A STUDY OF ESSENTIAL WAR STRATEGIES AND THEIR SIMILARITIES WITH COMPETITIVE MARKETING STRATEGIES

Özge Latif

University of Doğuş, Turkey

Müge Örs

University of Haliç, Turkey

Sahavet Gürdal

University of Marmara, Turkey

We think that businesses have no difference from the armies struggling with each other in a battle field, due to fierce competition that exists in today's business world. In this article, the similarities between the overall war strategies and marketing strategies are explained with examples from the Turkish market, blended with the interpretations of Eastern and Western military strategists. We rely in our research on the leadership of master of war Sun Tzu's and the famous general Clausewitz's war strategies. We also tap into the strategies used by the Turkish nation, known as a warrior nation throughout its history. The article examines the subject in the context of two divided basic war strategies, offensive and defensive war strategies, by illustrating the realized marketing cases and strategies implemented by the firms in the market.

Keywords: Marketing strategies, War strategies, Competition.

In today's business world, meeting the demands, needs and expectations of the customers are not enough to succeed. To be the first preference, differentiation and grab market share from the competitors has become a major factor in the business world where there are many competitors. Therefore, being competition oriented as well as customer-oriented is an important requirement for sustaining the survival of the business.

Competition is a kind of struggle which dealers compete against each other to gain consumers attention in the market. Competition may also be called as an active struggling condition of many parties for scarce resources, power, dependency or other purposes (İslamoğlu, 2008:203, Schumpter, 1982:148).

Competition is an act of war which each of the parties tries to search and find the methods for developing their own position relatively in the market (İslamoğlu, 2008:205).

The approach of war has started with the struggle of mankind for survival and has a history of thousands of years. In this sense, according to the book adopted as the world's oldest and most successful book on war strategy, Sun Tzu's "The Art of War"; the art of war base on the principles to estimate and find solutions for the possible circumstances that may arise under the changing environmental conditions and subjective decisions, to take quick and new precautions and apply against these changing environmental conditions and obtain a new position (https://s3.amazonaws.com/manybooks_
“Sun Tzu emphasized the importance of positioning in war strategy, and that the decision to position an army must be based on both objective conditions in the physical environment and the subjective beliefs of other, competitive actors in that environment. He thought that strategy was not planning in the sense of working through an established list, but rather that it requires quick and appropriate responses to changing conditions. Planning works in a controlled environment, but in a changing environment, competing plans collide, creating unexpected situations” (https://s3.amazonaws.com/manybooks_pdf/tzusun).

In his explanation of absolute war, Clausewitz defined war as "an act of violence intended to compel our opponent to fulfill our will". Absolute war can be seen to be an act of violence without compromise, in which states fight to war's natural extremes; it is a war without the 'grafted' political and moral moderations (Ülgezen, 1983:111).

At this point, we believe that businesses have no difference from the armies struggling with each other in a battlefield. It is obvious that the businesses use marketing as a strategic activity to differentiate from their competitors. Thus, there is seen a great similarity between the overall war strategies and marketing strategies.

We may say the most basic similarity is, as in a real war, remaining defensive or offensive state of the one of the parties (business) against its enemy or enemies (a competitor or competitors) by means of an army (marketing mix of a company) for a victory to be won (customer acquisition) with the help of certain battle tactics (specific marketing strategies and tactics).

We see a benefit in reviewing the equivalent of army approach in the businesses before examining the strategies pursued in wars and marketing activities. Just like a well equipped, well trained and organized army constituting the greatest weapon of a war, the most powerful weapons of businesses are their the marketing team members and marketing power. Examining the development stages of armies, it is not surprising to see the manpower in marketing power following a parallel development.

Kont de Guibert who in 1772 published his “essai general de tactique” was a young nobleman and his book made him celebrity at war strategies. In his book, the demand for a war of movement is accordingly far more developed than the theme of a citizen army. Because the citizens of France were somewhat senseless to the results of the war at that era (Paret, 1986:110, Ülgezen; 1983:70).

The definition of brand communities, raised by Muniz and O’guinn in 1999, has also similarities with this situation. These communities, formed by people who support a brand without geographical boundaries, act as the volunteer soldiers of a brand and support it in all fronts.

