



The Art of War

The Study Of 36 Strategies



The 36 strategies are a collection of some of the most subtle and counter-intuitive strategies developed in ancient China in the past three millennia covering the fields of politics, diplomacy, espionage and business operations. The term, 36 strategies, was first mentioned in the *Book of Southern Qi* in its seventh biographical volume, *Biography of Wang Jingze*, which is a history of the Chinese dynasty, Southern Qi. It covers the period from 479 to 502 AD.

One of the key fundamentals of the 36 strategies can be described by this quote from the Art of War by Sun Tzu:

When we fight, the best strategy is to win by **intelligence** and **wisdom**, the second is to win by **diplomacy** then it is to win by **battle**. The worst strategy is to win by **costly city by city fight**

Thirty-Six Strategies

- Generally, the Thirty-six Strategies are grouped under 6 categories.
- Each category contains 6 strategies. The six categories in turn can be used in two types of situations.
 - 1) **Advantageous Situation** has the three categories, the “Winning Strategies” (胜战计), the “Enemy Dealing Strategies” (敌战计) and the “Attacking Strategies” (攻战计)
 - 2) **Disadvantageous Situation** has the other three categories, the “Chao Strategies” (混战计), the “Proximate Strategies” (并战计) and the “Defeat Strategies” (败战计)
- However, the application and usage of these strategies can be mingled in various combinations. They are not intended to be used singly, nor are they only applicable in either a winning or losing situation. The possible combination and application of these strategies are limited only by the imagination and creativity of the strategist.

In The Thirty Six Strategies all the strategies are about looking For **solutions** that will achieve **maximum benefits** with **minimal costs and harmful side effects**.

For example, in the third strategy, "Kill with a borrowed knife" and in the seventh strategy, "create something from nothing," both are trying to accomplish a task **without any cost and side effects**.

In the second strategy, "Besiege Wei to rescue Zhao" and in the Fifteenth strategy, "lure the tiger down from the mountain," they are both about fighting to win with **minimum loss and maximum effectiveness**.

As described by The Thirty Six Strategies,
the first 18 strategies are used when decision makers are in
advantageous position. An individual can see that these 18
strategies are about

"how to win with maximum benefits and with minimal loss
and efforts."

The second set of the 18 strategies is used when decision
makers are in **disadvantageous** or even dire positions.
An individual can see that these strategies are about

"how to reverse the situation to win" or "how to avoid failure"
with maximum effectiveness and minimal loss.

Advantageous Situations

Chapter 1: Winning Strategies

Chapter 2: Enemy Dealing Strategies

Chapter 3: Attacking Strategies

Disadvantageous Situations

Chapter 4: Chaos Strategies

Chapter 5: Proximate Strategies

Chapter 6: Defeat Strategies

Advantageous Situations

Chapter 1: Winning Strategies

- 1. Deceive the heavens to cross the ocean**
- 2. Besiege Wei to rescue Zhao**
- 3. Kill with a borrowed knife**
- 4. Leisurely await for the laboured**
- 5. Loot a burning house**
- 6. Make a sound in the east, then strike in the west**

Strategy 1: Deceive the Heaven to Cross the Ocean

This strategy is based on a Chinese legend. Around 600 AD, the Chinese emperor wanted to attack Korea, but he was not confident to bring all the troops through the sea, his top general decorated big ships like "fun ships" with wine and a party and the emperor sailed through the sea in calm.

In *The Thirty Six Strategies* it further explains that the strategy involves camouflage, ordinary camouflage schemes (such as moving troops in dark and shadows) that are easy to be detected. If an individual can act in open and hide his true intentions under the guise of common every day activities he will be much more effective.

Key points

- Use of camouflage.

- Disguise difficult objects or goals or intents with ordinary, normal, nice things.

Examples

- Spies

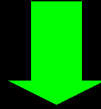
- White House state dinner crashers, Tareq and Michaela Salahi, allegedly attended a state dinner at the White House by pretending they were ordinary invitees in Nov 2009.

- Police cars disguised as ordinary cars.

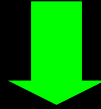
- Gummy-bear-like vitamin pills.

- Disney theme park pre-shows at rides/exhibits for customers to make long waiting lines less stressful.

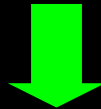
Strategy 1: Deceive the Heaven to Cross the Ocean



Think Visible, Act Invisible



**revealing your actions
hide your intentions**



**say things that only a certain
people knows; so that you can
attack in secret.**

Disney theme park pre-shows at rides/exhibits
for customers to make long waiting lines less stressful.



Strategy 2: Besiege Wei to Rescue Zhao

In 354 BC, (before Christ) China was in a Warring States period; the Wei state launched a full force attack on the Zhao state. Zhao was asking its ally, the Qi state, for help. One renowned strategist of the Qi state, Sun Bin (Sun Tzu's descendent) proposed not to directly confront the strong Wei army, but launched another attack on the Wei's capital. This forced the Wei to withdraw to save its capital from sacking. This strategy used smaller forces and was much less costly.

Key points

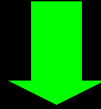
Avoid costly brute force confrontation when the opponent is too strong, but attack its most vulnerable and fatal weakness. No matter how strong an enemy is, there are usually some weaknesses. Find the weaknesses so that an individual can win with minimum cost. Avoid "straight line" way of thinking a "winding" strategy could be much less costly and more effective. Use the right tool to solve the right problems.

The fourth point in *The Thirty Six Strategies* further explains that: "You cannot solve a puzzle by using fist, you cannot resolve a conflict by taking side and participating the fight."

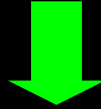
Example

In fighting floods, sometimes it is too difficult to reinforce dams instead selectively flood the water to less populated places.

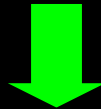
Strategy 2: Besiege Wei to Rescue Zhao



Avoid Strength, Attack Weakness



**avoid your enemy's strength when he's too strong,
attack it's weakness.**



**win without wasting your power by
useless attacks to your enemy**

Monkey Cheek Project created by HM.King Bhumibol of Thailand to avoid flood towards Bangkok area



Strategy 3: Kill with a Borrowed Knife

Key points

Damage or eliminate the opponent by using the force of others.

Damage the opponent in an indirect manner without drawing negative effects.

Use third party or other means to accomplish the job without cost.

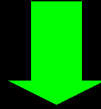
Examples

Enemy's enemy is the friend.

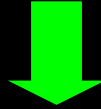
Using insects to fight harmful insects.

To prevent pollutants, exhaust gas from thermal power stations is treated with alkaline chemicals. The alkaline slag is recovered from a coal burning power station. Where the slag had also been a source of pollution.

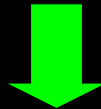
Strategy 3: Kill with a Borrowed Knife



Defend Direct, Attack Indirect



**Put much power in defending directly
Then you must also put some power in attacking indirectly**



you can attack with a surprise

McDonald's introduces self-service kiosks.



LIFE



Strategy 4: Await the Exhausted Enemy at Your Ease

In the *Art of War*, Sun Tzu wrote: "An intelligent commander will avoid enemy when their spirit is at peak, but attack the enemy when their spirit is at low point and when they are tired. Keep yourself calm and orderly, well fed, well rested, to await chaotic, exhausted and confused enemy."

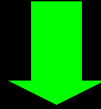
Key points

Avoid opponent's peak strength, use defense to consume opponent's energy.
Use calm as an advantage.
Choose the right time, place and condition to fight.

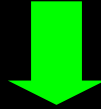
Examples

Do not try to do things first, but be a quick learner to save resources and avoid mistakes.
Delay tactics in negotiation.

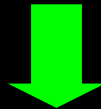
Strategy 4: Await the Exhausted Enemy at Your Ease



Weaken Your Enemy, Strengthen Your Army



**weaken your enemy by exhausting them via several quests.
Then also build up your strength to get ready for an attack**



an attack with much energy



Delay tactics in negotiation.

