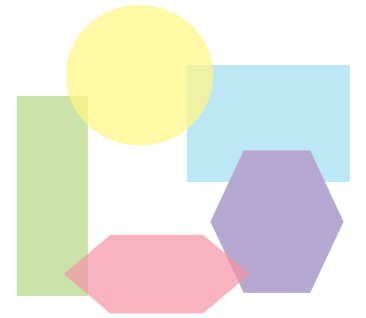


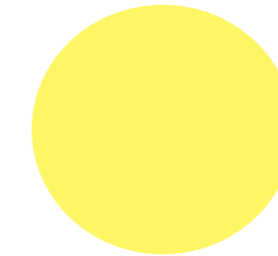
knowledge



estimates and intelligence



attain



gain

understanding

deception and foreknowledge

tao and yin

form



achieve

advantage

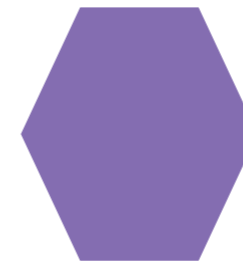
maintain

adaptability

adaptability and growth

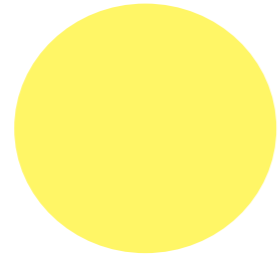
strategic advantage and positioning

gather



*Tactically Alive!*

gather



knowledge

**estimates and intelligence**



attain



understanding

**tao and yin**

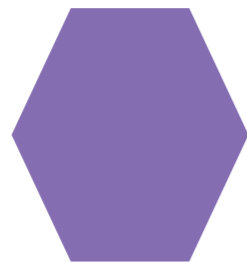
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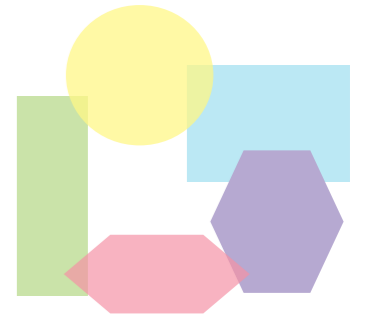
**estimates and intelligence:** Planning is essential before entering into the competitive arena, the outcome of any such action should be known in advance. An assessment should be made of : 1. Which leader has the greater ability to create harmony and follow the correct path? 2. Which leader has the greater support of his/her employees who are committed to the company's vision 3. Which company has the advantages of the climate (political, economic and social) and the competitive terrain? 4. Whose employees are better trained and equipped? 5. Which company has the greater resources? Further, a continual renewal of knowledge through intelligence gathering is necessary for effective competitiveness.




**tao and yin:** Tao is a fundamental concept that affects every aspect of life and therefore business. It is most readily described as seeking to recognise and understand all the forces that are influencing your present and proposed course and then orienteering your way to your goal. It is reflected in the depth of understanding held by company's leaders. If they truly know their own company, their competitors and the environment in which they compete, then they cannot be defeated. Tao is an understanding of the optimum way to compete. Yin refers to the process of blending oneself into the competitive environment so as to take advantage of the prevailing conditions. It is possibly best described as not conflicting with, but working the situation to your advantage.



**strategic advantage and positioning:** Strategic advantage is a complex concept and is not related to the contemporary manner in which the term has been used. Strategic advantage can be seen to represent: 1.aspect, situation, circumstance, conditions, 2. disposition, configuration, outward shape, 3. force, influence, momentum, authority. An understanding commences with the recognition that strategic advantage arises not from some independent event but emerges within a broad field of unique natural, social, economic and political conditions that are continuously changing. However, although every situation has its unique characteristics there are general patterns of movement that may be discerned. Once discerned and a shape is defined in the pattern, a position of advantage may be sought. These patterns arise from the polar opposites that exist between the forces in play. Strategic advantage is organic. Strategies should be both orthodox and unorthodox. Advantage is gained by manipulating the positions and the differentials that exist between companies . There is a rhythm in the pattern of movements that once discerned may be used to advantage. As there are infinite possibilities as to how to overcome a competitor consideration of 'generally applicable' actions to be taken is futile. An advantage will be found through human ingenuity and should not be restricted. Positioning describes the process of placing your company in a position of advantage as against your competitors and the environment in which you are competing. The position sought should be one where it is like 'a hundred weight against just a few ounces'. When you unleash your competitive forces they should be unstoppable.



**deception and foreknowledge:** All competition is won through deception and speed. Deception requires the use of form and formlessness. A competitor's actions should be lead so as to take form and expose their intent, while your intent should remain formless. Invincibility resides in you hands while the ability to overcome a competitor lies in their hands. Foreknowledge is a reflection of a leader's wisdom and refers to his ability to project what is going to happen in a market and thereby position their company to gain advantage. This foreknowledge comes from an understanding that any set of circumstances is the consequence of a dynamic process of organically related, mutually determining conditions. However, as each set of circumstances is unique, a leader's ability to project the future is subject to their insight and their access to relevant information. This information must be first hand and timely.



**adaptability and growth:** Adaptability can be seen as a proactive action in dividing up and consolidating one's forces as appropriate and a reactive action in knowing when and under what circumstances to avoid engagement with a competitor. An expert strategist moves their competitors and is not moved by them. Adaptability is not random or unplanned rather it is a capacity for responsive change built upon discipline and organisation with a company that enables leadership to remain in control. Every competitive encounter is unique and therefore competitiveness requires adaptability. Growth is the process of continual renewal and improvement along a chosen path.