As a result of the French Revolution in 1792, the power shifted to nation from the state and citizen armies replaced professional armies. Aggressive, mobile, combative strategy replaced the slow strategtegy of siegecraft. (Paret, 1986: 91) To promote civil order, and to build morale among troops who could not be appelade to on a level of ideas, governments increasingly took good physical care of their men, quartered them in barracks, provided them with doctors and hospitals, fed them liberally, and established great fixed permanent magazines for their supply. It was feared that soldiers would desert if left to forage in small parties or if not furnished with a tolerable standard of living, since to make a living, not to fight or die for a cause, was the chief aim of the professional soldier. (Paret, 1986: 93)

The concept of internal customer emerging in the 1980’s, in a similar way, has led the approach of businesses to identify their employees primarily as an internal customer and invest in staff. Skilled, well trained and motivated employees establish closer relationships with customers and provide more customer satisfaction in a competitive environment.

Napoleonic wars, which lasted between 1792 and 1815, have led to great changes in the military layout. All the French people was nominated to serve in the army until the enemies were removed from all their lands. Young men went to the war, married men worked in the construction of weapons and carried supplies, women made tents and clothing, kids made bandage fabrics and old men motivated the soldiers by making speeches in favor of the republican community (Ülgezen, 1983: 85).

With a similar perspective to the approach of holistic struggle of Napoleon, Drucker argued that the marketing couldn’t be impletemeted solely by the marketing department in businesses and saw it as a management function covering all the business, According to the similar definition of strategic marketing
that Subash (1999) made; strategic marketing which establish a close relationship with other units in a horizontal and vertical sense, use all the organizational resources to differentiate from competitors, plan business along the way from strategic business units to the business as a whole and has a long-term philosophy, includes the understanding and support of strategic marketing by the entire business.

Frederick, who was created Prussian army of the nineteenth century, impressed his military successors the knowledge that even the peacetime life of an army consists of hard labor and that battles are won first on training ground. (Paret, 1986: 281) This training involved topological inquiry, intelligence, tactics and strategies.

Choice of location which is yet today's one of the most important decisions made in the retail sector, is made with the help of GIS (Geographical Information Systems) by scanning the geographic information of the land and location characteristics, competitors and residential areas can be analyzed in detail (Evans and Berman, 2001: 294).

Intelligence is one of the three major tools of marketing information system. Marketing information systems consists of in-house records, market research and marketing intelligence (Kotler and Keller, 2009:107). Marketing information systems, underlying the basis of competitive analysis, also creates the basic Dynamics of the approach of "Market Orientation".

When the most effective war strategies throughout history are examined, two types of basic war strategies are seen: These are the offensive and defensive strategies. Clausewitz has also addressed the strategies in two fundamental distinctions as defence and offense. (Ülgezen, 1983:120).

In this article, we are going to try to explain the reflection of these war strategies on marketing with examples by blending the two of the most basic strategies of the art of war with methods used in the Western and Eastern art of war.

1. Defence Strategies

The defence strategies are the most powerful form of the war. The offensive party loses serious effort and time trying to move thousands of soldiers to a point. This time creates superiority for the defensive party.

When we return back to history, at the Turkish-Greek confrontation during the battle of Sakarya in 1921, although the Greek forces were outnumbered when compared with the Turkish forces, a defence strategy spreading through the whole country was pursued and Mustafa Kemal Atatürk has pointed to this strategy with his words "there is no line of defence but a defence superficies, and that superficies is the homeland" (Özcan, 2011: 97) Mustafa Kemal Ataturk refers to this strategy as "the defence shall be not be applied on a line of defence, but on a superficies; and that superficies is the homeland. The homeland shall not be left until every inch of it is irrigated with the blood of the citizens. All the small and large unions shall continue the battle by establishing a front against the enemy at the very first possible point. In case a union sees the lateral unions withdraw, it shall not affiliate to them. They shall confront until the end" (Mumcu, 1986: 87).

The implementation of defence strategies in the eastern war tactics are explained in the book "36 Secret Strategy in the Art of War" by Hiroshi Moriya, with “leisurely await for the laboured strategy”.

According to Moriya, it is not an obligation to reinforce the attack to overcome the enemy. Reinforcing the defence could transform the cons to pros. This strategy enables advantage to choose the time and place for battle. In this way you know when and where the battle will take place, while your enemy doesn’t. When he is exhausted and confused, you attack with energy and costancy (Moriya, 2009: 42).

There are three basic principles of defensive marketing warfare. (Trout and Ries, 1986: 55)

**Principle 1: Only leader should consider playing defence:** Both in the fighting arena and business life defence strategies are preferred by leaders. The initial aim of the leader is keeping its position. First the leader must find ways to expand total market demand. When the total market expands, the dominant firm usually gains the most. To expand the total market the leader should look for new customers or more usage from existing customers. For more usage, marketer can try to increase amount, level or frequency
of consumption. The amount of consumption can sometimes be increased through packaging or product redesign. Increasing frequency of consumption, on the other hand, requires either identifying additional opportunities to use the brand in the same basic way or identifying completely new and different ways to use the brand (Kotler and Keller, 2009: 344).

