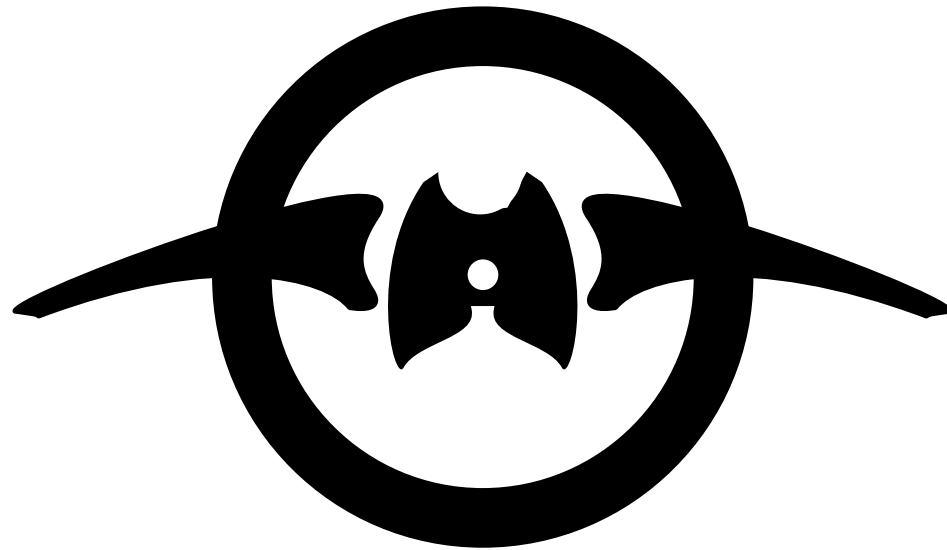


2007 PREVIEW

ART OF ATTACK: HOW TO WAGE AND WIN BATTLES FOR MARKET SHARE



vSente | Experienced Campaigners | San Francisco | London

415.457.8449 - www.vsente.com

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vSente is a marketing campaigning consultancy with offices in San Francisco and London.

We execute campaigns designed to wage and win market share battles for a global clientele.

In addition to executing **CAMPAIGNS**, vSente offers two-day **WORKSHOPS**, and is also the host for the **ARMORY** the on-line resource for the competitive marketer.



IF YOU'RE FRUSTRATED WITH
INEFFECTIVE AND UNACCOUNTABLE
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THEN CONSIDER

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[BOOKING](#) A WORKSHOP, OR,
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THE ART OF ATTACK

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00.00.00 PROLOGUE. *The Art of Attack: How to Wage and Win Battles for Market Share* (Art of Attack) is a 95-page on-line manual that forms the basis of vSente's proprietary campaigning methodology. In the "old days" the Art of Attack would have been conceived as a book, described as a *how-to-manual*, and printed, bound and sold through traditional book stores. Today, circa 2006, new internet-driven publishing tools allow us to transform static books into interactive, evolving resources with helpful links to external data and referenced materials. The Art of Attack was created to take advantage of these new publishing tools and consists of an online manual, workbook, and resources.

The Art of Attack is written to help challengers wage and win battles for market share against industry leaders. The Art of Attack can also be used by industry leaders to defend their market position against challenger attacks. The Art of Attack is written from the vantage of a [Mike Smock](#), veteran campaigner with experience executing more than 500 marketing campaigns over a 25 year career. This is a practical manual offering experience and knowledge gained by using the tools and techniques prescribed herein to wage and win battles for market share.

The balance of this E-Booklet will introduce the Art of Attack and preview it's contents, tools and techniques. vSente's [ARMORY](#) - the online resource for the competitive marketer is the exclusive host for *The Art of Attack - How to Wage and Win Battles for Market Share* which introduces new thinking, approaches and techniques to the process of competitive marketing. Additionally, the Armory aggregates print and web resources dedicated to the application of maneuver theory to marketing campaigning including:

The Attack Manual. Online manual describing the theory of attack and how to plan an attack.

The Attack Planner & Battle Wizards. Excel workbooks used to plan, create, communicate and calibrate your attack.

The Attack Communiques. Commentaries on the state of competitive marketing.

