Of strategy: An analytical study

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Abstract

It is a study that deals with the definition of strategy, as well as its common patterns, specificities, components, types and aims. This research mainly focuses on the conceptual meanings of the strategy, therefore it aims to establish a significant strong knowledge base that can be considered as a benchmark for any communication strategy and may be useful to any communication planner, regardless of the organizing structure's nature whether a state, a company, an organization, or an establishment. "Strategy" has appeared in the so-called "media planning", it was used in determining the countries’ and media institutions’ media policies, within short, mid and long terms. Thus many concepts came up such as "educational media planning" and "development media plans" also in crisis management: "pre-crisis communication planning", "crisis communication plans" and "post-crisis communication planning". Claude-Yves Charron widely spoke about "communication strategies", when defining the organizational communication as "the process of creating an exchange of messages through a network of interconnected elements, in order to provide the organization’s needs" (Charron, 1998); the strategy in that way is "the art of using the means to achieve the purpose", and its impact on selecting targets and identifying them, and selecting the methods in order to achieve them, as well as developing operational plans. Communication strategies include “push strategy”, “pull strategy”, and others. Strategy seems to be irregularly present in the different stages of information and communication sciences in a way or another; it has always been a strategic component of the communicational way of thinking. "Strategy" was adopted by “information and communication sciences" in different branches of its wide field of knowledge. It is rather to affirm that "information and communication sciences", as innovative sciences, exploited strategy and got inspired with curricula and approaches. By the nineties of the twentieth century the concept of strategy has entered a new turning point, by the emergence of the information society. In that historical phase the term "strategy" has known different semantics. The information has become the raw material of the society. Nowadays The information in terms of knowledge, is "the source of power and wealth", and is therefore "the essence of power" itself as mentioned Alvin Toffler. By studying strategy through its definition, patterns, specificities, components, types and goals, necessary knowledge base is established in order to set different communication strategies. It concerns either the state as an organized structure, or institutions, organizations or establishments. In fact, communication strategy does not stand unique but is basically related to the strategy concept in general, or even to the strategy as a term. This strategy is a highly complicated phenomenon in itself. It has lots of semantics and dimensions that enriches the concept and gives an extra-value to the study.

Keywords: Strategy, communication, position, management, influence, performance, competence, capacities, resources, policy, establishment, destruction.
1) Definition of strategy:

Encyclopedia Britannica states that the concept of strategy was derived from the word “Strategos” which symbolized the leader of each of the 10 tribe represented in the army of Athens.

It also meant the leader who knew how to command armies. With the expansion of war zones, the evolution of battle plans and the diversity of weapons, strategy became the art of command.

By the end of the 18th century, the term was no longer specific to battle fields where command is.

Strategy means “choosing the best alternatives of achieving objectives or ends that express certain needs of a society. From general objectives, temporary ones are derived which themselves derive tasks that express a program or parts of it.”

Linguistically, “strategy” was derived from the Greek word “strategos” which means the art of war management, command.

It’s made up of 2 words “Stratos” which means “army” and “Agein” which means “command”.

Military dictionaries define strategy as “the art of synchronizing the military, political and ethical powers used during a war or when defending the state”.

Definitions of the word strategy are diverse regarding the differences between theorists, the thing that made Henry Mintzberg compare strategy to a big animal: the elephant.

He considers thinkers and theorists who tried to define it as blind people. He who grabs the foot says that it’s a tree trunk, he who touches the trunk says that it’s a snake, he who touches the tail says that it’s a rope, he who touches the tusk says that it’s a spear and he who touches the body says that it’s a wall.

Everyone envisions the part he touches of the elephant as something other than the elephant itself.

Every strategist tried to define strategy following his point of view although no one, according to Mintzberg, managed to see the whole picture.

In a definition based on what’s called the SWOT model which relies on both external and internal analyses of an establishment, the concept of strategy is now associated to the establishment management criterion.

The SWOT model gained fame in the 1960’s; the period characterized by the independence of many third-world countries, new economies and the establishment of ambitious developmental plans.

In this context, Druker defined strategy as “the visionary horizon or the method that makes a certain establishment answer the following questions: what’s our establishment? What’s the
goal of an establishment? What must be the goals of the establishment compared to market, resources, creative capacities, profits, individuals training and social responsibility?”

While the concept of “planning” is evolving, strategy was transformed from envisioning to a plan or a group of executive decisions.