According to Moriya, “watch the fires burning across the river” also explains the strong army should wait and observe the environment.

Zippo, which is the best selling lighter brand since 1933, faced a radical decrease in sales as a result of being common the anti smoking movement in 2000’s. The brand was able to turn this adversity to an opportunity with producing a new alternative product which has a longer handle than usual to fire the candles, camp fire, barbeque and also fireplaces. (The Brand Age: 107, February 2011)

As Kotler and Keller (2009) mentioned, the leader firm can use four defence strategies as mentioned below;

1. **Position Defence:** Position defence means occupying the most desirable market space in consumer’s mind, making the brand almost impregnable. (Kotler and Keller, 2009: 346) As a generic brand for instant coffee Nescafe is the market leader for decades. Its name "nescafe" is used to refer all the instant coffees. This brand defends its position by investing on R&D implications and frequently introduce new products to its product line. Position defence is explained as “leisurely await for the labored” strategy by Moriya. According to him, strong army keeps his own power and wait for enemy to be tired.

2. **Flank Defence:** The leader should erect outposts to protect a weak front or possibly serve as an invasion bas efort counter attact (Kotler and Keller, 2009:346) Market leader can use this strategy to protect its brand from the private labels. Introducing a fighting brand that doesn't carry the manufacturer name and has a low price is a common strategy to protect the national brands' image. (Harris and Strang, 1985: 79). VW Group almost serves different models for every customer segments. It launches Porsche for A segment, Audi for B segment, VW and Seat for C1 segment and Skoda for C2 segment. Especially Skoda was described as a subbrand of VW and it enables VW group challenging in C2 segments.

3. **Contraction Defence:** Large companies sometimes must recognize that they can no longer defend all their territory. The best course of action then appears to be planned contraction: giving up weaker territories and reassigning resources to stronger territories. (Kotler and Keller, 2009: 347). A similar strategy in the Eastern strategies is, “retreating”. Moriya offers when something fails escape rapidly and fight in a narrow space. (Moriya, 2009: 229)

   It means in marketing strategies, when the companies feel a threat against them, focus on their core competences. More over the companies prefer to downsize or narrow their product lines or product mixes.

   Ben-Gay is a well-known US brand. It is an analgesic cream used for the relief of pain. Its first brand extension – Ultra Strength Ben-Gay – was very successful, because it was essentially the same product, only intensified. On the other hand, their second brand extension was Ben-Gay Aspirin. The company thought to use its existing distribution network and use the associations of the product about pain relief. But, Ben-Gay was so strongly associated with the burning cream and it was unable to make the transition. Nobody liked the idea of swallowing a Ben-Gay product. As a result, the Ben-Gay Aspirin failed. (Haig, 2003: 107)

4. **Preemptive Defence:** A more aggressive maneuver is to attack before the enemy starts its offense. Marketers can introduce a stream of new products, making sure to precede them with preannouncements deliberate communications regarding future actions. (Kotler and Keller, 2009: 347)

   The equivalent in the Eastern strategy is, “stomp the grass to scare the snake”. It is doing something unaimed, but spectacular to provoke a response of the enemy, thereby giving away his plans or position,
or just taunt him. Do something unusual, strange and unexpected as this will arouse the enemy's suspicion and disrupt his thinking” (www.wikipedia.org/wiki/thirty-six-strategems) It emphasizes the importance of spying in the war. With the help of spying, armies can gain some intelligence.

Similarly the marketer uses the concept of marketing intelligence for the same purpose. The marketer introduces a new product with adding some new features which had been launched and communicated by the competitors earlier. For instance, Turkcell and Vodafone are the most powerful cellphone operators in Turkey. There is a maintaining lawsuit between these two firms since 2009. Vodafone launched a social responsibility campaign named “Vodafone Customer Rights Manifest” and Turkcell launched its "Pocket Constitution" campaign, served for the same purposes in the same time periods. Both of the companies claim that the idea belongs to them and suit each other. Consequently, it is impossible to clarify which side has stolen the idea from the other until the end of the court.

**Principle 2: Attact yourself:** The best defence strategy is to improve your position with attacking yourself. In the other words, you strengthen your position by introducing new products or services that obsolete your existing ones. (Trout and Ries, 1986:56)

Coca Cola Company introduced the "Cola Zero" into the light beverage market in 2007. It hurt the sales of Coca Cola light which is an older brand in Coca Cola's product line at the same time. The reason of this decision was the results of the market researches. They showed that, men perceive Coca Cola Light is a feminen beverage and it is preferred by women dominantly. Cola Zero with its "0" calori concept is perceived much more familiar by men.