[SUBSCRIBE NOW](#) and gain immediate access to the Attack Manual, the Attack Planner Workbook and the online Art of Attack Library



Widely heralded initiatives and theories like branding, CRM, word-of-mouth, open source marketing and a plethora of internet driven gimmicks and tricks have failed to live up to their advance billing.

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Attack Infrastructure. Links to companies, technologies, processes and methodologies that can support your attack.

Attack Competencies. Links to agencies, consultancies, and other firms offering competencies related to the art of attack.

24 Rules of Engagement. Rules to consider when executing your own plan of attack.

The Marketing Archive. Articles, links and papers on contemporary and historical marketing practices.

The Sun Tzu Archive. Digest of nine translations of Sun Tzu's Art of War.

The John Boyd Archive. Articles and briefings written by the brilliant American military strategist.

The Center of Gravity Archive. Article and papers describing various approaches to determining center of gravity.

The Propaganda Archive. Articles and papers on historical and contemporary use of propaganda and information warfare.

Military Manuals. Various military manuals focused on strategy and military campaigning techniques.

The cost to access these resources is \$49.95 (from time to time we offer a special \$9.95 7-day pass) for the first month, \$24.95 per month thereafter. You'll want to stay subscribed for the duration of your attack. You can subscribe by [clicking here](#) and gain immediate access to the Art of Attack.

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Fundamentally, there are two ways you can grow a business. You can fight for market share using existing products in established markets against known competitors, and/or, you can innovate new offerings and markets with the intention of temporarily reducing or eliminating competition.

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01.00.00 DECLINING MARKETING COMPETENCIES. The Art of Attack was created in an era of declining marketing competitiveness. Trade press is full of documented cases of [disgruntled CEO'S](#) demanding accountability and a return on marketing dollars invested. Widely heralded initiatives and theories like branding, CRM, word-of-mouth, open source marketing and a plethora of internet driven gimmicks and tricks have failed to live up to their advance billing.

Many reasons have contributed to the decline in marketing effectiveness. Agencies cling to [dysfunctional media models](#). Enterprises focus on [rigid, hierarchical command and control](#). Chief Marketing Officers [emphasize creative awards](#) over strategic competencies. [Cultural differences between sales and marketing](#) archetypes disrupt campaigning effectiveness. Assertive instincts have been replaced with [nurturing skills leading to diminishing enterprise competitiveness](#).

Perhaps the most curious trend has been [CMO's actively shunning traditional free enterprise objectives of maximizing enterprise profitability](#) in favor of customer advocacy theories placing the rights of consumers and community above the profitability of the enterprise. While few enterprises have adopted these decidedly socialist tendencies the proponents of these theories have none-the-less dominated the conversation and bandwidth available to marketing practitioners and crowded out or shunned those advocating competitiveness. [George Stalk of the Boston Consulting Group efforts publishing Hardball](#) as described in Fast Company, is a good case in point.

Bottom line for many enterprises is that their marketing efforts are out of control and [rendering the enterprise vulnerable to competitive attack](#). Which can be good news for assertive agile enterprises seeking to increase market share. And bad news for the uncompetitive enterprise.

01.01.00 FIGHTING FOR MARKET SHARE. Fundamentally, there are two ways you can grow a business. You can fight for market share using existing products in established markets against known competitors, and/or, you can innovate new offerings and markets with the intention of temporarily reducing or eliminating competition. There are many degrees and combinations of these two methods but FUNDAMENTALLY you either fight (existing

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*Can a business enterprise attack
a competitor?*

Of course.

*Weapons of choice are price,
quality, service, distribution, etc.*

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products/markets) or innovate (new products/markets). Think about it in terms of either fighting for existing territory or exploring and innovating new territory. Regardless of which approach an enterprise may take, at some point the need to defend and fight for market share will be necessary. [While innovation may spawn a short term advantage that eliminates competition](#), it will not be long before competitors copy or better your advantage. The Art of Attack focuses on waging and winning battles for market share. More specifically, this manual looks at the opportunity from the vantage point of the smaller competitor challenging a market leader with the intent to permanently dislodge the leader.

This is not meant to indicate that innovation takes a back seat to market share battles. In fact innovation, properly staged and executed, is a potent weapon in any battle for market share. For most enterprises with limited resources the risks associated with innovation are significant. Finding new customers, building new markets and pioneering new channels takes time and money. The smaller enterprise must carefully balance the opportunity for innovation with the need to generate cash flow.