Strategy 5: Loot a Burning House (Exploitation of Plight)

In the *Art of War*, Sun Tzu described: "Now, when your army is exhausted and your resources are spent, this is the time that new opponents enter the field to take advantage of your weakness. No matter how clever the leader is, once this situation has become about, the end is inevitable."

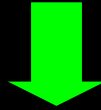
Key points

Take advantage of the opponent's difficulties and troubles.
Attack the opponent when it is at its weakest point.

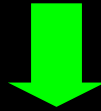
Example

When the oil crises shook the world in the 1970s, Japanese car manufacturers took advantage of the situation, achieving massive sales with energy saving small cars.

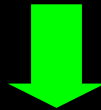
Strategy 5: Loot a Burning House (Exploitation of Plight)



Disorder Your Enemy, Order Your Army



**disordering by internal conflicts, diseases, corruption and crime.
also get all your troops together and organize them.**



an attack with the right time

When the oil crises shook the world in the 1970s, Japanese car manufacturers took advantage of the situation, achieving massive sales with energy saving small cars.



Strategy 6: Make a Sound in the East, Attack in the West

In any battle the element of surprise can provide an overwhelming advantage. Even when face to face with an enemy the element of surprise can still be employed by attacking where an individual least expects it. In the *Art of War*, Sun Tzu wrote: "The spot where we intend to fight must not be made known, for then the enemy will have to prepare against a possible attack at different points and his force will be then spread out too thin."

Key points

Using uncertainty to weaken the opponent's preparation.

Using a false signal to allow the opponent to make a wrong judgment.

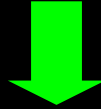
Using uncertainty to force the opponent to spread out its force and resources.

Examples

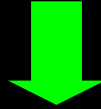
During World War II, the allied forces fooled the Germans by pretending to attack using the English Channel, while landing in Normandy.

In the 1991 Gulf War, the coalition convinced Iraqis (through military deception) that it intended an amphibious attack into Kuwait. The coalition was able to fix Iraqi forces in positions that would prevent the forces from playing an effective part when the real attack came.

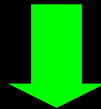
Strategy 6: Make a Sound in the East, Attack in the West



Surprise Your Enemy To Advantage Your Army



**attacking him where he least expects it.
your enemy will be greatly surprised**



you will gain a great advantage

During World War II, the allied forces fooled the Germans by pretending to attack using the English Channel, while landing in Normandy.



Advantageous Situations

Chapter 2: Enemy Dealing Strategies

- 7. Create something from nothing**
- 8. Openly repair the gallery roads, but sneak through the passage of Chencang**
- 9. Watch the fires burning across the river**
- 10. Hide a knife behind a smile**
- 11. Sacrifice the plum tree to preserve the peach tree**
- 12. Take the opportunity to pilfer a goat**

Strategy 7: Create Something from Nothing

The original strategy is to mix real things with illusions to confuse the enemy in war. It also means that “nothing” and “something” are not absolute. Just like Lao Tze said: “The World are born from something and something from nothing.”

Key points

Using illusions, simulations to play the role of the real thing.

A crazy idea could be a gold mine.

Mixing a real thing with illusions (simulation) to fool the opponent.

Using minimum resources to gain maximum benefits.

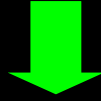
Examples

Using scarecrows to scare birds away.

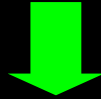
“Products are not manufactured to meet the needs of customers, but to create new needs for the customer.”

Honda Soichiro

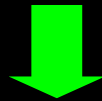
Strategy 7: Create Something from Nothing



Trick Your Enemy To Attack Surprisely



**Trick your enemy by “making something of nothing”
After two times being tricked, the enemy will believe
the third time is also a trick.**



**Attack for real on the third time to
surprise your enemy**



Using scarecrows to scare birds away.

Strategy 8: Openly Repair the Walkway, Secretly March to Chencang (Trojan Horse Strategy)

During the late Qin Dynasty, 206 BC, the Han force wanted to fool the Chu force. The Han force adopted the strategy to pretend to repair a broken walkway. The Han force, however, secretly sent the main force to take the important town of Chencang quickly and decisively.

Key points

Launch several initiatives (some true and some fake) to divert the opponent's attention.

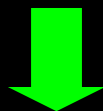
Conceal the real intention by displaying decoy activities.

Examples

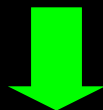
Trojan horse

Prior to the Battle of Normandy, the allies wanted to draw the axis attention away from Normandy. A fictitious First U.S. Army Group (FUSAG) was created for this purpose. Dummy tanks, trucks, planes and camps were made. They were placed in an area to lead Germany to believe that the actual large scale invasion would take place in Pas de Calais. The air defense in this area was at a minimum to allow Luftwaffe to photograph them easily. Allied naval bombardment was focused on Pas de Calais instead of Normandy. Dummy paratroopers were also used to create further uncertainty on the German side regarding the actual location of the invasion. This led the German defense forces into disorder and allowed the Normandy operation to be carried out with relative ease.

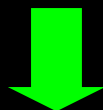
Strategy 8: Openly Repair the Walkway, Secretly March to Chencang



Weak Attack Openly, Strong Attack Secretly

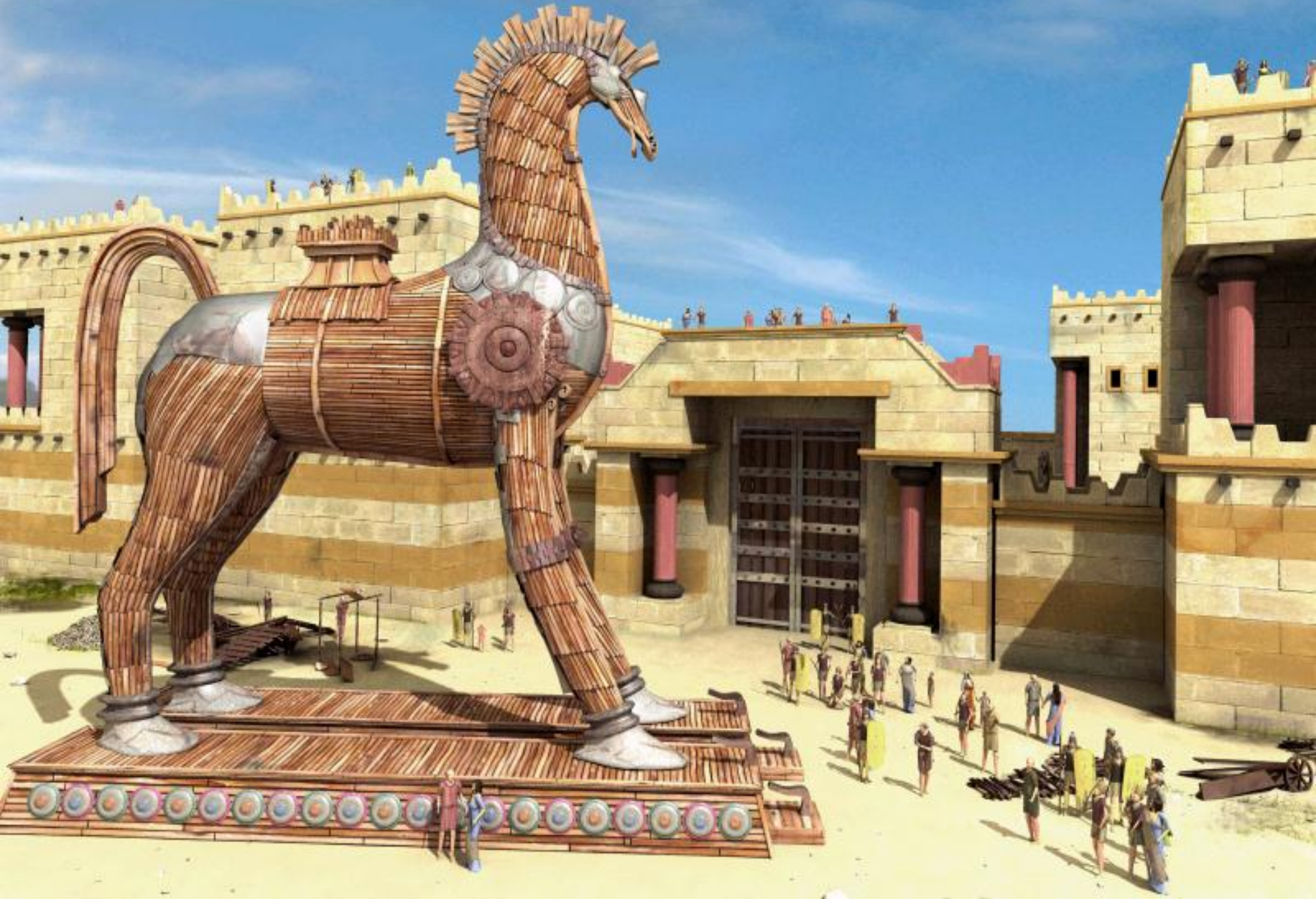


attack on two ways. First is to attack direct, but with less power and second is to attack indirect, but with much power,



