

JUDIT BOLGÁR, GABRIELLA GÖNCZI, ZOLTAN KRAJNC

Somme issues related to today's operational knowledge development

Abstract

The authors sum up the more capital questions of the asymmetric warfare and its psychological factors. They give overview about the military-scientific basis of the asymmetric warfare and its threats; interpretation of asymmetry in the activities of national security; systematic elements of strategic asymmetry; coherence of strategy reacting to asymmetric threats with other strategies and finally psychological aspects of asymmetric warfare. This article also describes the basics of strategies of business world especially at corporate level and basics of planning at strategic level of air campaign (operations) and some questions of adaptation of military methods to creation of business (corporate) strategy.

Absztrakt

A szerzők áttekintik az aszimmetrikus hadviselés és a főbb pszichológiai tényezők alapvető kérdéseit és viszonyrendszerét. Áttekintik a kérdést teljes komplexitásában: a fenyegetéseket, stratégiai aspektusokat és a hadtudományi alapokat egyaránt. A cikk összegzi a katonai stratégiaalkotás és az üzleti (vállalati) stratégiák fejlesztésének összefüggéseit, a megfigyelhető kölcsönhatásokkal.

1. INTRODUCTION

According to the presupposition of our research the military and the civil (business, political) strategy creation (strategic planning) and its culture (methods, procedures, means, supporting IT-infrastructure, etc.) is in a continuous interaction with each other. This fact proves that the military metaphors appear in the business life with an increasingly bigger emphasis. The big thinkers of the art of war are often referred in so-called "management forums" and in business (managerial-decision making) trainings as literature.

The teachings, the main ideas (main principles) of Sun-Tzu, Seneca, Napoleon, Clausewitz and Helmut von Moltke already turned into a curriculum in the business trainings.

In a present article we undertake to present some military solutions applied in the course of the operational planning (world wars, Gulf War) and its application already appeared in the business life or its appearance shortly expected.

In our article we also want to discuss one of the most frequently mentioned topics of today's military science and national security, the so-called "asymmetric warfare and intimidation" and its psychological aspects. Our aim is not the explanation of the military scientific aspect of the term, but the sociological and psychological aspect of this phenomenon. But to do this, it is essential to analyse the essence of warfare in a couple of words.

The second part of the research deals with the socio-psychological mass aspect of this term, its influence on today's national security.

2. SOME ISSUES OF CONVERGENCE BETWEEN BUSINESS (CORPORATE) AND MILITARY

2.1. BASICS OF STRATEGIES OF BUSINESS WORLD

The so-called strategic thinking appeared in the business life after the World War II. Only the companies could be dominate in a strong business competition which had exactly definite goals.

These companies laid a big emphasis on the harmonizing of the steps supporting the fulfilment of the goals and the optimal allocation of their resources.

The oil crisis of the seventy years¹, the appearance of newer and newer market players and the continually accelerating changes brought new in the forming of the corporate strategic goals.

The companies had to build up a new strategic planning system, which took the changed market processes and the changes of the environment into consideration equally.

It was naturally necessary to define the designation of the corporate aims in parallel with the steps leading to the aims, means, resources and efforts as well.

"The corporate strategy so the mean (method) of adapting to the environment, which lays the foundations for the company's function thereby, that defines the company's vision and sets the course on which the vision is available." [Gönczi, 2001, 21 p.]

The strategy was definite many times by many authors with lot of approaches. For example an analogous interpretation with ours definition is Balaton Károly's notion "the strategy is the totality of the aims concerning the company's future, the method of adaptation to the environment and the means of the aim achievement."

According to Attila Chikhan: *"the strategy is the guideline of the corporate function and it formulates the corporate aims and the possible methods of their achievement."* [Chikhan, 1995]

¹ The 1973's oil price explosion rearranged the economic life. After it only to the rudely changed circumstances adequately adapting market players may have survived. In connection with the present economic and financial crisis likewise verifiable, that the firms adapting himself well similarly may get out victoriously only (less injured) from this situation. This increases the numberless analogy of the war and the market likewise.

HADTUDOMÁNYI SZEMLE

2015. VIII. évfolyam 2. szám

Barakonyi Károly's notion rather lays the emphasis on the process of the strategic planning. The strategy creation is the determination of alternative solutions leading to particular aims and their assessment, and the selection of suitable alternative and detailed determination.