Market share battles can be a lucrative source of cash flow (and provide the resources, and generate the competitive instincts necessary to innovate sustainable advantages). The key feature of market share battles is the absence of innovation risk. The battle takes place with existing products for existing customers with an established need, trained to write checks. How does the smaller enterprise win a market share war against larger better provisioned competitors? By shaping and exploiting mismatched competencies faster and smarter than competing forces.

01.02.00 WAGING AND WINNING BATTLES FOR MARKET SHARE. The Art of Attack applies maneuver theory to marketing campaigns. Maneuver theory has evolved over several thousand years of military conflict. One might reasonably question military thought in marketing campaigning. Especially when considering attacking a competitor.

There are many applications for the word attack. Attacking the Normandy beach had one meaning to Eisenhower. Attacking the Green Bay line had another meaning for Mike Ditka. Attacking a messy disorganized garage has a third meaning for a weekend warrior tired of

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When executing a campaign we work off a campaign palette that incorporates actions designed to increase our interaction with our customers while decreasing our competitions.

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losing his tools. Can a business enterprise attack a competitor? Of course. Weapons of choice are price, quality, service, distribution, etc. Should a business attack a competitor? Of course! Why? Because that's where the customers are! Customers who have been trained to write the checks and do the deals.

01.03.00 INTRODUCING MANEUVER THEORY. The [father of maneuver theory](#) is the ancient Chinese military philosopher Sun Tzu. The essence of maneuver theory is the ability to shape the competitive landscape to your advantage and the disadvantage of your adversaries. The best practice of maneuver theory results in winning without fighting. At face value maneuver theory has much to offer marketing campaigning - especially if it holds open the opportunity to better a competitor without engaging them directly. As a marketer I first began applying maneuver theory to marketing campaigns back in the late 80's. I was attracted to the concepts of maneuver theory because of my need to get more done with less money, quite often against larger better-provisioned competitors.

01.04.00 APPLYING MANEUVER THEORY TO MARKETING CAMPAIGNING. Large, well-provisioned competitors are always vulnerable to attack by smaller more agile enterprises. Market share battles can be described by the two primary maneuver forces of interaction and isolation. The need to increase my interaction with a customer while isolating my competition is at the heart of maneuver theory. There are many ways one can isolate a competitor via well-timed and well-placed attacks. Generically speaking we can attack price, quality, service features and reputation. And as long as the attacks are credible



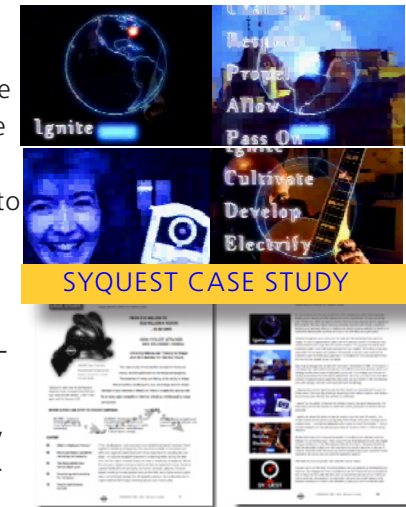


During the campaign, adopting maneuver-based marketing increases SyQuest revenues five-fold, nearly triples market capitalization and dislodged slomega from it's leadership position.

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I can begin isolating my competition while simultaneously increasing my interaction with the customer. It is the interplay of interaction and isolation that allows me to shape the market to my advantage and the disadvantage of my competition. When executing a campaign we work off a campaign palette that incorporates actions designed to increase our interaction with our customers while decreasing our competitions. There are times when attacking the competition is necessary. There are other times went it is opportunistic. The Art of Attack leads you through the process of converting your traditional sales and marketing organization into an effective and accountable attack engine, with which you can wage and win battles for market share.



01.05.00 WHO ATTACKS? Start-ups, turnarounds and expansions can launch an attack. Large well-provisioned market leaders are always vulnerable to attack by smaller agile challengers:

- a. Start-ups: A start-up enterprise can attack an existing competitor's position via a launch strategy offering a lower price, more features, better quality, etc. Microsoft is vulnerable to new entrants offering better security and usability.
- b. Turnarounds: Smaller struggling enterprises can attack a larger competitor's position via quality, service or features. Wal-Mart is vulnerable to niched regional chains or local retailers offering differentiated products and services.
- c. Expansions: Growing enterprises with industry momentum can further their expansion by attacking and dislodging the market share leader. Oracle is vulnerable to attack by Salesforce.com offering better value.

