:5\% (9%), 2 \le t \le 3:4\% (8%), 3 < t \le 4:3\% (7%), 4 \le t \le 5:2\% (6%), 5 < t \le 25:1\% (5%), 25 < t \le 7:0\% (0%)
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Table: Penalty charge settings "Penalty 1" and "Penalty 2".

Bonus rate	Penalty charge	Optimal Strategy	Suboptimal Strategy 1	Suboptimal Strategy 2		
0	1	100.3315	100.2746	97.8960		
0	2	98.9781	98.9669	97.8960		
0.04	1	100.2770	100.2746	97.8960		
0.04	2	98.9728	98.9669	97.8960		
0.07	1	101.4455	100.2746	97.8960		
0.07	2	99.8056	98.9669	97.8960		
0.08	1	103.0922	100.2746	97.8960		
0.08	2	101.6182	98.9669	97.8960		

Table: Sensitivity analysis of the contractual features on the GLWB price.

- "Suboptimal Strategy 1": only take two strategies on each withdrawal date:  $\gamma = \textit{GA}$  and  $\gamma = \textit{W}$ .
- "Suboptimal Strategy 2": only takes  $\gamma = GA$  until death.

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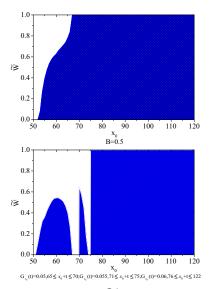
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# Optimal initiation region with respect to the age $x_0$

It is optimal for young policyholders to accumulate regardless of the level of  $\overline{W}$  when more additional purchase is allowed. The additional purchase parameter B has a pronounced impact on young policyholders.

Next, the contractual withdrawal rate rises from 5% to 5.5% at age 71 (triggering age) and jumps from 5.5% to 6% at age 76.

- An increase in the contractual withdrawal rate motivates the policyholders who are younger than the last triggering age to delay initiation.
- This effect becomes more profound for policyholders at an age immediately before any triggering age.



Plots of the optimal initiation region in the  $\widetilde{W}$ - $x_0$  plane under varying values of the contractual withdrawal rate  $G_{x_0}(t)$  and additional purchases parameter B.

# **Hedging efficiency**

We let B(t) be the money market account, S(t) be the underlying fund, W(t) be the policy fund value and V(t) be the value of the GLWB. Between consecutive withdrawal dates, the value process  $W_t$  follows the same dynamic equation as that of S(t) except for the proportional rider fee charged on the policy fund. On each withdrawal date, unlike the underlying fund S, W decreases by the withdrawal amount chosen by the policyholder. We use S as a tradable proxy to hedge the exposure of the GLWB on W.

We construct a portfolio that consists of the money market account, underlying fund and GLWB as follows:

$$\Pi(t) = \Delta_B(t)B(t) + \Delta_S(t)S(t) - V(t),$$

where  $\Delta_B$  and  $\Delta_S$  are the number of holding units of the money market account and the underlying fund, respectively. Also, we denote the number of holding units of the policy fund value by  $\Delta_W$ . By equating the dollar values of the underlying fund and policy fund value in the portfolio, we have  $\Delta_S S = \Delta_W W$ .

We impose the self-financing condition on  $\Pi(t)$  with the initial value  $\Pi(0)$  being zero. The value of  $\Pi(t)$  may be interpreted as the profit and loss of the portfolio at time t.

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We consider three hedging strategies: (i) non-active hedging; (ii) delta hedging; (iii) minimum variance hedging.

Under non-active hedging, the insurance company puts the upfront premium paid by the investor of the GLWB into the money market account and does not hold any position in the underlying fund at any time, so that  $\Delta_S$  is identically zero throughout all times.

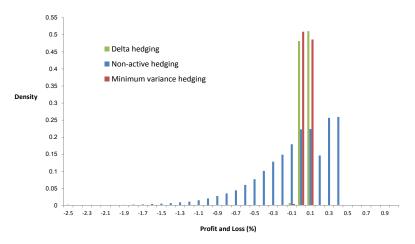
For the delta hedging strategy,  $\Delta_W$  is set to be  $\frac{\partial V}{\partial W}$ , so that  $\Delta_S$  is equal to  $\frac{W}{S} \frac{\partial V}{\partial W}$ .

For the minimum variance hedging strategy,  $\Delta_W$  is chosen to minimize the variance of the portfolio's instantaneous changes and  $\Delta_W$  for the minimum variance hedging under the 3/2-model is given by

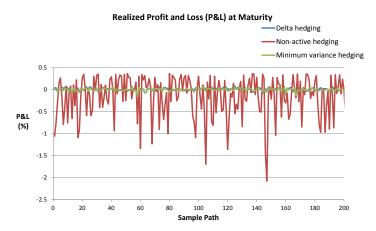
$$\Delta_W = \frac{\partial V}{\partial W} + \rho \frac{\epsilon v}{W} \frac{\partial V}{\partial v}.$$

Hence, we have

$$\Delta_{\mathcal{S}} = \frac{W}{S} \left( \frac{\partial V}{\partial W} + \rho \frac{\epsilon V}{W} \frac{\partial V}{\partial V} \right).$$



Histogram of profit and loss of the non-active hedging strategy, delta hedging strategy and minimum variance hedging strategy. The profit and loss is in the form of relative percentage of the initial payment. The number of simulation paths is 50,000 and the hedging frequency is monthly.



Realization of the profit and loss at maturity by following the non-active hedging strategy, delta hedging strategy and minimum variance hedging strategy with 200 sample paths. The profit and loss is in the form of relative percentage of the initial payment.

The variance of the profit and loss of the delta hedging and minimum variance hedging are seen to be much smaller than the non-active hedging. This indicates good efficiency of the delta hedging and minimum variance hedging.

The standard deviations of the profit and loss by following the delta hedging and minimum variance hedging stay almost at the same level. The monthly hedging procedure is too infrequent for the minimum variance hedging to be effective in reducing the standard deviation of profit and loss.

Since insurance companies usually rebalance their hedges quite infrequently, the numerical results suggest that the delta hedging strategy would be favored among the three hedging strategies since the delta hedging strategy is easier to implement and provides sufficiently good hedging efficiency.

There are other more sophisticated hedging strategies, such as the delta-gamma hedging for structured derivatives. The success of employing these hedging strategies relies on accurate sensitivity estimation, which is a challenging topic itself.

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#### Conclusion

- We present the optimal control models and dynamic programming procedures to compute the value functions of GLWB in both accumulation and income phases.
- Efficiency of the numerical procedure is enhanced by the bang-bang analysis of the set of control policies on withdrawal strategies.
- We analyze the optimal withdrawal policies and optimal initiation policies under various contractual specifications and study the sensitivity analysis on the price of the GLWB by varying the embedded contractual features and the assumption on the policyholder's withdrawal behavior.
- We consider the hedging efficiencies and profits and losses under various hedging strategies.