Lead him into confusion

The Trojan Horse in Troy 1773



Strategy 9: Observing the Fire on the Opposite Shore

(Wait to See Enemies Fight Each Other Out and Keep Uninvolved)

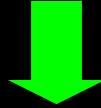
Key points

Delay entering the field of battle until all other players have become exhausted fighting then go in full strength and pick up the pieces. Play the competition to an individual's advantage.

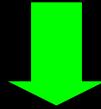
Examples

British politician and anti-communist, Winston Churchill, waited to see Joseph Stalin (general secretary of the Communist Party) and Adolf Hitler (leader of the National Socialist German Workers Party) battle. Bidding war; open bid to get the best deal.

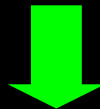
Strategy 9: Observing the Fire on the Opposite Shore (Wait to See Enemies Fight Each Other Out and Keep Uninvolved)



Wait for Exhausting, Prepare for Attacking



**wait for all the players fighting amongst themselves.
Meanwhile build up your own strength.**



**After the players are exhausted,
you attack with full strength**



British politician and anti-communist, Winston Churchill, waited to see Joseph Stalin (general secretary of the Communist Party) and Adolf Hitler (leader of the National Socialist German Workers Party) battle.

Strategy 10: Hiding the Dagger Behind a Smile

Key points

Charming outside, firm inside.

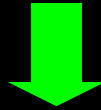
Destruction covered by a charming offensive.

Examples

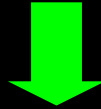
Iron hand within a velvet glove.

Stick and carrot.

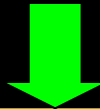
Strategy 10: Hiding the Dagger Behind a Smile



Gain Trusting to Attack Surprising

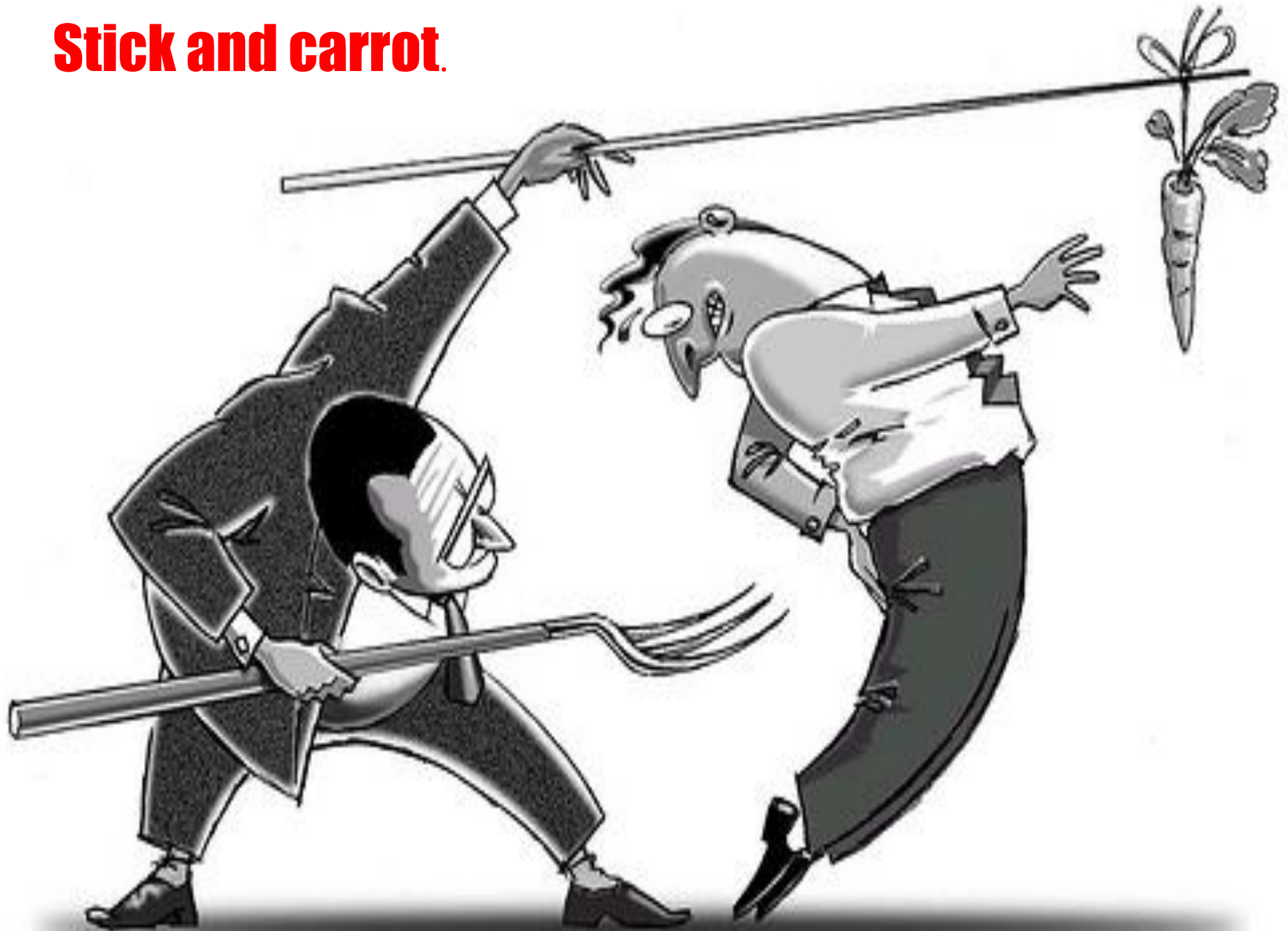


**do anything to gain your enemy's trust.
turn against him and launch a surprise attack in secret**



**you launch a surprise attack
in secret**

Stick and carrot.



Strategy 11: Sacrifice the Plum Tree in Place of the Peach

There are circumstances where an individual must sacrifice short-term objectives in order to gain the long-term goal.

Key points

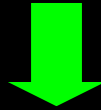
Take a small sacrifice to avoid a big loss or exchange a big gain. Sacrifice short-term objectives in order to gain the long-term goal.

Example

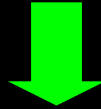
During the Warring States period in China (476 BC to 221 BC) a general named Mr. Tian in the Qi state often played horse racing games with other noble families. There were three classes of horses: upper, middle and lower, for the same owner. An upper class horse would run faster than the middle class horse. In one race, Mr. Tien's horses were inferior to his competitor in all classes.

He consulted Sun Bin (Sun Tzu's descendent), Sun Bin told him: "Use your lower class horse to race with his upper class horse (you will lose badly); but you use your upper class horse to race his middle class horse and use your middle class horse to race his lower class horse then you will beat your competitor by two to one."