**Principle 3: Strong Competitive moves should always be blocked:** The leader has two options. One of them is blocking directly the competitor and the other is building partnerships with the other enemies against the main competitor.

In the eastern perspective this strategy is explained “kill with a borrow knife”. It is a strategy of attack, using the strength of another in a situation where using one's own strength is not favorable. Trick an ally into attacking him, bribe an official to turn trait or use the enemy's own strength against him. The idea here is to cause damage to the enemy by getting a third party to do the deed.

The story of allied strategy for the defeat of Germany is, simply put the search for common denominators among three sovereign partners the United States, the Soviet Union and United Kingdom faced with a common enemy in II. World War. (Matloff, 1986: 678).

Making provision against the rival means not to allow for sharing the market. So building temporary or perpetual corporate partnership can be useful. These partnerships can be corporate alliances as well co-branding or short time collaborative brand practises. Pfizer Inc and Pharmacia Corporation began operating as a unified company on April 16, 2003, one of the world's fastest-growing and most valuable companies. (https://www.pfizer.com)

In July, 2002, Pfizer, Inc. announced the acquisition of Pharmacia, Corp. which would create the largest pharmaceutical company in the world with a projected $48 billion in annual revenue and a research budget of more than $7 billion. Pfizer continues to make strategic alliances with its competitors in 2009. Pfizer and Wythe merger had been in the transaction value of 68.000 mil.USD.

The other example of this strategy can be shown as Apple and Samsung Case. Apple Inc. sued rival Samsung Electronics Co., claiming its Galaxy cellphones and tablet have copied Apple's iPhone and iPad. In Apple's lawsuit it was claimed that Samsung copied the look, design, packaging of its products, violating its patents and trademarks. Rather than innovate and develop its own technology and create a new Samsung style for its smart phone products and computer tablets, Samsung chose to copy Apple's technology, user interface and design. At the end of this court, Samsung Galaxy Tab 10.0 is banned in Germany, Netherlands and Australia and the lawsuits have been field in France, Japan, U.S.A, U.K, Italy and South Korea. (http://www.pcmag.com/article2)
2. Offence Strategies

Offence strategies are exactly the same as defence strategies except that is exactly the opposite. The two are so closely related it’s hard to separate them. If your company is strong enough, it should play offensive war to the leader. (Trout and Ries, 1986: 68)

**Principle 1: The main consideration is the strength of the leader’s position and find a weakness in the leader’s strength and attack at that point.** (Trout and Ries, 1986: 68-70) The challenger companies have to find the weakest point of the leaders to be able to compete with them. Because the challengers are not able to attack to the leader directly.

Moriya (2009:169) described this strategy as; “point at the mulberry tree while cursing the locust tree”. “It is disciplining, controlling or warning others whose status or position excludes them from direct confrontation; using analogy and innuendo. Without directly naming names, those accused cannot retaliate without revealing their complicity.”

The marketing strategy of Defacto (a Mediterranean fashion brand) which entered textile sector in 2003 in Turkey in a radical way should also be considered as a significant offensive strategy. Defacto, which described the jeans as America’s shalwar, combats against all the jean brands in the textile sector rather than singular competitors present in the textile sector. The brand positioned itself as “Leading brand of the Mediterranean fashion in the World and Turkey” and has a series of aggressive ad campaigns.

Against America’s so-called convenience, “Mediterranean Fashion” has entered the market with communication. Defacto, using linen in its products instead of denim, has grabbed a significant share from other jean brands on the ‘c’ segment by a dozen of creative ads emphasizing the cosiness of linen. (https://www.defacto.com.tr)

**Principle 2: Launch the attack on as narrow a front as possible:** In World War II, offensive attacks were usually launched on a very narrow front. Sometimes downs a single highway. Only when a breakthrough was achieved did the attacking forces expand laterally to occupy territory. (Trout and Ries, 1986: 72)

The Eastern war strategy appropriate to the subject is, “entice the tiger to leave its mountain lair”. “This strategy is never directly attack an opponent whose advantage is derived from its position. Instead lure him away his position thus separating him from his source of strength” (Moriya, 2009:105)

At this point, STP (Segmentation, Targeting, Positioning) providing the businesses, transmit the right messages, to the right consumers via the right channels (which means, dividing the market, selecting the target market and positioning strategies), come to mind as the biggest war strategy in marketing. Because, trying to target the whole market with a high performance product could mean to lose at all fronts without understanding the market and customer dynamics. Divide, smash, conquer principle, which is fundamental at wars, also applies to marketing. Because capturing the components is always easier than capturing the whole. Today, many successful companies act according to this strategy and try to achieve sales and profitability at the highest level by spending less time, money and effort in a particular part of the market in order to achieve their aims and objectives.