Some considered it “a homogenous plan gathering both the establishment’s goals and policies, envisions and objectives along with the means to achieve and evaluate them and monitoring the resulting performance of such execution.”

And in another definition, strategy was considered the positioning of an establishment in a certain domain.

Michael Porter (1980) defined it as “strategy is the main engine in order to get a competitive aspect” […] which allows an establishment to position itself in its activity domain.

And according to these statements, strategy represents the choice adopted by an establishment concerning its location in a competitive environment that is composed of 5 powers which are alternative products, new competitors, new market factors, the ability of buyers to bargain and the ability of importers to bargain.

These 5 powers are nothing but an analytical frame put forth by Porter to demonstrate the competitive aspects of an establishment and the relationships with the market.

2) Strategy models:

Unlike most strategists who theorized strategy as war-related only, André Beaufre is one of the first who elevated strategy to its global level (total or nationalist strategy) getting it out of battle and war field and to link it to the general policy of the state.

Since then, a lot of thinkers started to circulate the concept of strategy on every individual or mass mission, whether it was military, political, organizational, diplomatic or administrative.

The concept of strategy became a global concept that includes all sides of life.

Since then, it was righteous to consider strategy as the art of using means to achieve objective, or the art and science of rendering means and capacities compatible to plans, or a system of objectives and plans, or even more, providing or distributing resources in order to accomplish objectives and plans.

Tactics were considered the lowest synchronized level that serves strategy.

André Beaufre believes that there are 5 strategy models to remember which are:

1- If the means and capacities are too strong and the reason of conflict was small, the fact of threatening and stating means is enough to make the opponent accepts the terms and abandons his demands.

2- If the reason behind the conflict is small and the resources are limited, accomplishing objectives goes through a work of deception and illusion.

3- If the domain of field mobility is limited and the resources and capacities are also limited but the objective is too big, then accomplishing it goes through a series of
consecutive and continuous operations accompanied by direct and indirect pressure on the opponent.

4- If the domain of field mobility is wide but the available means are in shortage, then a long term conflict must be sought in order to exhaust the opponent.

5- If the means and capacities are strong enough, a result is opted out by moving directly in the form of a short term violent conflict.

These 5 models put forth by General Beaufre in the military field can be used in every political, cultural and administrative strategy.

In the administrative domain, these models can be used to create the strategy of an establishment especially the organization’s own internal and external factors which constitute the establishment’s environment.

Robert Schlumberger sees that administrative strategy has a lot of types including:

1- Stability strategy: applied only when the establishment succeeds and when general conditions change slowly.

2- Development strategy: applied only when an establishment is developing, expanding, evolution of the product or service.

3- Expense-reduction strategy: used when confronting temporary difficulties or to adapt to upcoming variables.

4- Mixed strategy: an establishment uses this model when preparing to enter a new phase like introducing a new product or when opening a new branch of the establishment.

2-1) Military strategy:

Historically, the term strategy was linked to war, theoretically and practically.

When war-related sciences appeared, war strategy became one of its sub-sciences.

We can talk about the art of war (1520) when Niccolo Machiavelli wrote a book that has the same title.

Modern Western studies show that the beginning of scientifically studying the art of war started in the mid-18th century when the English Henry Lloyd wrote in the preface of his book, which focus on the seven-year war, a number of military strategy rules/

These rules were later used by the strategist John Frederick Charles Fuller to establish the “science of war” which set war strategy rules.

However, the art of war began earlier than what Western historians claim.

The Chinese, the Greek, the Romans, the Carthaginians, the Persians, the Muslim Arabs and many others had fierce wars which reflected the intelligence of their peoples in setting and executing military plans.

They surely had tight war plans.

Some of these genius war commanders are:
Thutmose III (1425 BC – unknown), Wusun Wu (555 – 496 BC), Cyrus The Great (576 or 560 – 530 BC), Alexander The Great or Of Macedon (356 – 323 BC), Hannibal (247 – 184 BC), Julius Caesar (100 – 44 BC); etc.

And of the Muslim Arabs there are:

Khaled Ibn Al-Waleed (died in 21 H/642 AD) who was name the “Drawn Sword of God” by the Prophet Muhamad (PBUH), Omar Ibn Al-Khattab (586 -644), Tarek Ibn Ziad (679 – 720), Saladin (532 – 589 H/ 1135 – 1193 AD), Mehmed The Conqueror (1429 – 1481), Amr Ibn Al-Ass, Saad Ibn Abi Waqqas, Oqba Ibn Nafaa, Mousa Ibn Noussayr and a lot others.