Strategy 11: Sacrifice the Plum Tree in Place of the Peach

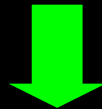


Sacrifice the Short-Term to Gain the Long-Term



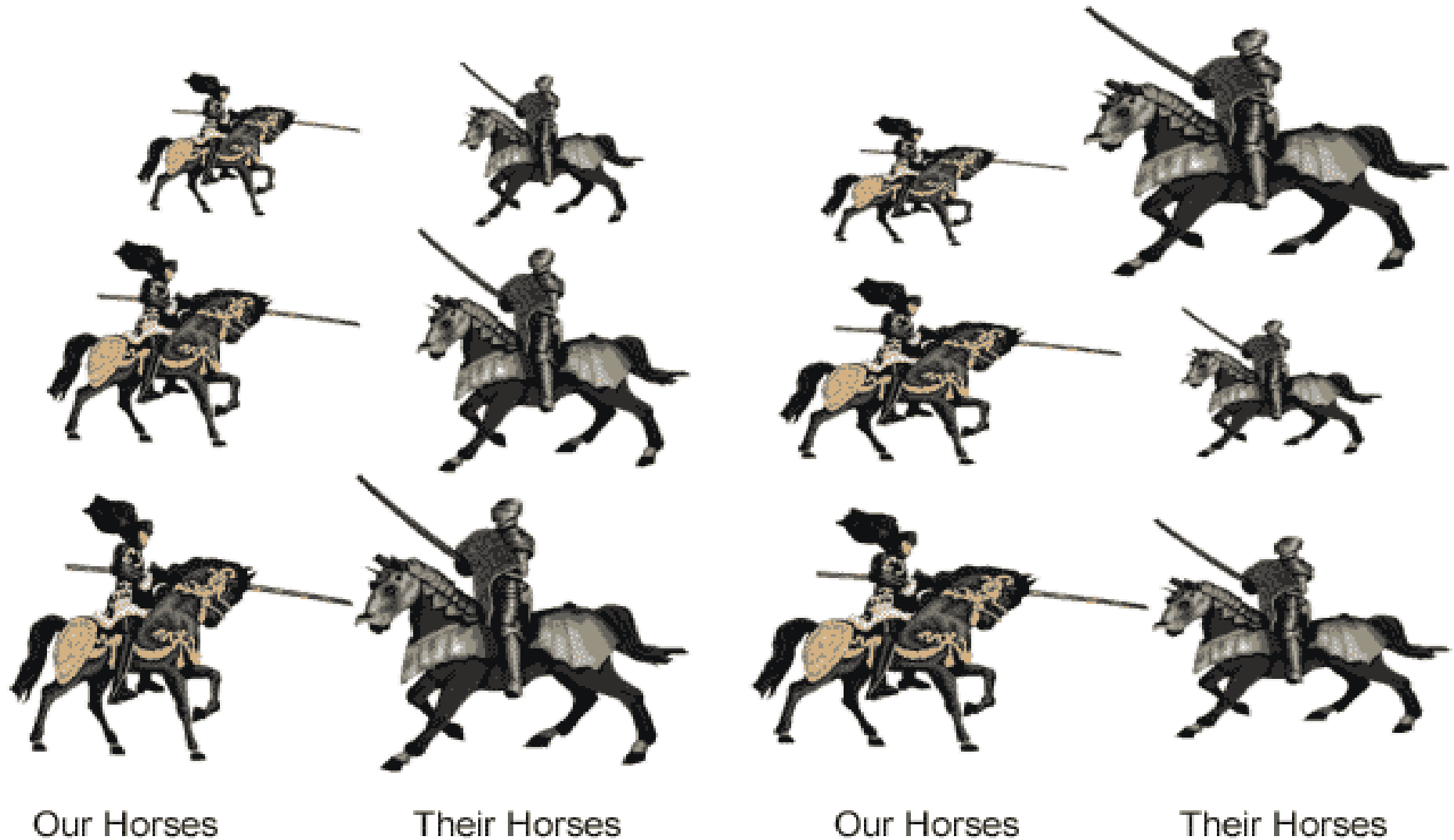
**someone or something have to be sacrificed to advance or
to rescue the whole army or leader.**

Sacrificing less important persons or things



**you sacrifice and launch
a counter attack**

Figure 1: Two Strategies in Mr. Tian's Horse Racing Strategy



(a) We will lose 0-3

(b) We will win 2-1

Strategy 12: Seize the Opportunity to Lead a Sheep Away

In the *Art of War*, Sun Tzu explained:

“While following the rules of the strategy and tactics be prepared to take advantage of circumstances not covered by conventional thinking. If the opportunities present themselves then the leader should be flexible in his plans and adapt to the new circumstances.”

Key points

Pay attention to all unexpected events; take advantage of all opportunities to an individual's benefit.

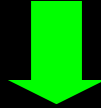
Even the small opportunities are worth getting because things will add up.

An individual needs to seize the opportunity quickly and decisively.

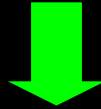
Examples

Pfizer was experimenting with a research drug to prevent the constriction of blood vessels. However, during human subject trials, Pfizer discovered an unexpected and marketable side effect, which later became Viagra (erectile dysfunction treatment). Japanese inventor Momofuku Ando noticed that people were waiting in long lines to buy noodle soup as breakfast. He realized that restaurant noodles tasted good, but needed a longer wait time and were expensive. Packaged noodles are cheap, but not tasty and they took too long to cook. He thought about a noodle with spice bags that could be cooked with only hot water. He seized this idea and invented instant noodles.

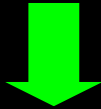
Strategy 12: Seize the Opportunity to Lead a Sheep Away



Take Possible Chance for Impossible Advance



**be alert and flexible to take
any possible chances or opportunities.**



**you always will gain advantages
for advancing**



Instant Noodles

Advantageous Situations

Chapter 3: Attacking Strategies

- 13. Stomp the grass to scare the snake**
- 14. Borrow a corpse to resurrect the soul**
- 15. Entice the tiger to leave its mountain lair**
- 16. In order to capture, one must let loose**
- 17. Tossing out a brick to get a jade gem**
- 18. Defeat the enemy by capturing their chief**

Strategy 13: Beat the Grass to Startle the Snake

Farmers often use a stick to beat the grass to create vibration so the snakes will get out and run away.

Key points

Test-run, test fire. Create a real event to detect what the real situation is.

Warning shot. Create an event as a warning to the opponents, avoiding a costly battle.

Examples

In 1956, during the Suez crisis, British and French troops dropped fake paratroopers to lure the Egyptians:

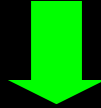
anti-air fire in order to detect their positions for an air raid.

Walking away from a business negotiation to test the bottom-line of the opponent.

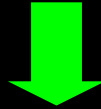
Testing the market to see a customer's reaction.

Toyota's test-then-design strategy.

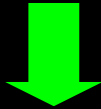
Strategy 13: Beat the Grass to Startle the Snake



Test Your Enemy To Reveal His Strategy



you first launch a direct but weak attack to observe the reactions of your enemy



You make him reveal his strategy



Toyota's test-then-design strategy.

Strategy 14: Borrowing a Corpse for the Soul's Return

Key points

Take an institution, a technology or a method that has been forgotten or discarded and reformulate it for an individual's own purpose.

Revive something from the past by giving it a new purpose or to reinterpret and bring life to old ideas, customs, traditions, etc.

Examples

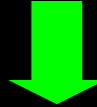
Re-use old brand.

On February 14 in ancient Rome, people would send flowers in honor of goddess Juno.

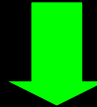
Now florists and gift companies market the same day as "Valentine's Day."

During the competition between Microsoft and Apple in the early 1980s, Microsoft used their windows software (soul) to put a new life for the obsolete IBM PC computers (corpse).

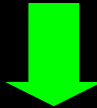
Strategy 14: Borrowing a Corpse for the Soul's Return



Use A Forgotten Strategy To Surprise Originally



**re-use a forgotten or unused institution, technology,
method or strategy**



**You launch an original surprise
attack to your enemy**

On February 14 in ancient Rome, people would send flowers in honor of goddess Juno. Now florists and gift companies market the same day as "Valentine's Day."



Strategy 15: Lure the Tiger Down from the Mountains

In the *Art of War*, Sun Tzu wrote:

“When we fight, the best strategy is to win by intelligence and wisdom, the second is to win by diplomacy then it is to win by battle. The worst strategy is to win by costly city by city fight.”