Coca Cola, as a market leader and Pepsi as a follower in the Turkish competitive beverage market, Cola Turka launched in the market as an anti-american and nationalist brand in 2003. Especially, in the rural area of Turkey, where the nationalist feelings of citizens are more powerful, Cola Turka got a substantial share for its brand. The brand use "divide and conquer" strategy and target specially the Anatolian side of Turkey.

“It was characteristic of Vauban’s dislike of unnecessary bloodshed, as much as of the new spirit of moderation in warfare that was beginning to prevail in his day that his innovations in siegecraft were designed to regularize the taking of fortresses and above all to cut the down losses of the besieging force”. (Guerlac, 1986:79)

This layout is similar to the concept of "blueocean" competition in marketing. Blue Ocean concept represents sailing at the blue oceans by choosing markets where there are no bloody competitions and competitors (Kaya, 2010: 54).
When we examine the most widely used offence strategies in history, we see the "Crescent", "Shock and Terror", "Lightning (Blitzkrieg)" and "Guerrilla" strategies. ([https://www.frmttr.com/tarih/3142444-tarihin-en-etkili-4-askeri-stratejisi.html](https://www.frmttr.com/tarih/3142444-tarihin-en-etkili-4-askeri-stratejisi.html))

**Crescent (Turan)**

The Crescent, Eastern society’s basic war tactic, has easily been established against especially the Roman army and other clumsy armies. The Crescent, preferred by light armored, on horse and fast moving armies such as the armies of the Mongols and the Turks, basically consists of two parts.

- Fake retreat: Escape backwards maneuver
- Ambush: Environmental siege

In the Crescent (Turan) tactic first close contact with the enemy army occurs between central unions. Central unions begin to retreat as planned and in large masses after harsh combats. When the enemy army tries to chase the fleeing army in an uncontrolled way, the wing forces spread and soon encompass the enemy army in a "crescent" shape. ([https://www.frmttr.com/tarih/3142444-tarihin-en-etkili-4-askeri-stratejisi.html](https://www.frmttr.com/tarih/3142444-tarihin-en-etkili-4-askeri-stratejisi.html))

In Turan Tactics armies's first meeting at the battlefield occur between the central forces. After the attacks, the central forces retreat as a planned and large bulks. While the enemy forces pursue the retrated army, the flank forces of retreated army surround the enemy forces in the shape of crescent which is called Turan.

The equivalent of Crescent tactic in Eastern art of war according to Moriya’s descriptions is (2009) “deceiving the heavens (sky) to cross the ocean.” “It is moving about in the darkness and shadows, occupying isolated places or hiding behind screens will only attract suspicious attention to lower an enemy’s guard. You must act in the open and hide your true intentions under the quise of common everyday activities”.

When fighting with the French army in the World War II, Hitler first informed the enemy armies with the day of the attack but did not attack on that day. After repeating this movement several times, France has overcome by languor in the thought that Germans were making a psychological war. Thus, right at this time Hitler drew into France easily.

Particularly in electronic markets where the concept of innovation such as mobile cellphones have become extremely important, market leaders use the Crescent Offense Strategy against market followers. The market follower, who is weaker than the market leader in terms of both technological and economical or either human resources, tries to carve a niche in the market using strategies to follow the leader. When the market follower company develops a new product similar to the leader new released mobile phone and begin to think it can fight against the market leader with its new product, the market leader molds silent for a while and then release a new product a new technology and thus market followers are defeated again. This appears to be the same of war tactic which the strong army retreats against the weaker army, but is similar to the crescent tactic which winner compasses the loser totally.

Example of this strategy has been observed through history that has been used by the market follower instead of the leader. By mid-1995, Netscape Navigator was the most widely used and purchased web browser. Internet Explorer 2.0 was released as a free downloadable browser three months later. Unlike Netscape Navigator it was available to all Windows users for free, even for commercial companies. In that case, Microsoft was seemed to mold silent at the beginning, however it was planning to capture the Navigator's markets by developing a free browser.
Shock and Awe

This method, which entered the literature by Harlan K. Ullman and James P. Wade Harlan from the American National Security University in 1996, bases on frighten the enemy and cause to panic principle.