There’s also:


Lawrence H. Keeley states in his book “war before civilization” that approximately 90 to 95% of known societies across history participated at least in an accidental war while others did participate all the time.

One of the most famous definitions of the term strategy is that of the German theorist Carl von Clausewitz who said that strategy is “the art of preparing and laying general war plans”.

And in his book “on war”, he defined strategy as “the art of using battles as a means to reach the goal of a war, i.e, strategy puts war plans and sets the expected evolution of various battles that compose a war. It also sets confrontations that would happen in every battle.”

Von der Goltz defines strategy as “taking general, natural procedures in mind when it comes to the overall theater of war”.

Moltke also gave a clearer definition to strategy when he said: “it’s the procedure of practical capability of means put under the control of the commander to achieve the given objectives.”

It’s been noticed that the term “strategy” is often overused. A “strategic plane” for example is any plane that can fly long distances while carrying heavy materials. A lighter plane is called a “tactical one”.

Tactics is a term linked to strategy as it is its shadow. It represents the sum of executive procedures put forth in order to accomplish strategic objectives.

If major objectives are the strategic ones then the minor ones, which are accomplished consecutively, are considered tactical objectives.

In modern societies, roles have been distributed in a new way; politics has its leaders, military forces have officials, who themselves, take orders from those politicians.

The concept of strategy has a new meaning which is the art of using military forces to accomplish objectives set by upper political leaders.
The term “strategy” moved from the military domain to other domains in life and of knowledge fields, various sectors, from politics to the social sector and all the way to the cultural one.

Currently, the sectors that have adopted the term strategy the most are economic and administrative domains.

2-2) Strategy in the administrative domain:

Robert Schlumberger and Glenn Boseman define strategy in a book about administrative management strategy under the title “Policy formulation and Strategy Management: Text and Cases” as “a system of goals and plans, the process of distributing resources in order to achieve goals and plans.”

This process is comprised of 3 levels which are:

- Strategic level (long term)
- Practical level (immediate, daily or short term)
- Administrative level (intermediate term)

In a nutshell, strategy means the origins of command, a high level plan.

Strategy is no longer affiliated to the military domain as it surpassed it to reach other domains such as political, administrative, economic and marketing domains.

Strategy sets goals for itself to accomplish and uses means that allow it to execute the wanted envisions.

It’s both a science and an art, a plan and tactics where tactics is the art of plan execution.

Most strategists considered strategy as war and military related except for General André Beaufre who was one of the first to elevate “strategy” out of the military domain and introduced it to the rest of the human activities.

From there came the concept of “global strategy” and “nationalist strategy”.

André Beaufre introduced the concept of “strategy” to the general policy of the state.

A lot of thinkers came to circulate the concept of strategy on any individual or mass mission whether it was military, political, organizational, diplomatic or administrative.

War is not even a part of a global strategy.

Mohamed Hassanein Heikal says in this context that “war in modern ages has become part of the global political effort of a state in order to accomplish its people’s demands when it comes to its safety and security.”

Strategy is characterized especially by globalism, clarity of vision, initiative, and interrelation of components, realism, readiness, flexibility and the ability to adapt with upcoming variables.
3) **Characteristics of strategy and its components:**

Strategy is characterized by a lot of criteria mainly:

- **Globalism** which is one of the basic aspects of strategy. It means taking care of the situation’s components in a state, establishment or organization when it comes to formation and activities.

  It also means knowing the real capacities of an establishment and the elements of strength and weakness along with the threats it confronts.

**Strategy has to know the outer environment of the establishment and what it contains from opportunities and hazards.**

This global care allows to assess the situation of strategy-related systems objectively in order to evaluate their capacities accurately.

- **Clarity and conviction:** A strategy needs vision clarity. An establishment’s vision clarity Is as its goals’ clarity.

**Strategy also requires synchronization with the establishment’s message and vision.**

If clarity is available and the establishment’s leaders are convinced with the authenticity of the strategy used then all of the actors will be convinced by the establishment’s strategy genuineness. This will reinforce the feeling of belonging to an organization, will create a bond between its workers, will sharpen the wills of those who pertain to it and will develop the spirit of challenge and competitiveness.

- **Realism or the commitment to time and space setups:** Time and space dimensions are 2 of the composing elements of a strategy.

**Strategy is organically linked to them.**

The specific aspect of a certain strategy is specific to the historic and geographical frames in which it was set.

It’s considered wrong to project a strategy that was formulated in some country in a given historic period on another.