“With regard to height, if you occupy them before the enemy you can wait for enemy to climb up. But if he has occupied them before you, do not follow but try to entice them out.”

Key point

Never directly attack a well entrenched opponent. Instead lure the opponent away from the stronghold and separate the opponent from its source of strength.

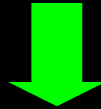
Examples:

During the Vietnam war, the Vietcong drew American troops to close distance street battles without superior airpower (mountain) the government issues (GIs) (tiger) were much less potent. At the Battle of Hastings the Normans were initially unable to break the Saxon shield wall placed at the top of a hill. By feigning retreat, the Normans were able to entice some of the Saxons to break ranks and open a gap that allowed them to scatter the Saxon army.

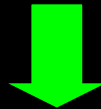
The lightning rod is used to draw lethal lightning away.

Lure insects to light and kill.

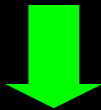
Strategy 15: Lure the Tiger Down from the Mountains



Separate Their Power-Source To Fill Your Advantage-Source



**never attack a strong enemy directly,
but first lure him away from his source of strength**



**You take advantage of your own source
of power and attack your enemy**



During the Vietnam war, the Vietcong drew American troops to close distance street battles without superior airpower (mountain) the government forces (tiger) were much less potent.

Strategy 16: To Catch Something, First Let it Go

In certain situations, where an individual has their opponent surrounded and under pressure, there is the danger that they will use all their energy to put up a fierce fight. In such a case, if an individual gives their opponent a chance or a hope to be free their will to fight will disappear. An individual can take advantage of this and place their opponent under control.

Key points

Having the ability to win. Use it a little bit less to avoid a costly battle.

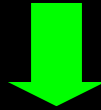
Give the opponent a chance to survive so they will lower their guard (heat water slowly to capture the frog).

Examples

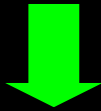
Offer a free sample to lure a customer into buying. In order to create a sale an individual may have to give something up first.

A company does not try too hard to become the first in the competition (temporarily) in order to accumulate resources, know-how and other advantages at a low effort.

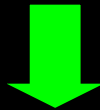
Strategy 16: To Catch Something, First Let it Go



**Give A Chance To Your Enemy To Give A Chance
For Perfect Victory**



give hope to your desperate enemy when they are surrounded and want to launch a final desperate attack. Then the enemy will rather flee than fight on.



when you again prove that your enemy really can't escape, he will be afraid and will surrender without a fight.

0001

7:12 AM



Apple iPhone vs. Chinese fake version

Strategy 17: Toss Out a Brick to Attract Jade (Fishing Strategy)

The brick means something insignificant, the jade means something valuable. Throw something insignificant as bait to attract a big fish in return.

Key points

Use something insignificant to attract a big reward.

Use something insignificant to fight off and compensate opponent's valuable asset.

Use insignificant shows / ideas to attract marvelous ideas.

Examples

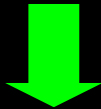
Use a coupon to attract sales.

Use a request for proposal (RFP) to draw good ideas.

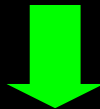
Strategy 17: Toss Out a Brick to Attract Jade (Fishing Strategy)



Lure Your Enemy To Trap With Victory



prepare a trap and lure your enemy into it by using bait. In war the bait is an opportunity to take and in life the bait is sex, wealth and power to have.



By using the bait; your enemy will fall into your trap

COUPON ONLY VALID FROM
JANUARY 7 TO 25, 2009

4 PIECE MEAL

4 Pieces of Original Recipe Chicken,
1 Individual Fries,
1 Individual Traditional Salad &
1 Regular Soft Drink

\$6.99
Plus tax

Coupon only valid from January 7 to 25, 2009.
Redeemable at participating KFC Restaurants. Not valid with any
other offer. Prices may vary. Please present coupon when ordering.
Premium charge for white meat where available. (Code 4)



KFC

TWO CAN DINE

4 Pieces of Original Recipe Chicken,
2 Individual Fries,
2 Individual Traditional Salads &
2 Regular Soft Drinks

\$9.99
Plus tax

Coupon only valid from January 7 to 25, 2009.
Redeemable at participating KFC Restaurants. Not valid with any
other offer. Prices may vary. Please present coupon when ordering.
Premium charge for white meat where available. (Code 10)



KFC

TWO CAN DINE

2 Toasted Twisters,
2 Individual Fries &
2 Regular Soft Drinks

\$9.99
Plus tax

Coupon only valid from January 7 to 25, 2009.
Redeemable at participating KFC Restaurants. Not valid
with any other offer. Prices may vary. Please present coupon
when ordering. (Code 18)



KFC

10 PIECE BUNDLE

10 Pieces of Original Recipe Chicken,
1 Large Fries, 1 Large Gravy &
2L Pepsi®

\$24.99
Plus tax

Coupon only valid from January 7 to 25, 2009.
Redeemable at participating KFC Restaurants. Not valid with any
other offer. Prices may vary. Please present coupon when ordering.
Premium charge for white meat where available. (Code 5)



KFC

COUPON ONLY VALID FROM
JANUARY 26 TO FEBRUARY 8, 2009

3 PIECE MEAL

3 Pieces of Original Recipe Chicken,
1 Individual Fries,
1 Individual Traditional Salad &
1 Regular Soft Drink

\$5.99
Plus tax

Coupon only valid from
January 26 to February 8, 2009.
Redeemable at participating KFC Restaurants. Not valid with any
other offer. Prices may vary. Please present coupon when ordering.
Premium charge for white meat where available. (Code 3)



KFC

TWO CAN DINE

4 Pieces of Original Recipe Chicken,
2 Individual Fries,
2 Individual Traditional Salads &
2 Regular Soft Drinks

\$9.99
Plus tax

Coupon only valid from
January 26 to February 8, 2009.
Redeemable at participating KFC Restaurants. Not valid with any
other offer. Prices may vary. Please present coupon when ordering.
Premium charge for white meat where available. (Code 10)



KFC

ADD A DESSERT FOR \$1

Add a Dessert to
any Family Meal
purchase for

Only \$1
Plus tax

Coupon only valid from
January 26 to February 8, 2009.
Redeemable at participating KFC Restaurants. Not valid with any
other offer. Prices may vary. Please present coupon when ordering.
(Duke's Brownies - Code 2 or Pull-A-Part/Tarts - Code 16)



KFC

VARIETY BUCKET DEAL

8 Pieces of Original Recipe Chicken,
1 Large Popcorn Chicken,
4 Crispy Strips, 1 Large Fries,
1 Large Gravy & Choice of 1 Dessert

\$28.99
Plus tax

Coupon only valid from
January 26 to February 8, 2009.
Redeemable at participating KFC Restaurants. Not valid with any
other offer. Prices may vary. Please present coupon when ordering.
Premium charge for white meat where available. (Code 8)



KFC

COUPON ONLY VALID FROM
FEBRUARY 9 TO 22, 2009

FREE SOFT DRINK

Buy a Large Chicken Bowl
and get a Regular
Soft Drink

FREE!

Coupon only valid from February 9 to 22, 2009.
Redeemable at participating KFC Restaurants. Not valid
with any other offer. Prices may vary. Please present coupon
when ordering. (Code 11)



KFC

4 PIECE MEAL

4 Pieces of Original Recipe Chicken,
1 Individual Fries,
1 Individual Traditional Salad &
1 Regular Soft Drink

\$6.99
Plus tax

Coupon only valid from February 9 to 22, 2009.
Redeemable at participating KFC Restaurants. Not valid with any
other offer. Prices may vary. Please present coupon when ordering.
Premium charge for white meat where available. (Code 4)



KFC

KFC FULLY LOADED BOKED MEAL

Big Crunch Sandwich,
1 Piece of Original
Recipe Chicken,
Individual Fries,
Individual Traditional Salad
& Regular Soft Drink

\$8.99
Plus tax

Promotion starts February 2 and ends March 8, 2009.
Delivery charges extra. Premium charge for white meat where available. While supplies last.
At participating restaurants.