The strategy is approached by others from the marketing viewpoint.

"The corporate strategy the company's products and his services, and they markets integrates it into himself, on which the company competes." The company has to aim for the development of differential competitive advantage on all of his range of operation. [Thompson, 1997].

The definition of Heinz Dieter Jopp (Führungs Akademie der Bundeswehr, Head of the Security Policy and Strategy Department): *"A good strategy integrates means, time, space and procedures according to the central guiding principle, what will be the efficient plan of the success."*²

The strategy is the basis of the companies' successful operation. It affords the opportunity to the company's activities will be harmonized, planned, aim oriented even in an unclear turbulently changing environment. We have not to think of a written (printed, with numbers full) document. The strategy may be only an idea existing in a head, which the leaders develop after careful weighing, and it is converted into the level of the daily decisions.

What are the viewpoints through which it is necessary to think in the course of the forming of the strategy? Seneca already emphasized three things in connection with the plan making in his time: What do I want? What can I do? What do I do? We mean that in the strategy making process firstly it is necessary to think about the capital aims for the company. It may be the turn of the development of the actual steps, action programs in the knowledge of this in the third phase. The today's often used strategic planning models practically also formulate it.

The planning process always has to set out from the corporate's mission.³ The next step is assessment of exterior environment (political, legal, macroeconomics, cultural-sociological, technological environment, industrial branch situation, etc.). These factors have influence onto the company's strategic aims.

It is necessary to continue the environment analysis with the accurate and real survey of the undertaking's inner conditions. (to recognize those abilities, which is necessary for the base of the strategy) The next phase is the designation of the strategic aims. The vision is formulated first: the major leadership imagines it and formulates that future situation, where would like it, if the firm would get onto the end of the planning time horizon. After it

² Manager Magazin 2006/1. Ezeréves receptek

(<http://www.managermagazin.hu/magazin.php?page=article&id=931>; 2009. március 08.)

³ „The mission that aim, what the founders formulated in front of the undertaking, it is the reason of the undertaking's existence.“ To say it a priori existing category, which we have to recognise, and we have to make it our own. The following it is necessary to rewrite it at the time of the process of the strategic planning. (authors)

HADTUDOMÁNYI SZEMLE

2015. VIII. évfolyam 2. szám

the planners formulate those expectations that the company gets into the target state in case of his fulfilment.

It is necessary to break down the strategic aims into all of the areas of the corporate function. On the level of the divisions or business units (business strategy, strategic business unit) and the functional organizational apparatus (functional strategy), occurs the concrete action programs (tactics level) and the development of actions (basis of operative execution).

Strategies exist inside more levels on the organization. The organizational strategy is relevant all of the company, it is long distance sounding strategy (Where is the company it in the business life?). The business strategies determine how the strategic business units should compete in the given branch. The functional strategies are attached to one function of the corporate activities for example production, human resources, marketing activities as well.

2.2. ADAPTATION OF MILITARY METHODS TO CREATION OF BUSINESS (CORPORATE) STRATEGY

The environment research.

The aim of the environment research is to understand the environment the world surrounding the company (the narrower and the wider environment and the macro- and micro-economics level trends affected on the activities of company).

If the company knows the main actors of his environment and the actor of the competition going on on the market, it can adapt to this environment and knows what kind of market position how entails benefits and disadvantages.

To the understanding of the market competition the military analogies can provide very big help according to our opinion. We examine two competitors for the simplicity. (two nations or two companies, etc.) We mention to the actors as peers in both cases.

*First case:*⁴

Both participants can attack the strategic centres of gravity of adversary. The two actors are called equal peers in the modern warfare (like the two superpowers: Soviet Union and United States of America on the time of the cold war, North and South on the time of the American Civil War, the Coca-Cola and the Pepsi Cola on the market of the soft drinks). Generally the warfare lasts until long time for both sides with tall expenses. If one of the peers has an opportunity for a fast, parallel attack it may produce a benefit while the other half does the counteraction on a short distance.

