“This book will be a winner. It is guaranteed to stimulate your strategic and tactical imagination.”

Philip Kotler

14 complete attack and defense strategies for competitive advantage

STRATEGY MOVES

Jorge A. Vasconcellos e Sá
CONFEERENCE BY JORGE SÁ ON:

BUSINESS STRATEGY: THE 14 STRATEGIC MOVES, THE RULES TO FOLLOW IN IMPLEMENTING AND THE 13 TYPES OF ALLIANCES

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1. Importance:

Since the early 70s the Japanese achieved global leadership in industries thought to be dominated by Western impregnable giants: automobiles, motorcycles, watches, cameras, optical instruments, steel, shipbuilding, snowmobiles, bicycles, pianos, zippers, radios, televisions, audio equipment, calculators, copying machines, and so on.

And then

Not all this success can be explained either by special government support, or by tactical aspects such as human resources, production, marketing and financial techniques. There is a missing link: strategy was also essential; without it, many other disadvantages would have disappeared.
2. **Content:**

- **The what - 14 types of strategies:**
  - Six of **attack** (frontal attack, guerrilla, by-pass, flanking, etc.)
  - Eight of **defense** (signaling, creating entry barriers, global service, etc.)

- **The how:** the rules to follow when implementing each type of strategy;

- **The when:**
  - When to attack and when to defend?; and
  - When attacking or when defending, which type of strategy to follow?

- **With whom:** alone or in alliance (13 types of alliances)?

- Competitiveness is a consequence of **mastering** the what, the how, the when and with whom

- **Internationalization key success factors:** how Toyota conquered world markets;

- Strategies followed by other **Japanese companies** (Honda, Mazda, Yamaha, Kawasaki and Suzuki);

- **Result:**

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**Car production (in units) worldwide: 2016**

**Car sales (in units) in North America (USA + Canada): 95-2016**

*Source: Organisation Internationale des Constructeurs d'Automobiles, World Ranking of Manufacturers, 2016*

*Source: Financial report of each company 1995-2016.*
Based on Philip Kotler’s material and Jorge Sá’s book below:

**Examples of endorsements:**

“*This book will be a winner as Sá offers the most comprehensive treatment and assessment of attack and defense business strategies. It is guaranteed to stimulate your strategic and tactical imagination.*”

Philip Kotler (Professor at Northwestern University)

“This book is great. There’s no better analogy for marketing than warfare… Sá does a superb job in outlining the many strategic choices involved in fighting an effective war.”

Al Ries (author of the bestsellers *Positioning, Marketing Warfare*, etc.)

“This book provides one of the clearest, most engaging discussions I’ve ever seen of how to balance the here-and-now of a business with the future. Managers who are dealing with these difficult, uncertain times will benefit from reading it. Professor Sá has done it again!”

Donald Hambrick (Evan Pugh Professor and Smeal Chaired Professor of Management, The Pennsylvania State University)