Shock and Awe strategy basis on the doctrine to surprise and frighten, in other words, quickly finish the enemy army; establish excessive and sudden force against the enemy by relying on superiorities such as the army’s numerical or fire power superiority. (https://www.frmtr.com/tarih/3142444-tarihin-en-etkili-4-military-strategy).

Shock and Awe is linked to the four core characteristics that define rapid dominance: knowledge, rapidity, brilliance and control. (Ullman and Wade, 2008: 20). “Shutting the country down would entail both the physical destruction of appropriate infrastructure and the shutdown and control of the flow of all vital information and associated commerce so rapidly as to achieve a level of national shock akin to the effect that dropping nuclear weapons on Hiroshima and Nagasaki had on the Japanese. Simultaneously, Iraq’s armed forces would be paralyzed with the neutralization or destruction of its capabilities. Deception, disinformation, and misinformation would be applied massively”. (Ullman and Wade, 2008: 15)

Shock and Awe Eastern art of war equivalent is, “shut the door to catch the thief”. “This strategy is capturing your enemy or more generally in fighting wars do not rush into action before you “move in for the kill”, first cut off your enemy’s escape routes and cut off any routes through which outside help can reach them.” (www.wikipedia.org/wiki/thirty-six-stratagems).

As Theodore Levitt mentioned in "Marketing Myopia" in 1960, the firms, ignoring the technologic innovations and falling in marketing myopia, fails mostly. We have seen that many firms eroded with a sudden technological revolution in a night.

Kodak which is the leader in camera film sector for long years, has lost its market share due to the innovation of digital cameras, which is cheap and easy to use. The other example for this issue is the first mass production automobile Ford T model, which had a shock and awe effect in automobile sector and destroyed the hand made automobile industry.

Blitzkrieg

The blitzkrieg Operation, which Germans planted in the World War II literature, has its place in the war strategies in the world by the success Nazi army’s gained after using it in the early stages of the war.

The aim of the strategy is to prevent the enemy from establishing a regular defence and then destroy them with quick and sudden attacks. Hitler and his team established a huge army while they accede from 1933 to 1939 and captured most of Europe just only two years after the declaration of war of Britain and France. Behind this big war machine lies the the sudden and excessive number of attacks to pointed enemy’s found weaknesses. (https://www.en.wikipedia.org/wiki/Blitzkrieg.)

As mentioned in Frederick’s first military work “generaux de la guerre”, written in 1746, the essence of blitzkrieg was extending the time of war and exhausting the sources. (Paret, 1986:102). The aim of the strategy is attacking frequently and suddenly to the weakest point of enemy.

The equivalent in the Eastern strategy is, “loot a house on fire”. It is a strategy that when a country is beset by internal conflict, when disease and famine ravage the population, when corruption and crime are rampant, then it will be nable to delà with an outside threat. This is a time to attact. Keep gathering internal information about an enemy. If the enemy is currently in its weakest state ever, attack it without mercy and totally destroy it to prevent future troubles.

“Frederick the Great, invasing the Slezia without warning in 1740, gave Europe a taste of what later was to be called blitzkrieg. In three Silezian almost doubled the size of his small kingdom and he proved himself, fighting at times against incredible odds, to be incomparably superior as a general to any of his opponents (Paret,1986: 96). As mentioned in Fredericks first military work “generaux de la guerre”, written in 1746, the essence of blitzkrieg was extending the time of war and exhausting the sources.(Paret, 1986: 102).
In marketing, this strategy is emphasizing the core competence of the firm which is the weakest point of the competitor and disturbing the competitors with frequently and intensive promotions. For instance, we are watching the wars of GSM operators in the mobile communications industry where a very intense competition is experienced. Turkcell and Vodafone are the most common telecommunication operators in Turkey. It is clearly observed that the strategies Vodafone and Turkcell follow against each other are in a nature of aggressive offense. At this point, we may compare the offensive strategy Turkcell carried out against the other GSM operators to lightning operation. Turkcell claims that it has the widest coverage area and serves the best uninterrupted communication to its consumer and emphasizes its widespread and strong network system and highlights its messages claiming that they offer better and high quality communication than the other operators in the all advertising medium, trying to leave their competitor defenseless. With the “My Turkcell is Your Turkcell” campaign started in 2010, Turkcell offered the users of the other operators, whose lines were out of the coverage area, to test Turkcell’s quality and force of coverage for 3 minutes by using any line of Turkcell, and thus underlined the force of coverage and quality messages once more (https://www.patronlardunya.com/haber/Turkcell-in-cekim-gucu-diger-hatlarda-da-hizmette/91137).