15 PIECE MEAL

15 Pieces of Original Recipe Chicken,
1 Large Fries,
3 Medium Traditional Salads &
1 Large Gravy

\$29.99
Plus tax

Coupon only valid from February 9 to 22, 2009.
Redeemable at participating KFC Restaurants. Not valid with any
other offer. Prices may vary. Please present coupon when ordering.
Premium charge for white meat where available. (Code 9)



KFC

Starts
January 12

FREE
Hot Wings
with select purchases
PIECES

Use a coupon to attract sales.

10 FREE
Hot Wings
with the purchase of a 20pc Family Meal

5 FREE
Hot Wings



JANUARY 7 TO 25, 2009

JANUARY 26 TO FEBRUARY 8, 2009

FEBRUARY 9 TO 22, 2009

Strategy 18: To Catch the Bandits, First to Catch the Ringleader (Decapitation Strategy)

A Chinese proverb states: “To kill a snake in one shot, you have to hit its vital point precisely.”

Key points

In order to win, an individual has to attack the core of the problem. When there is a problem, fighting the symptoms is far less effective than removing the root cause.

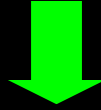
Examples

Root cause analysis, Shainin’s red “X”

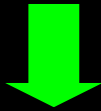
The American’s first Gulf War strategy was to remove the command and communication centers through air attack.

Toyota’s “five ways” approach to discover the most important root cause.

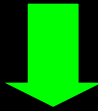
Strategy 18: To Catch the Bandits, First to Catch the Ringleader



Take Out One Main Enemy To Take Out Your Whole Enemy



take out the leader of your strong enemy. After that; your whole enemy will lose the fighting spirit and will flee or surrender and will defect to your side



when you take out the leader of your enemy, the whole enemy will defect to your army.

The American's first Gulf War strategy was to remove the command and communication centers through air attack.



Disadvantageous Situations

Chapter 4: Chaos Strategies

- 19. Remove the firewood from under the pot**
- 20. Catch a fish while the water is disturbed**
- 21. Slough off the cicada's golden shell**
- 22. Shut the door to catch the thief**
- 23. Befriend a distant state while attacking a neighbour**
- 24. Obtain safe passage to conquer the**

Strategy 19: Remove the Firewood Under the Pot

A Chinese proverb states: "When you have boiling water in the pot, adding cold water will not cool it down effectively, but removing the firewood will."

In *The Thirty Six Strategies* the explanation is: "Fire is the strongest yang. It is hard to fight, however, the source of fire is wood, it is ying, and it is easy to remove. Removing this source is the easiest way to fight fire."

Key point

It is wise not to fight something powerful directly. Instead, undermine its foundation and remove its source of power.

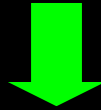
Examples

Trade embargo

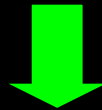
The allies' strategy to cut off the material supply from the sea to choke off the Japanese.
Choke off oxygen to eliminate fire.

Thomas Jefferson Memorial story: There were a lot of bird droppings at the Thomas Jefferson Memorial and a large amount of detergent was used to clean the building. It was costly and the results were not satisfactory. Root cause analysis was used and it found that the birds went to the building to eat spiders. Spiders were attracted by gnats, gnats were attracted by building lights, which were turned on one hour prior to dusk. Delaying the light turning on by one hour attracted fewer gnats to the building, which solved the problem.

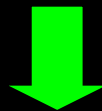
Strategy 19: Remove the Firewood Under the Pot



Attack The Power Source And Victory Is Yours



when fighting a too powerful enemy, you first must weaken your enemy by detecting and taking out your enemy's source of power. Their power source will greatly decrease



**You win your enemy by removing
his power source**

Choke off oxygen to eliminate fire.



Strategy 20: Clouding Water to Catch Fish (Take Advantage of Confusion and Chaos)

A Chinese proverb reads:

"If you can make water really murky then fish will lose sight so it is easy to catch them."

In *The Thirty Six Strategies* one of the explanations includes:

"Darkness makes people powerless."

This strategy exploits the fact that chaos can create many opportunities.

Key points

Create confusion to weaken the opponent's perception and judgment.

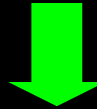
Do something unusual or strange to disrupt the opponent's thinking to cause confusion and disorientation.

Examples

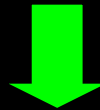
In air warfare, it is common practice to spread large amounts of metal foils to confuse the enemy radar system.

Send fake intelligence to confuse the enemy.

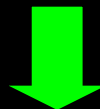
Strategy 20: Clouding Water to Catch Fish



Confuse Your Enemy To Attack Unexpectedly



confuse your enemy first by doing unusual, strange or unexpected things. That will distract your enemy.



You can attack with a surprise



In air warfare, it is common practice to spread large amounts of metal foils to confuse the enemy radar system.

Strategy 21: Shed Your Skin Like a Golden Cicada (Escape Strategy)

When cicadas grow to their adult stage they shed their empty shells in trees. It looks like the cicada is still there, but actually the cicada is gone and grows bigger and stronger with a different identity. Shown in Figures 1 and 2:

Figure 1: Shedding Skin Like a Cicada Part One



Figure 2: Shedding Skin Like a Cicada Part Two



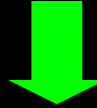
Key points

Create an illusion that an individual is still there, fully committed, while they are quietly shifting to another place, committed to other things. This shift must be quiet and the result must be stronger.

Examples

During the evacuation of the Battle of Gallipoli the British and Anzac forces were able to retreat without routing by creating the illusion that their trenches remained occupied. In 2009, General Motors (GM) and Chrysler LLC went through a surgical bankruptcy where both companies were separated into several categories. First as a “good” GM and a “good” Chrysler as they became new companies (cicadas that fled). Second as a “bad” GM and a “bad” Chrysler they became liquidated (old cicada skins) and their assets were sold to compensate bond holders and creditors.

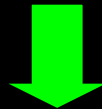
Strategy 21: Shed Your Skin Like a Golden Cicada



Create An Illusion To Escape In Confusion



when being defeated, you only can escape by creating an illusion to distract your enemy.



**While they are distracted
and confused, you can escape secretly.**

In 2009, General Motors (GM) and Chrysler LLC went through a surgical bankruptcy where both companies were separated into several categories. First as a “good” GM and a “good” Chrysler as they became new companies (cicadas that fled). Second as a “bad” GM and a “bad” Chrysler they became liquidated (old cicada skins) and their assets were sold to compensate bond holders and creditors.



Strategy 22: Shutting the Door to Capture the Thief

When faced with a weak enemy if there is a chance to eliminate it once and for all make sure to shut down all escape routes and eliminate the enemy without leaving any possibility for its rebirth or to regrow.

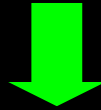
Key points

- Only use it to deal with a manageable opponent.
- Strike with overwhelming force.
- Shut all escape doors.

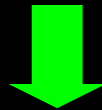
Examples

- Pest control or the need to eliminate all possible ways for regrowth.
- An antivirus program in information technology.

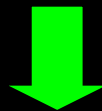
Strategy 22: Shutting the Door to Capture the Thief



Close Thoroughly To Capture Completely



to capture or defeat your whole enemy, you first must prevent all opportunities for your enemy to escape and then you will be ensured you won't have any future dangers or chases.



Now you can both capture or defeat all your enemies that leads to victory.

Microsoft® Windows® Vista / XP / 2000

ESET® NOD32® Antivirus v3.0

Integrated components:
ESET NOD32 Antivirus
ESET NOD32 Antispyware

An antivirus program in information technology.

Strategy 23: Befriend to a Distant Enemy and Attack Ones Nearby

Around 300 BC, the Qin was the strongest state in China. An advisor to the emperor proposed a strategy to the emperor. Japanese strong man Toyotomi Hideyoshi (1536-1598) gave the following description of this strategy:

"Let us proceed with caution, concentrating our strength and add to it daily. By winning over to our side those barons who are vassal of the enemy then when the enemy stands alone, like a tree shorn of its leaves and branches, we will attack and destroy the root."