- **Participation:** To ensure its success, strategy needs to recruit all human resources and to uses the capacities available to it.

**Enrolling experts in setting strategy objectives and formulation is one the success keys.**

- **Interim:** One of the characteristics of strategy is that it is distributed in specific periods or phases whether at the level of formulation, execution or monitoring.

Phases are an intellectual current, a thinking pattern and a working method. It represents an accurate vision of events, an objective reality assessment, a correct approximation of available capacities, a variation and a taming of ambition and a commitment to realism.
Flexibility: Due to the fact that an establishment’s officials must have permanent awakening and a concentration on variables taking place inside of it and in its national, regional and international environment, strategy is modified according to the period’s needs.

The thing that makes an establishment set alternative scenarios to be sought in times of need.

Completeness and interconnection: An establishment is considered an open system that affects and is affected by its environment.

It results in creating synchronization between the establishment’s units, parts, branches in order to confront the outer environment in a synchronized and intact vision.

Budget: A strategy needs to set specific resources and to set an exact budget that allows executing the different programmed operations.

Strategy has other characteristics like effectiveness, decentralization and the ability to be practiced.

These characteristics need complying procedures with the current social, cultural, political and economic structure components. That adds realism to the strategy.

Strategy is executed in a consecutive way, each one completes from the last phase to have been accomplished.

A strategy maker can fall in underestimation of available, subjective capacities and the result will be the failure to apply that strategy.

Danger lies in getting the authenticity of the leaders who formulated that strategy in one hand and the disappointment of the executive actors. That’s exactly the feeling of every people whom their leaders lost a war.

The global aspect of strategy which makes it interconnected with economic, social, political, cultural and technological factors gave birth to a recent term called “great strategy” which means using all means and materials to achieve certain objectives in times of war or peace.

Strategy also needs the presence of a mutual relation between means and objectives. It means choosing the best means and alternatives to achieve objectives or ends that represent a need or basic ones derived from a certain environment with all of its contradictions, reactions and relations.

In this context, strategy means the styles of work and the suitable execution formulas along with the available capacities and resources in order to achieve objectives and to solve basic problems.

Strategy is composed of:

- Goal: It’s the final end or the basic destination, i.e, if a state wants to play a pioneer role in the region in which it belongs to then it must formulate its policies to achieve that.
Objective: It’s the specific destination that must be reached. Military speaking, it’s the specific point to be reached.

Policy: It’s the sum of principles, rules and directions that allow to achieve desired objectives.

Plan: It’s the sum of activities or consecutive operations needed in order to achieve objectives or certain needs.

A plan must contain the following elements: execution styles or the accomplishment of various activities and cited operations, activity timing or an accurate schedule, a hierarchy of activities, place of activity execution, type of needed resources (human and material) to accomplish each activity, the responsibility of executing every part of the plan and the level of desired performance.

Action: It means accomplishing what has been envisioned and planned. Therefore, it’s an execution of a plan.

4) Types of strategies:

Strategies have been categorized according to size:

- Major strategies: They represent a country’s system, district and vision. It sets at the same time the final objective.

“The strategy of evolving higher education in a given country.”

- Minor strategies: Major strategies are divided into a group of specific strategies (methodologies-evolving strategy, human resources qualifying strategy, higher education infrastructure establishment strategy, etc.)

When it comes to establishments and organizations, strategies are categorized according to different angles:

- Audience communication strategy: It’s comprised of the following strategies:
  A strategy built upon the principle of initiative.
  Initiative comes from those who benefit from the establishment’s services, or it may come from the establishment itself if there’s a need to communicate with customers.

  And a strategy is also built upon the principle of service condensation which means the effort of communication of that establishment in order to serve its customers.

  A strategy that’s built on the principle of expertise collecting which means benefitting from specialists and experts services like that which happen in habilitation offices and community habilitating associations.

  A strategy that’s built on the principle of maximum coverage which means the ability of the organization or the establishment to cover the maximum number of their customers.

- Service providing angle: It’s comprised of the following strategies:
A strategy that aims at sustaining the current status is based on a fundamental theory which is “the current status of the organization that deals with providing services are the best thing to be done. Therefore, the effort of the organization focuses basically on boosting the current programs’ efficiency and expanding their range.

The confrontation strategy, for the presence of a competition-based environment, an establishment has to adopt new programs and policies in order to change the mental image of the audience after noticing fair results that need intervention by the general relations team or by the leaders of the establishment themselves.