**Guerrilla Strategy**

Guerrilla warfare is a form of irregular warfare and refers to conflicts in which a small group of combatants including but not limited to armed civilians (or "irregulars") use military tactics, such as ambushes, sabotage, raids, the element of surprise and extraordinary mobility to harass a larger and less-mobile traditional army or strike a vulnerable target and withdraw almost immediately ([https://en.wikipedia.org/wiki/Guerilla_war](https://en.wikipedia.org/wiki/Guerilla_war)).

In the war of Dandanakan held between the Seljuks and the Ghaznavids in 1040, the Seljuks who were poor in number entered the province of Khorasan of Ghaznavids. On one hand by implementing the hit-and-run tactic they drew the Ghaznavids to the desert and on the other hand they cut the water sources of the roads. The Ghazni army, beware of this trap, sustained a defeat in Dandanakan (Ozcan, 2011: 77).

The equivalent of the guerrilla strategy in the Eastern art of war can be described with “catch a fish while the water is disturbed”. It emphasizes creating a confusion and complicity and taking advantage of the situation. (Moriya, 2009: 131)

In 1984, Jay Conrad Levinson make the term “Guerilla Marketing” known as a philosophy for small and start-up companies to successfully market their business with a small amount of money. Its strategy based on the use of non-traditional marketing channels, customer proximity, insistency, and patience.

The business might consider in marketing in guerrilla war, to implement the hit-and-run tactic instead of attacking the competitor with using continuous and intensive resources. Guerrilla war means to implement small and intermittent attacks in different parts of the market owned by the competitors and frustrate them. Thus, a small company seeking a new entry to the market might achieve some gains via some variety of retaliations without harrassing a settled company in the market seriously. For the success of this tactic, the business and the strategical business unit that sustain the guerrilla war should be patient enough, frustrate the the settled competitor and thus consent small gains; but meanwhile it should be avoided to try the large company’s patience in order not to bring them to a position of responding. Because in that case, they might have to face to lose (Eren, 2010: 294).

An outwear shop in Trabzon (a city of Turkey) has implemented guerrilla strategy in an interesting way. The shop was located just on the left side of Mavi Jeans store and they wrote on the signboard of their store “maroon” in exactly the same alignment, size and font with the Mavi Jeans store’s signboard so that, as the signboards are put side by side, the colors of Trabzonspor (local football team which almost every citizen of Trabzon is a fanatic supporter of) occured Maroon and Blue. Store owner's broad imagination has led the store to draw attention in a short time.
Conclusion

As a requirement of our era, intense competition in today's business environment is sustained in the most gallant ways. Today, many developed countries still continue to struggle with each other for various political reasons not only in the political arena but in the economic arena as well. In our era, where shooting-wars are replaced with political and economic wars, it should be remembered that the nuclear bomb and techniques used in the World War II still maintains in the memories as a great shame of humanity.

The concept of ethics, which took its first place in the marketing literature in the 1970’s and grew stronger with green marketing, ecological marketing, sustainable marketing concepts, is based on the principles of not to effect the welfare of society negatively regardless from the methods of the competition and not to harm the nature, living beings and the sustainability of resources. Thus, we clearly have come to observe that the destruction in the strategies of war has an equivalent in the marketing literature.

We have examined in our article in details that competition-oriented businesses, who are supposed to act with this awareness, revealed different marketing strategies on behalf of differentiation from their competitors, under severe market conditions. The main issue here is, businesses should identify their competitors (enemies) and hold their position in accordance with their vulnerabilities. What is important, to think on requirements of the victory (customer) to be won and to be able to analyze the enemy (competitor) correctly.

In this article, it is tried to explain how the war strategies, all having the same basics even they are given different names in the Eastern and Western cultures, found their place in marketing world.