Key points

When an individual is not as strong as his opponents, fight with the ones that are easy to win first, gaining strength in the process.

Establish a temporary truce with stronger, more powerful or long-term opponents and leave the hard fight for later – after becoming stronger.

Examples

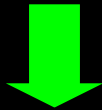
The process from a low cost competitor to a full scale competitor.

In 1950, Honda was trying to sell its motorcycles. Instead of selling from motorcycle dealers, which were difficult to work with and more expensive for Honda, Honda started to sell its motorcycles through bicycle dealers. This way made it easier and cheaper for Honda to sell motorcycles.

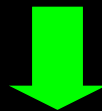
Strategy 23: Befriend to a Distant Enemy and Attack Ones Nearby



Be friend A Far Enemy To Win From One Nearby



a nearby but less strong enemy is more a danger than a far but strong enemy. So you have to befriend your far enemy to attack your close enemy



**You fight with the one
that is easy to win first**

In 1950, Honda was trying to sell its motorcycles. Instead of selling from motorcycle dealers, which were difficult to work with and more expensive for Honda, Honda started to sell its motorcycles through bicycle dealers. This way made it easier and cheaper for Honda to sell motorcycles.



Strategy 24: Conquer by Using Borrowed Road

The name of this strategy comes from a story from the spring, autumn period of China (8-5 BC). One big power pretended to borrow the road from a small neighbor (who agreed) in order to attack another small state. When the big power's army marched back home it conquered them and the neighbors. The Thirty Six Strategies explained this strategy as:

"When there are major powers and small powers, the smart way to play is for a major power to make a bit better offer to smaller powers in order to gain control over them."

Key points

It is easy to use borrowed resources.

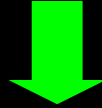
It is important to control minor players to gain the upper hand.

Examples

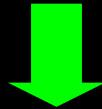
In 1968, the Soviet Union used a similar strategy to over-run Czechoslovakia with little effort. One Soviet transport plane claimed that it had a mechanical failure and landed at the Prague airport. After it landed, the inside army quickly occupied the airport. Soon after a large number of Soviet troops landed in the airport and they took over Prague.

Toyota offers suppliers / dealers a little bit better deal to gain supplier support.

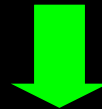
Strategy 24: Conquer by Using Borrowed Road



Borrow From The Enemy To Win From Your Enemy



**borrow resources of an ally/enemy to win from an enemy.
Then after that enemy is defeated you will use those same
resources you lent before and attack it's owners.**



You will surprise your enemy

In 1968, the Soviet Union used a similar strategy to over-run Czechoslovakia with little effort. One Soviet transport plane claimed that it had a mechanical failure and landed at the Prague airport. After it landed, the inside army quickly occupied the airport. Soon after a large number of Soviet troops landed in the airport and they took over Prague.



Disadvantageous Situations

Chapter 5: Proximate Strategies

- 25. Replace the beams with rotten timbers**
- 26. Point at the mulberry tree while cursing the locust tree**
- 27. Feign madness but keep your balance**
- 28. Remove the ladder when the enemy has ascended to the roof**
- 29. Deck the tree with false blossoms**
- 30. Make the host and the guest exchange roles**

Strategy 25: Replace the Beams with Rotten Timbers

In the Art of War, Sun Tzu said: "The generals are the supporting pillar of the state. If their talents are superior, the state will be strong. If the supporting pillar is marked by fissures, the state will grow weak."

Key points

Disrupt the enemy's formations, interfere with their methods of operation.
Change the rules they are used to following. Go contrary to their standard training in this way. Remove the supporting pillar, the common link, which makes a group strong.
Replace the enemy's main pillar with inferior parts.

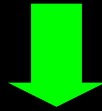
Examples

The Soviet spies secretly changed a screw on the opponent's U-2 plane to make it show a higher altitude.
Later the U-2 plane was brought down by a regular missile as it was not flying at the altitude it expected.
Launch disruptive innovation to change the rules of the game in the marketplace

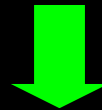
Strategy 25: Replace the Beams with Rotten Timbers



Disrupt Your Enemy To Attack Easily



disrupt or change your enemy's formation, methods and rules. That will disorder your enemy by preventing their strong common links and then you can attack easily



**You change the rule
that he used to following**

Later the U-2 plane was brought down by a regular missile as it was not flying at the altitude it expected.



Strategy 26: Point at the Mulberry but Curse the Locust Tree (Indirect Warning Strategy)

A Chinese proverb says: "Kill a chicken to scare monkeys."

This strategy is about indirect warning.

In The Thirty Six Strategies, this strategy is explained as: " Even when you are strong, using warning instead of direct force can get things done easier and better."

Key points

Use indirect warning instead of direct action.

Discipline others to show that the individual rules.

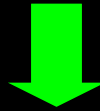
Example

The U.S. attacked Grenada in 1983 to send a strong signal to Nicaragua and Cuba.

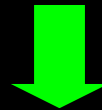
Strategy 26: Point at the Mulberry but Curse the Locust Tree



Say Something, But Mean Another Thing



**you say things with OTHER meanings than you said. Then
your enemy cannot detect your plans**



you can attack secretly and that leads to victory.

The U.S. attacked Grenada in 1983 to send a strong signal to Nicaragua and Cuba.



Strategy 27: Pretending Ignorance

In The Thirty Six Strategies this strategy is explained as: “ It is better to pretend knowing nothing, than pretend to know a lot more than you actually are, so you won't make decision or do things recklessly.”

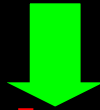
Key points

Too much of a display could draw too much attention and make opponents well prepared. Keeping a low profile and pretending to be weaker or knowing less than what is actually known can make an opponent lower their guard. This will create advantages.

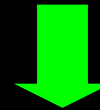
Example

Lucius Junius Brutus (founder of the Roman republic) feigned idiocy for many years while he secretly prepared to depose Lucius Tarquinius Superbus, the last King of Rome.

Strategy 27: Pretending Ignorance



Lure Underestimating To Attack Surprising



hide behind a mask that creates an illusion of a fool, a drunk or a madman. This causes your enemy will underestimate your ability.



**Then while your enemy will be overconfident;
you can attack with a surprise**

Lucius Junius Brutus (founder of the Roman republic) feigned idiocy for many years while he secretly prepared to depose Lucius Tarquinius Superbus, the last King of Rome.



Strategy 28: Remove the Ladder When the Enemy has Ascended to the Roof (Trap Strategy)

In the Art of War, Sun Tzu wrote: " Avoid terrain that features cliffs and crags, narrow passes, tangled bush and quagmires. While avoiding such places ourselves, try to lure the enemy into such areas so that when we attack the enemy will have this type of terrain at his rear."

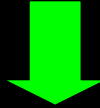
Key point

Use bait and deception, lure the enemy into traps and then shut off the escape routes.

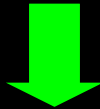
Example

Soldier Napoleon Bonaparte had been spurred on by the prize of capturing Moscow and with it the defeat of Russia; however, all he found was a burned, empty city; his forces were cut off in hostile terrain and in bad weather with no supplies.

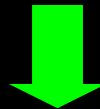
Strategy 28: Remove the Ladder When the Enemy has Ascended to the Roof



Lure To The Weakly To Attack Easily



**lure your enemy into a terrain where he will be weak. Then
he must fight both his disadvantage AND your army.**



**You attack easily while your enemy stands at
the worst location**

Soldier Napoleon Bonaparte had been spurred on by the prize of capturing Moscow and with it the defeat of Russia; however, all he found was a burned, empty city; his forces were cut off in hostile terrain and in bad weather with no supplies.



Strategy 29: Decorating a Tree with Flowers

In The Thirty Six Strategies this strategy is explained as: "Birds' feathers make them look bigger than they actually are. Fake flowers combined with real trees can make them look nice."

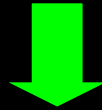
Key points

The use of simulation and camouflage to make things appear nicer, more useful, more viable or stronger. Mixing simulations with real things to make opponents unsure about real strength or the real situation.