01.06.00 FROM \$10 MILLION TO \$50 MILLION A MONTH - IN 60 DAYS. The best expression of the potential of these techniques and processes was the SyQuest campaign executed by the writer in 1998 against the larger Iomega. During a two month period sales

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The Attack Manual is designed to be used in tandem with the attack planner and is rich in links to internal and external resources. The manual is updated continuously.

increased from approximately \$10 million a month to more than \$50 million a month. The SyQuest campaign is an excellent example of maneuver theory applied to marketing campaigning. The SyQuest engagement provides a compelling before, during and after look into the impact maneuver theory can have on marketing campaigning. Before the campaign, SyQuest employing traditional feed and speed technology marketing approaches the brink of bankruptcy. During the campaign, adopting maneuver-based marketing increases SyQuest revenues five-fold, nearly triples market capitalization and dislodged lomega from it's leadership position. Six months after returning to traditional technology marketing SyQuest was in bankruptcy. [Click here](#) to download the SyQuest case study.

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01.07.00 ABOUT VSENTE

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WHO IS VSENTE?

vSente was founded by Mike Smock an internationally recognized marketing expert. Immediately prior to vSente, he was the Executive Vice President Sales and Marketing for CRM vendor Moss Software (recently sold to E.piphany) and Chief Revenue Officer for outdoor apparel maker Gramicci. In his early career Smock held senior sales and marketing positions with AFG Industries later sold to Asahi Glass and Allied Tube and Conduit now part of Tyco. He was the Cofounder of Dynaquest Corporation an artificial intelligence pioneer, and led the successful leveraged buyout of AP&E from Johnson Controls.

British marketing expert David Burdon spearheads vSente's European operations. Burdon, 46, with 25 years experience working with European multinationals has established a London bridgehead to support growing demand from vSente's European clients. His experience includes: Cosmosair Plc - Sales and Marketing Director, Opus Trust Venture Capital Fund - Divisional Manager, Lansdowne Venture Group - Managing Director Designate, Planit On Line - Managing Director, Thames Gateway Kent Partnership - Chief Executive, Stena Line UK - Chairman UK Marketing Group, Hi-Tec Sports Scandinavia - Managing Director, Carlsberg Brewery Ltd. - Marketing Director

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WHAT KIND OF EXPERIENCE DO YOU HAVE?

More than 500 campaigns in 38 different industries as diverse as pipe fabrication, enterprise software and retail merchandising. For clients ranging from the Fortune 500 to VC backed startups and small privately held businesses. And for campaigns ranging in size from a one-week, \$1,000 key account initiative to a nine-month \$17 million product launch. Clients have included GTE, Marshall Industries, IBM, Phillips, Texas Instruments, Jacobs Engineering, Weider Nutrition, Luxul Broadband, SyQuest Corporation, Christensen Boyles Corporation, Lockwood Greene and many small, privately held enterprises.

WHAT DIFFERENTIATES YOU FROM OTHER AGENCIES?

Campaigning. We're campaigners. We battle for market share. We launch products, defend share, attack competition and reposition weak offerings. We campaign via a proprietary, battle proven methodology that utilizes maneuver theory to generate competitive advantage. vSente's methodology is the antithesis of traditional advertising and PR.

WHAT IS THE METHODOLOGY?

vSente's proprietary campaigning methodology is described in The Art of Attack. If you're a mid-size enterprise contemplating a campaign send an e-mail to Mike telling him about your company and we'll send you the manual for free. The methodology allows campaigners to shape the conflict to their advantage and the disadvantage of their competition and is influenced primarily by Sun Tzu, John Boyd and Michael Porter.

WHAT IS THE VSENTE ADVANTAGE?

The ability to outmaneuver larger better provisioned competitors. Maneuver theory allows us to utilize fewer resources to generate greater impact and is ideally suited for start-ups and turnarounds with limited resources and accelerated time lines.

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