The development strategy aims at making a change in resource development and on the abilities of the establishment. It also aims at expanding and attracting new customers.

- Social attitude strategy:

Pressure strategy that claims that different groups of people who are in disagreement can never get along or have their opinions changed only if this change will help them.

Humans can’t make changes unless there are extra profits to them. (Wilbur Schramm theory in the relations of media with development)

The conviction strategy which hypothesizes that there will be an agreement between different groups of people due to the presence of common values linking them together.

It also hypothesizes that a human being can change his opinion and even his beliefs if this change doesn’t jeopardize his personal benefit and the general one.

5) Strategy objectives:

A strategy aims at using the best of available abilities and resources. Every policy has its strategy. Objectives differ from one policy to another, from one strategy to another.

An objective can’t be accomplished unless by following an offensive style to invade others’ lands or by implying certain terms, by a defensive style to defend the homeland along with the welfare of the nation.

The objective can be political, economic, military or moral. It can be limited like invading a part of another country or major like destroying the entity of that country, once and for all.

The conflict that happened between the Eastern and the Western camps serves as a good example. Between the American Liberal system and the Soviet Communist one that ended up with the dissolving of the Soviet Union to 15 independent countries in 1991.

All objectives have one thing in common which is being the final one previously set by upper political authorities.

It might be necessary to achieve a number of interim goals before fulfilling the final objective of some strategy. These objectives are called strategic ones.
Basil Henry Liddel Hart views the basic objective which every strategy seek to accomplish as the preparation of suitable conditions for that the losses might be less and the results be successful in a battle.

André Beaufre has also the same opinion especially when using politically-set objectives well. These objectives can be offensive/military like invading the enemy territory and making the opponent accept certain terms. Others can be defensive such as defending one’s homeland or protecting the welfare of a nation.

Making the enemy negotiate without having him lose out of military inability or the absence of a benefit when waging war with him as Boutros Ghali states.

The Yom Kippur war in which Egypt waged war on Israel in order to retrieve Sinai.

Most strategists of whom General André Beaufre, think that winning a battle represents the most suitable solution of any conflict. Therefore, victory is not a perfect strategic military objective.

Whatever they are, objectives are listed as follows:

- Basic objectives (goal)
- Practical objectives which are the designed objectives to achieve basic ones.
- Policies: They are the rules and directions that facilitate the process of achieving designated objectives.

One of the strategic objectives of an establishment is having competitive advantage for it to practice its activities in a constantly changing environment which renders it threatened to lose its position inside of a market.

An establishment seeks to reinforce its status in a market by providing an extra distinguishing element which is the competitive advantage.

This advantage is “an evolution level, some certain organizing, productive techniques that make an establishment hard to be removed out of a market thus protecting and keeping it.”

Therefore, the objective of strategy is to have a long term competitive advantage.

This advantage can be present even before strategy. In this case, it’s necessary to have a strategy at formulation.

The sole objective of a strategy is then a reinforcing one that supports the presence of an establishment in a market.

If competitive advantage is unavailable then it’s a must that it should be provided at first then comes setting up a strategy.

An establishment can adopt an offensive policy and takes on competing companies. In fact, it can stay in the market relying solely on a defensive strategy.
Competitive advantage is what separates one establishment from another. That’s why the establishment seeks to use its advantage for the longest possible period. Advantage is what allows profit increasing.

6) Strategy within the information strategy:

Strategy has entered a historic period by the rise of the information society back in the 1990’s. That date formed a shift in human lives since the introduction of a new energy; the energy of “information”.

Information is the raw material which the new society relies on.

According to Alvin Toffler, it’s the source of upcoming international conflicts.

Information represents a source of wealth and power in present time, hence, it’s not only authority but “the essence of authority” itself.

“Those who are fascinated by the electronic civilization take it even as a new creed that has replaced intellectual, scientific and cultural backgrounds in modern industrialized countries. It’s clear that electronic ideologies are being used in the American political and strategic matters.”

During the cold war that occurred between the Eastern and Western camps, the Capitalist and the Communist, also known as the polar conflict, weapon of mass destruction represented the ultimate strategic victory standard.

Nowadays, electronic capacities have replaced these weapons because “media in the new currency of the international kingdom, and the U.S is more qualified than other countries to make use of its electronic and material abilities through media.”

According to the American conservative right-wing; a powerful current in decision making and strategic planning questions, the U.S represents a source of stability in the world due to the pioneer position it occupies in the field of electronic technologies. The rest of the world should do the rest to amalgamate in the “electronic village” age.

