



## Chapter 3

# 謀攻



### Planning an Attack: Your Sales Campaign's Focus


To successfully advance your company's sales position, you must define a clear focus for your sales campaign. Strategy teaches that sales strength doesn't come from size. Instead, it comes from unity and focus. To be successful as a sales manager, you must unite both your sales team and your organization as a whole. You must also focus on a campaign for sales growth that puts your competitors at a disadvantage.

Strategy teaches that unity and focus are required at every level of an organization. The more focused your sales organization is, the more efficiently it will work. The more divisions, distractions, and confusion in your sales efforts, the less successful your sales department will be.

When you are moving into new competitive areas, strategy teaches that you must avoid tackling well-developed competition. Instead, you must focus your sales campaign on areas where your competitors have yet to effectively organization their efforts.

Strategy teaches an incremental approach to success. You best competitors in small, focused engagements in which you have a clear advantage. It is your job as a sales manager to identify your company's relative strength in each sales situation and choose the right tactics.

Five types of management knowledge determine your ability to unite and focus your sales team. You cannot afford to miscalculate the relative strength of your sales team in facing competitors.



## Planning an Attack

SUN TZU SAID:

Everyone relies on the arts of war. **1**  
A united nation is strong.  
A divided nation is weak.  
A united army is strong.  
A divided army is weak.  
A united force is strong.  
A divided force is weak.  
United men are strong.  
Divided men are weak.  
A united unit is strong.  
A divided unit is weak.

<sup>12</sup>Unity works because it enables you to win every battle you  
fight.

Still, this is the foolish goal of a weak leader.  
Avoid battle and make the enemy's men surrender.  
This is the right goal for a superior leader.

The best policy is to attack while the enemy is still planning. **2**

The next best is to disrupt alliances.  
The next best is to attack the opposing army.  
The worst is to attack the enemy's cities.

## Your Sales Campaign's Focus

**1** Everything depends on your sales management approach.

A united company is powerful.

A divided company is powerless.

A consistent sales message is trusted.

An inconsistent sales message is distrusted.

A focused sales campaign is successful.

An unfocused sales campaign is unsuccessful.

An organized sales department is strong.

A disorganized sales department is weak.

A united sales team works well together.

A divided sales team works poorly together.

Unity and focus work because they allow you to win every sales challenge from the competition.

Still, this is the foolish goal of second-rate sales managers.

Discourage the competition from wanting to compete with you.

This is the best goal for the best sales managers.

**2** The best campaign moves into markets before competitors.

The next best campaign divides your competitors' markets.

A worse campaign challenges your competitors' salespeople directly.

The worst campaign targets your competitors' strengths.

<sup>5</sup>This is what happens when you attack a city.  
You can attempt it, but you can't finish it.  
First you must make siege engines.  
You need the right equipment and machinery.  
It takes three months and still you cannot win.  
Then you try to encircle the area.  
You use three more months without making progress.  
Your command still doesn't succeed and this angers you.  
You then try to swarm the city.  
This kills a third of your officers and men.  
You are still unable to draw the enemy out of the city.  
This attack is a disaster.

Make good use of war. **3**

Make the enemy's troops surrender.  
You can do this fighting only minor battles.  
You can draw their men out of their cities.  
You can do it with small attacks.  
You can destroy the men of a nation.  
You must keep your campaign short.

<sup>8</sup>You must use total war, fighting with everything you have.  
Never stop fighting when at war.  
You can gain complete advantage.  
To do this, you must plan your strategy of attack.

What happens when you focus on your competitors' strengths?

You attempt to duplicate their abilities, but you never will.

First, you must build an organization that challenges theirs.

You must duplicate their systems and methods.

This take time and you are always behind the competition.

You can try to keep competitors from getting ahead of you.

This wastest time by tying down your own sales organization.

Your attempts to copy competitors fail and this upsets you.

You then bet everything on a single sales effort.

This consumes your limited sales resources.

You cannot beat your competitors on their strengths.

This type of selling is a disaster.

**3** A good sales campaign comes from good sales management.

Find an area where competitors do not want to compete.

You do this by identifying customers they see as unimportant.

You must pull their sales force away from established strengths.

You do this by winning away unimportant customers.

You want to discourage their salespeople.

You must win away customers quickly.

You must be completely committed to your sales focus.

Never hold back when you identify the right direction.

The right focus gives your salespeople complete superiority.

You must know where to put your sales resources.