Appendix-1 Table of Defence Strategies

<table>
<thead>
<tr>
<th>The Principles of Defence Strategies</th>
<th>Marketing Strategies</th>
<th>Marketing Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Principle 1</strong>&lt;br&gt;Only the leader should consider playing defense&lt;br&gt;Watch the fires burning across the river&lt;br&gt;The stronger army should wait and observe the environment</td>
<td>Expanding the total market&lt;br&gt;New customers or more usage from existing customers.</td>
<td>Zippo</td>
</tr>
<tr>
<td><strong>Principle 2</strong>&lt;br&gt;Attact yourself</td>
<td>Introducing new products or services that obsolet your existing ones and strengthen your position</td>
<td>Coca Cola Company</td>
</tr>
<tr>
<td><strong>Principle 3</strong>&lt;br&gt;Strong Competitive moves should always be blocked&lt;br&gt;Kill with a borrowed knife&lt;br&gt;The idea here is to cause damage to the enemy by getting a third party to do the deed.</td>
<td>There are two strategies ;&lt;br&gt;Blocking directly the competitor or building partnerships with the other rivals against the main competitor.</td>
<td>Pfizer, Apple and Samsung</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The Types of Defence Strategies</th>
<th>Marketing Strategies</th>
<th>Marketing Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Position Defense</strong>&lt;br&gt;Stabilizing own superior position</td>
<td>Brand recognition and brand awareness</td>
<td>Nescafe</td>
</tr>
<tr>
<td><strong>2. Flank Defense</strong>&lt;br&gt;Erecting outposts to protect own weak front</td>
<td>Introducing a fighting brand</td>
<td>VW Group Subbrands</td>
</tr>
<tr>
<td><strong>3. Contraction Defense</strong>&lt;br&gt;Giving up weaker territories and reassigning resources to stronger territories.</td>
<td>Retreating&lt;br&gt;Escape rapidly and fight in a narrow space&lt;br&gt;Focusing on core competences or Prefering to downsizing or narrowing the product lines or product mixes.</td>
<td>Ben-Gay brand extesion of Ben-Gay Aspirin</td>
</tr>
<tr>
<td><strong>4. Preemptive Defense</strong>&lt;br&gt;A more aggressive maneuver is to attack before the enemy starts its offense&lt;br&gt;Stomp the grass to scare the snake&lt;br&gt;Importance of spying</td>
<td>Marketing Intelligence&lt;br&gt;Introducing a new product with adding some new features which been launched and communicated by the competitors earlier.</td>
<td>Turkcell versus Vodafone</td>
</tr>
</tbody>
</table>
Appendix- 2 Table of Offence Strategies

<table>
<thead>
<tr>
<th>Offence Strategies</th>
<th>Eastern Strategies</th>
<th>Marketing Strategies</th>
<th>Marketing Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principle 1: Finding a weakness in the leader’s strength and attack at that point.</td>
<td>Point at the mulberry tree while cursing the locust tree Using analogy and innuendo</td>
<td>Finding the weakest point of the leaders.</td>
<td>Defacto’s Mediterranean Fashion Brand</td>
</tr>
<tr>
<td>Principle 2: Launch the attack as narrow a front as possible</td>
<td>Entice the tiger to leave its mountain lair! Never directly attack an opponent whose advantage is derived from its position. Instead lure him away his position thus separating him from his source of strength or change your own position.</td>
<td>STP (Segmentation, Targeting, Positioning)</td>
<td>Coca Turka</td>
</tr>
</tbody>
</table>

The Types of Offence Strategies

<table>
<thead>
<tr>
<th>Offence Strategies</th>
<th>Eastern Strategies</th>
<th>Marketing Strategies</th>
<th>Marketing Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Turan tactics</td>
<td>Decieve the heavens to cross the ocean Hiding your true intentions under the quise of common everyday activities.</td>
<td>The brands which are weaker than the market leader seek to get share from the leader and challengers insidiously.</td>
<td>The Internet Explorer 2.0 versus Netscape Navigator</td>
</tr>
<tr>
<td>2. Shock and Awe</td>
<td>Shut the door to catch the thief Killing enemy without mercy.</td>
<td>Not falling in &quot;Marketing Myopia&quot;</td>
<td>End of Kodak and Ford T Model</td>
</tr>
<tr>
<td>3. Blitzkrieg</td>
<td>Loot a house on fire Attacking your enemy at the weakest point without mercy and totally destroy it to prevent future troubles.</td>
<td>Emphasising the &quot;core competence&quot; of the firm which is the weakest point of the competitor and disturbing the competitors with frequently and intensive promotions.</td>
<td>Turkcell versus other operators</td>
</tr>
<tr>
<td>4. Guerrilla warfare</td>
<td>Catch a fish while the water is disturbed Creating confusion and complicity.</td>
<td>Guerrilla Marketing</td>
<td>A local outwear shop in Trabzon(Turkey)</td>
</tr>
</tbody>
</table>

References

15. Mumcu Ahmet, 1986, Tarih Açısından Türk Devriminin Temelleri ve Gelişimi (Foundations and Development of the Turkish Revolution in terms of History), İnkilap Kitabevi, İstanbul.
16. Özcan Ekrem, 2011, Türk Savaşları Işığında Pazarlama Stratejileri (Modern Strategy under the Light of Turkish Wars), Cinius Yayınları, İstanbul.

Referred Internet Resources

23. www.defacto.com.tr
29. www.pfizer.com
31. www.pcmag.com/article2