Some analysts consider ideological and strategic use of the “electronic revolution” phenomenon clearly shows that fast electronic communication networks namely the Internet didn’t lead to the freedom of electronic exchange on a global scale.

However, it formed a point of domination of the great controlling power in the course of technical and scientific production; the U.S.

In addition to that, those analysts consider that the Internet phenomenon is still a Western American one, despite the wide facilitations brought further to expand it to southern countries.

It collides with a lot of cultural and material obstacles and it doesn’t always satisfy needs subjectively in these countries that thrive for modernization.

They also refer to the alerts of the then French president Jacques Chirac who called all countries to do something against the American cultural domination along with the English language through legalizing the use of electronic communication networks.
The current historic situation is one of inter-civilizational and cultural opening.

It’s hard for countries to isolate their peoples in order to defend their identity and protect their culture.

The best way to promote self-presence is by showing specificity, cultural belonging and civilizational radicalization.

Since it’s a source of power, information is undoubtedly the most dangerous of all weapons.

“Knowledge is power” as summarized in the quote of Francis Bacon which is probably preceded by the saying of the Chinese Emperor Sun Tzu: “knowledge is the power that allows a sane man to prevail, the commander to attack fearlessly, to win without bloodshed and to accomplish what others failed to do.”

Knowledge became one of the corner stones of military, economic and political powers. Its burden gets heavier by the day. Since “knowledge is power” then “power is also knowledge” as stated by Michel Foucault.

He meant that ideological, military, economic and political powers work both directly and indirectly to generate a speech of knowledge that serves their goals and promotes their ideologies for the sole purpose of securing their benefit.

On the other hand, “a study in commonly used terms in information-related speech” shows the significance of conflict, war and violence that can be anticipated.


“Electronic violence is exercised through what we call “soft symbolic forces” that are different from hard conventional ones. It pulls out and doesn’t push through means of invitation and intimidation.”

It uses the language of hearts and minds in order to have opinion not land, to remove mass will and not weapons and by imposing attitudes and saving opinions and not by sieges or mines.

Modern communication technologies have a basic role in formulating general views, making political decisions, directing events, collapsing the cultural, economic and political systems and mind controlling.

The battlefield is now a new one. The nature of things has completely changed. Information became the power that rules the world in every field including the military ones.

The West doesn’t need armies to penetrate fortified societies. It’s now possible through its technological superiority to dominate over many regions in the world and to control their political, economic, cultural systems through spreading its culture and values.
Modern information and communication means like broadcasting agencies, TV channels, newspapers, magazines and modern communication technologies like the Internet represent a weapon that can be accomplish what nuclear bombs didn’t do. Real war today is the war of technology, knowledge and domination over information sources.

Information is what sets new strategies along with military and political equilibriums.

Military superiority is no longer acquired by military materials. Military rules are no longer the number of soldiers. Western superiority in the age of information is represented by brains, researchers and engineers who are the armies and soldiers of this time. One day, the number of soldiers carrying computers will surpass the number of those carrying rifles. The Department of Defense made the first step in 1993 when the United States Air Force signed a contract to buy 300,000 laptops.

Briefly, knowledge has become the control means of destruction as it is the basic one of productivity.

Conclusion:

The means used by strategy to accomplish objectives vary according to their nature and importance, and by available abilities and provided capacities.

Senior strategists like Carl von Clausewitz are known to have agreed that military means are the sole ones to achieve the requested objective.

Modern ones see military solutions or military power as nothing but a means and the best solution is not seeking it unless other diplomatic, political, economic and psychological (soft power theory of Joseph Nye) solutions are used.

These strategists also point out on creating a strategic situation to accomplish desired objectives without seeking military power. The successful strategy is that which combines compatibility between the means and the objective.

And in creating the sufficient psychological influence to crack the opponent’s self-confidence will certainly lead to accepting the imposed terms.

André Beaufre refers in this context to the main reason behind a successful strategy which is reaching the desired result through creating a situation that demolishes the opponent’s morals and that also allows to make use of such situation.

It’s necessary to study this case globally in order to know the opponent accurately. Football teams and the rest of sports watch recorded matches again and again of the opponent team.

This act is accompanied by analytical conclusions of the coach and the technical staff. Team members are discussed with about points of strength and weakness.