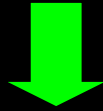
Example

In Disney's shows, both simulation and real performance are mixed to achieve spectacular effects.

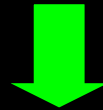
Strategy 29: Decorating a Tree with Flowers



Disguise Your Army To Confuse Your Enemy



**disguise by making illusions or wonders.
Then your enemy will be confused.**



You attack while your enemy is confused

In Disney's shows, both simulation and real performance are mixed to achieve spectacular effects.



Strategy 30: Turning the Guest into the Host

In The Thirty Six Strategies this strategy is explained as: “ At first, you need to put a foothold on the place then make gain steadily, finally you can take over the key positions.”

Key points

If an individual cannot defeat them, join them.

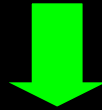
If an individual is weak then they can participate in the game as a guest. Make a truce with opponents, work with them, learn from them, but also observe their vulnerabilities.

Grow in the process. After gaining enough strength, take control.

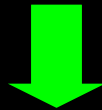
Example

After World War II, Toyota was a tiny, weak automobile company. It sent a delegation led by Taichi Ohno (considered to be the father of the Toyota Production System) to learn from the Ford Motor Company. They stayed in the Ford Rouge plant for months to learn Ford's production system, but Toyota looked into the weaknesses of Ford as well. Toyota was a quiet, seemingly harmless guest to the U.S. “big three” companies for a long time.

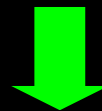
Strategy 30: Turning the Guest into the Host



Attack The Inside To Defeat The Outside



explore and understand the internal camp of your enemy and then you can discover weakness. When the time is right, you can strike immediately at the source strength.



You attack inside to disorder and confuse the outside, while your army attack outside

After World War II, Toyota was a tiny, weak automobile company. It sent a delegation led by **Taichi Ohno** (considered to be the father of the Toyota Production System) to learn from the Ford Motor Company. They stayed in the Ford Rouge plant for months to learn Ford's production system, but Toyota looked into the weaknesses of Ford as well. Toyota was a quiet, seemingly harmless guest to the U.S. "big three" companies for a long time.



Disadvantageous Situations

Chapter 6: Defeat Strategies

- 31. The beauty trap (honey trap)**
- 32. The empty fort strategy**
- 33. Let the enemy's own spy sow discord in the enemy camp**
- 34. Inflict injury on one's self to win the enemy's trust**
- 35. Chain stratagems**
- 36. If everything else fails, retreat**

Strategy 31: Honey Trap (Beauty Trap)

In The Thirty Six Strategies this strategy is explained as: "If enemy's soldiers are too strong then you will try to work on their generals. If their generals are very smart then you will try to mess up their emotional life and spirit." The title of this strategy is rooted in some legends that opponents use beautiful women to cause rulers discord.

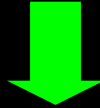
Key point

Take advantage of the fatal attractions of the opponents to weaken them. Make them make mistakes.

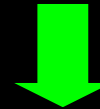
Example

The use of chemicals released by female pests to lure male pests to trap or poison in pest control practices.

Strategy 31: Honey Trap (Beauty Trap)



Use The Beauty To Discord The Enemy



send a beautiful woman to your enemy to cause discord between your enemies. Your male enemies will be distracted and the female enemies will be jealous.



Now you take advantage of this disordered situation by attacking



The use of chemicals released by female pests to lure male pests to trap or poison in pest control practices.

Strategy 32: The Empty Fort Strategy

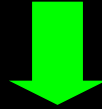
A Chinese legend said that in 3rd century BC one of the most famous Chinese strategists faced a dire situation. The enemy's strong army suddenly appeared in sight and he had few in his army to defend the city. The strategist opened the city gate and made the city look defenseless while he played a musical instrument. His enemy was suspicious and afraid of ambush and disappeared.

In the Art of War, Sun Tzu said: "When weak, appear strong, when strong, appear weak."

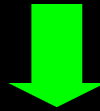
Key point

Psychologically, people are used to following paradigms. When behavior is out of the ordinary it will confuse people. Take advantage of this and get out of trouble temporarily.

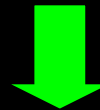
Strategy 32: The Empty Fort Strategy



Act As Casually To Prevent Your Enemy



when your enemy is too strong, is superior in numbers and can overrun you at any moment; you have to act as normally. When your enemy arrives and see how casual and unprepared you are, he will think you have something up to.



**Then your enemy won't risk and will retreat.
That leads to a victorious escape.**



Zhuge Liang, The Shu-Han strategist opened the city gate and made the city look defenseless while he played a musical instrument. His enemy was suspicious and afraid of ambush and disappeared.

Strategy 33: The Strategy of Sowing Discord

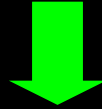
In the Art of War, Sun Tzu explained:

“ Reduce the effectiveness of your enemy by inflicting discord among them.”

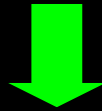
Key point

Undermine the enemy's ability to fight by secretly causing discord among them, their friends, allies, advisors, family, commanders, soldiers and population. While they are preoccupied settling internal disputes their ability to attack or defend will be compromised.

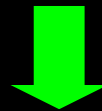
Strategy 33: The Strategy of Sowing Discord



Discord Your Enemy To Undermine His Ability



you will undermine your enemy's ability by causing discord between your enemy's friends, allies, family, soldiers, commanders, advisors and population. While your enemy is too busy with making up the conflicts, his ability to defend or to attack will greatly decrease.



You attack him during discord of his relatives

The terrorists, the third party, build the bad situation to make the conflicts between the two groups of people in the same country.



Strategy 34: Victim Status Strategy

Key points

Portray the individual as a victim to gain trust.
Use this status to an individual's advantage.

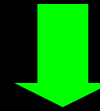
Example

A chief executive officer (CEO) only earns one dollar in salary to gain support and sympathy from employees.

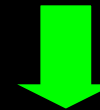
Strategy 34: Victim Status Strategy



Pretend Injured To Strike Surprised



**pretend you are injured by your enemy or another enemy.
When your enemy really know and believe that, he will be
relaxed.**



You attack the enemy by surprise



A chief executive officer (CEO) only earns one dollar in salary to gain support and sympathy from employees.

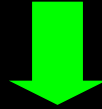
Strategy 35: Chain Strategy

In the Art of War, Sun Tzu described: “ Do not repeat tactics which gained you victory in the past, but let your tactics be molded by infinite variety of circumstances.”

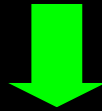
Key points

In important matters an individual should use several strategies applied simultaneously one right after another as in a chain of stratagems.
Keep different plans operating in an overall scheme.

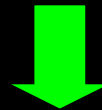
Strategy 35: Chain Strategy



Combine Tactically To Create Superiority



combine all possible tactics and to create one new and superior strategy. If one strategy fails, you can always fall back on your other strategies.



**You attack the enemy by
combining all tactics together**



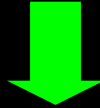
Strategy 36: If Everything Else Fails, Retreat

In the Art of War, Sun Tzu wrote: " If greatly outnumbered then retreat. While it is possible for a small force to put up a great fight, in the end it will lose to superior numbers." In The Thirty Six Strategies this strategy is explained as: " When your side is losing there are only three choices remaining: surrender, compromise or escape. Surrender is complete defeat, compromise is half defeat, but escape is not defeat. As long as you are not defeated, you still have a chance."

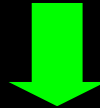
Key point

If it becomes obvious that the current course of action will lead to defeat then retreat and regroup.

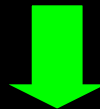
Strategy 36: If Everything Else Fails, Retreat



**When You Are Being Defeated,
Command For Retreating**



if all your strategies and plans fails and it's obvious that you are losing; then commanding for retreat and regroup is the best option.



When you are safe, you can always regroup and think another strategy or plan to revenge and finish the battle to gain victory at last.



Napoleon's Retreat from Moscow



**Thank You Very Much
Sompong Yusoontorn**