⁴ These cases are presented by WARDEN, JOHN III. Strategic Thinking and Planning: A Concept Summary of Strategy and the Prometheus Process, 2008,

HADTUDOMÁNYI SZEMLE

2015. VIII. évfolyam 2. szám

Second case:

One of the actors can attack the adversaries' strategic centres of gravity while the others are not able to attack him (not able to effect serious losses) It was United States of America in this situation for example under the World War two, their enemies may not have made a lot, it tried to be protected concerning their own area to arise or to disturb the allied transports. Microsoft obtained a similar position in the business world, can work in such a way that their own area is almost inviolable. Although this almost invulnerable is not constant, the firm has to observe and analyse continuously the environment and what jeopardizes this situation.

Third case:

This is the previous case from the visual angle of the rest of the participating companies in the competition. They are not able to have an effect on the major competitors' strategic centres of gravity while they are vulnerable; they are existed under constant threat.

It is interesting military history example onto the situation of Iraq in the 1991 Gulf War. Got into a position outlined in the first case when Iraq attacked Kuwait, it was equal with his neighbours; nobody launched an attack against it.

When the United States entered into the war position Iraq got weak and it found himself in a fragile situation. The USA was able to attack all strategic centres of gravity while Iraq may have made nothing. Those actors may survive this situation in the business's world who gives up the fight and they are going to an open space of competition.

Fourth case:

In this situation all of the actors work at tactical level any without strategic directions or ideas.

Practically it is almost position war between the competitors beside tall expenses and low results. Military history example onto this situation the role of the United States in the Korean war, where the China and the USA did not attack mutually each other's strategic centres of gravity. The retail shops compete in this situation in the business life. To survive this situation the actors have to be accomplished the entire fundamental qualitative and aesthetic conditions, the centre of the competition is the price at tactical level.

The selection of the vision and the strategic goals.

The organization may undertake to formulate a vision for himself after the survey of the environment and the accurate forecast of a future state. The planners or owners imagine that situation or a state what the organization wants to attain. But this state is not stable, it changes because of the forming elements of the system often change. When the organization works well and aim oriented if it is able to influence the environment (all elements of the system) in order to a favourable vision should be created for the company.

HADTUDOMÁNYI SZEMLE

2015. VIII. évfolyam 2. szám

According to Warden's judgment is the key of the influence of the exterior and inner environmental system the centres of gravity of the system: the central elements of the system with a high value. The changing of the strategic centres of gravity has bigger effect the whole system than changing of any other elements. They have serious effectiveness inside the system.

But what are they the centres of gravity? According to Warden model all systems has

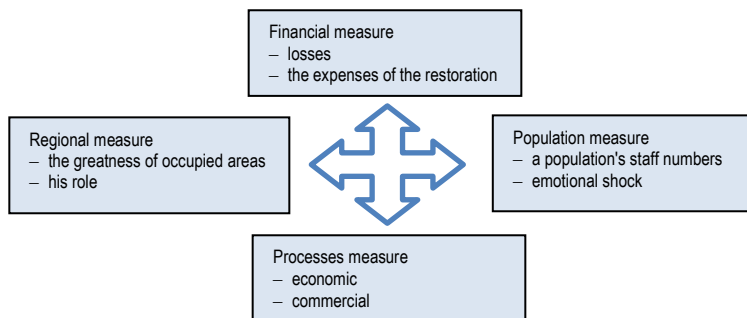


Fig. 1. Strategic indicator number system
Source: authors' editing

five circle (sub system). In the centre of the system is the leadership (that shows a direction for the system), the next ring is the processes (provided work of system). The third ring is the infrastructure (keeps the systems in one. The people form the next ring (the members of the system) and the exterior ring is the action level of units (tasked with the protection of the system and restoration if it necessary). It is possible to achieve a really big effect with the selection (attacking) of the inner circles because of changes of inner elements are spreading on the whole system.

Marking the exterior circles as targets from two reasons is no too lucky because of too many objects existing there. This requires serious offensive energies on the other hand the results of the attack relatively easily can be restored and does not spread inwards moreover, that is the consequence will be smaller presumably.

How it may work five ring model in the world of the warfare? The alteration of an Iraqi system was the USA's aim in the 1991 Gulf War. The desired system effects were: out from Kuwait, working inner order, not ability to attack against his neighbours, ability to protect himself. In the interest of the modification of the system the allied military forces attacked the Iraqi targets according to the Tab 1.