Psychological influence is also sought through fierce media campaigns between rival countries. This is observed especially in wrestling when each side threatens the other.
The concept of “strategy” has expanded to include all fields which gained it the name of “the art of using means to achieve objectives”, “the art of complying means with abilities”, “a system of objectives and plans”.

The concept of strategy has entered a new historic era with the rise of the information society in the 1990’s. That date formed a shift point to the term of “strategy”.

Information has become the raw material of human societies. For information is knowledge, it became “a source of power and wealth” thus a source of authority, “the essence of authority” itself according to Alvin Toffler.

Information has also become “a source of international conflicts”.

Through studying strategy as a concept, models, characteristics, components, types, objectives and knowledge in the information society, it seems that we laid the necessary ground of knowledge to build different communication strategies.

Whether the fact of pertaining to the state as an organizing entity or an establishment, organization or institution.

Communication strategies aren’t self-made but they are linked organically to general strategy, the strategy as a whole.

Strategy is itself a highly complicated phenomenon as stated by Marcel Mauss and it has a lot of significations and dimensions that enrich the concept and give the study a whole new meaning.
Margins:


2: Same reference.

3: Hamid Jaed Dlimi, media planning, concepts and general frame, p51-57

4: Shahrazad Messaoud Lamjed, media and crisis management, example of American media, p106-112

5: [http://www.dcsp.uqam.ca/Profil/charron_claudeyves.aspx](http://www.dcsp.uqam.ca/Profil/charron_claudeyves.aspx)

6: [http://kotb.over-blog.com/article-62135833.html](http://kotb.over-blog.com/article-62135833.html)

7: Dictionary of the English language new standard

8: Harold Lasswell

Harold Dwight Lasswell was a leading American political scientist and communications theorist. He was a PhD student at the University of Chicago, and he was a professor of law at Yale University.

9: [http://kotb.over-blog.com/article-62135833.html](http://kotb.over-blog.com/article-62135833.html)

10: mother of all models


12: Nayyouf Salah, strategic thinking, p118

13: Henry Mintzberg

Henry Mintzberg, OC OQ FRSC is an internationally renowned academic and author on business and management.

14: SWOT model

15: Peter Ferdinand Drucker

Peter Ferdinand Drucker was an Austrian-born American management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation.


18: Michael Porter

Michael Eugene Porter is the Bishop William Lawrence University Professor at The Institute for Strategy and Competitiveness, based at the Harvard Business School.
19: Michael Porter

20: http://www.fateh.net/public/derasat/2/11.htm

21: Niccolo Machiavelli

Niccolò di Bernardo dei Machiavelli was an Italian Renaissance historian, politician, diplomat, philosopher, humanist, and writer. He has often been called the founder of modern political science.

22: Henry Lloyd

23: John Fuller

24: Thutmose III

Thutmose III was the sixth Pharaoh of the Eighteenth Dynasty. During the first twenty-two years of Thutmose's reign he was co-regent with his stepmother and aunt, Hatshepsut, who was named the pharaoh.

25: Sun Wu

Sun Wu, the birth name of Sun Tzu, a Chinese military strategist of the sixth century BCE and the author of The Art of War

26: Cyrus the Great

Cyrus II of Persia, commonly known as Cyrus the Great and also called Cyrus the Elder by the Greeks, was the founder of the Achaemenid Empire.

27: Alexander the Great

Alexander III of Macedon, commonly known as Alexander the Great, was a King of the Ancient Greek kingdom of Macedon and a member of the Argead dynasty, an ancient Greek royal house.

28: Hannibal

Hannibal, fully Hannibal Barca, was a Punic Carthaginian military commander, generally considered one of the greatest military commanders in history. His father Hamilcar Barca was the leading Carthaginian commander during the First Punic War.

29: Julius Caesar

Gaius Julius Caesar was a Roman statesman, general and notable author of Latin prose. He played a critical role in the events that led to the demise of the Roman Republic and the rise of the Roman Empire.

30: Khalid ibn al-Walid

AbūSulaymānKhālid ibn al-Walīd ibn al-Mughīrah al-Makhzūmī also known as SayfAllāh al-Maslūl, was a companion of the prophet Muhammad.
31: Umar

Umar, also spelled Omar, was one of the most powerful and influential Muslim caliphs in history. He was a senior Sahaba of the Islamic prophet Muhammad. He succeeded Abu Bakr as the second caliph of the Rashidun Caliphate on 23 August 634.

32: Tariq ibn Ziyad

Tariq ibn Ziyad was a Muslim commander who led the Islamic Umayyad conquest of Visigothic Hispania in 711–718 A.D.

33: Saladin

Saladin, known as Şalāḥ ad-Dīn Yūsuf ibn Ayyūb in Arabic and SelahedînêEyûbî in Kurdish, was the first sultan of Egypt and Syria and the founder of their Ayyubid dynasty, although it was named after his father.

34: Mehmed the Conqueror

Mehmed II or Mahomet II, best known as Mehmed the Conqueror, was an Ottoman sultan who ruled first for a short time from August 1444 to September 1446, and later from February 1451 to May 1481.

35: Genghis Khan

Genghis Khan, born Temüjin, was the founder and Great Khan of the Mongol Empire, which became the largest contiguous empire in history after his demise. He came to power by uniting many of the nomadic tribes of Northeast Asia.

36: Timur

Timur, historically known as Tamerlane, was a Turco-Mongol conqueror and the founder of the Timurid Empire in Persia and Central Asia. He was also the first ruler in the Timurid dynasty.

37: Peter the Great

Peter the Great, Peter I or Peter Alexeyevich ruled the Tsardom of Russia and later the Russian Empire from 7 May 1682 until his death, jointly ruling before 1696 with his elder half-brother, Ivan V.

38: George Washington

George Washington was the first President of the United States, the Commander-in-Chief of the Continental Army during the American Revolutionary War, and one of the Founding Fathers of the United States.

39: Napoleon Bonaparte

Napoleon Bonaparte was a French military and political leader who rose to prominence during the French Revolution and led several successful campaigns during the Revolutionary Wars.
40: Joseph Stalin

Joseph Stalin was the leader of the Soviet Union from the mid-1920s until his death in 1953. Holding the post of the General Secretary of the Central Committee of the Communist Party of the Soviet Union, he was effectively the dictator of the state.

41: Adolf Hitler

Adolf Hitler was an Austrian-born German politician who was the leader of the Nazi Party, Chancellor of Germany from 1933 to 1945, and Führer of Nazi Germany from 1934 to 1945.

42: Erwin Rommel

Erwin Johannes Eugen Rommel, popularly known as the Desert Fox, was a German field marshal of World War II. He earned the respect of both his own troops and his enemies.

43: George Smith Patton

George Smith Patton, Jr. was a senior officer of the United States Army, who commanded the U.S. Seventh Army in the Mediterranean and European Theaters of World War II, but is best known for his leadership of the U.S.

44: Bernard Montgomery

Field Marshal Bernard Law Montgomery, 1st Viscount Montgomery of Alamein, KG, GCB, DSO, PC, nicknamed "Monty" and the "Spartan General", was a senior officer of the British Army.

45: Professor at Illinois University

46: Carl von Clausewitz

Carl Philipp Gottfried von Clausewitz was a Prussian general and military theorist who stressed the "moral" and political aspects of war. His most notable work, Vom Kriege, was unfinished at his death.


49: Interview between field marshal Ahmad Ismail Ali and Mohamed Hassanein Heikal, Nov. 18th 1973

50: [http://www.fateh.net/public/derasat/2/11.htm](http://www.fateh.net/public/derasat/2/11.htm)


52: same reference

53: [http://ar.wikipedia.org](http://ar.wikipedia.org)

54: B. H. Liddell Hart
Sir Basil Henry Liddell Hart, commonly known throughout most of his career as Captain B. H. Liddell Hart, was an English soldier, military historian and military theorist

55: André Beaufre

André Beaufre was a French general. Beaufre ended World War II with the rank of colonel. Well known by the Anglo-Saxon world as a military strategist and as an exponent of an independent French nuclear force

56: https://www.gulfpolicies.com

57: Ridha Methani, information society and development: which relationship?


60: Ridha Methani, information society and development: which relationship?


63: Sayyed Weld Abah, directions of globalization in the new millennia

64: Francis Bacon

Francis Bacon, 1st Viscount St Alban PC KC was an English philosopher, statesman, scientist, jurist, orator, essayist and author. He served both as Attorney General and Lord Chancellor of England.

65: Michel Foucault

Michel Foucault was a French philosopher, historian of ideas, social theorist, philologist and literary critic.

66: Ali Nabil, the violence of information and its terrorism, p149-152

67: same reference

68: Mortadha Maash, a new history, directed information, http://www.annabaa.org

69: Ridha Methani, information society and development: which relationship?, p447-462

70: see description above

71: http://www.ar.wikipedia.org

72: http://www.fateh.net/public/derasat/2/11.htm
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