How it may work five ring model in the business world? Firstly reminds us of the fact that we are always working with a system (country, market, company, etc.). Secondly the model shows the relative value of the elements of the system. For example if we wish to put a brand-new product on the market and an unknown person buys the first piece, the direct income from sales will be the effect of the shopping only. The first selling will gener-

HADTUDOMÁNYI SZEMLE

2015. VIII. évfolyam 2. szám

ate more additional selling presumably if a famous sportsman or an actor buy anything however, than in the first buying.

The strategic measurement system.

The aim of the definition of the strategic indices is that the strategy should make measurable the successfulness of his achievement.

There is need for such measures which on the one hand characterize the all importance strategic areas and on the other hand it can be connected to the level of the tactical measures.

These measures characterize that how to help (directly or indirectly) our comprehensive strategic steps. Strategic steps are linked to the vision, for example achieving the victory or the increase of the corporate value in a war in a period. Tactical steps are linked to the organisation's actual activities. The tactical steps lead to strategic success in an ideal case, the contrary of this may follow however in a worst case. For example the Germans believed it in the World War II. that they won when they faced Moscow and the considerable area of Soviet Union was already occupied.

In fact the occupation of these areas (occupation) had an elusive measure of the success because of the Soviet government's centres of gravities were not attained. The supply providing through the occupied areas became increasingly heavier and consumed increasingly more energy. The capital measure of the strategic success may be the achievement of the peace, which is not the same the number of winner battles.

For example in the Vietnamese war the North Vietnamese's all battles were almost lost against the USA, but the peace for which they fought was finally achieved after all. In as much the absolute measure of the strategic success the achievement of the peace, then such strategic indicators may belong to this like situation of the diplomatic, commercial and tourism contacts between the war-faring sides, the infrastructural state of the operational area and the hinterlands and the mental state of the population.

The absolute measure of the success may be the increase of the company's value in the business life.

In Robert Kaplan's and David Norton's balanced strategic balanced scorecard system [Kaplan-Norton, 1998.] measures must have been definite at least on the following four areas: customer viewpoint (for ex.: market share, market increase, customer satisfaction), inner processes viewpoint (for ex.: product, substance and information flow, breakdowns), learning development viewpoint (for ex.: innovations the development of his number, employees, his commitment) and financial viewpoint (for ex.: profit, share price).

Interesting and its examination may be instructive, that the balanced strategic measurement system presented before (balanced scorecard) how applicable in the world of the warfare. According to our opinion it is applicable. The customer viewpoint can be interpreted may be as a regional viewpoint, it is necessary to examine whether the own forces managed to occupy, or to keep the area and how the infrastructural state of this area.

The viewpoint of the inner processes can be mapped for the restarting political (government, law and order) and economic life (production, industry, services, trade). The

viewpoint of the learning and development may be the mental and moral state of the decision makers of the combatant forces and the population, moreover changes of them. The financial viewpoint may be the measure of the actual physical damage (buildings, cities, industrial and commercial facilities, infrastructure as well).

3. PSYCHOLOGICAL ASPECTS OF TODAY'S WARFARE

If we want to analyse the topic, not to base it only on history, but also in the present and the possible future scenarios of security risk factors, it cannot be avoided to analyse the psychological aspects that are not of local character, which, in our case, describe those psychological aspects that are more serious than local problems and they can be of interest for the analysis of the phenomenon.

Fragments of the mass psychology of the asymmetric warfare

In case of the notion of asymmetric warfare when it represents the actions of opposing forces that are in confrontation, when the sphere of operation, their targets, arsenals used by one of the sides can significantly differ from those of the opponent – first of all, we need



to emphasize that it is not a new phenomenon.

We have already pointed out, asymmetric warfare could have been recognised starting from the ancient times up to modern times, and the fact that it plays such a significant role either in military doctrine research or in publications in the press, has two basic reasons.

As we see, one of the reasons is that something has ended, something that, relatively for a long time, even if not easily but still could handle certain basic security criteria. As a matter of fact, within the historic validity of the Yalta and Potsdam agreements – even though in the meanwhile several military conflicts were marked by the signs of asymmetric warfare- the existence of the bipolar world, the desire to establish balance in the world caused people to think that symmetric arms race is bad but there is nothing it can be substituted by in the upholding of the balance between the two world systems. This system ceased to exist and together with it the unspoken mutual agreement that both poles get a free hand to keep order in their spheres of interest, respectively. There was no fear of the gigantic opposition for the world any

more, fears of the past disappeared.

HADTUDOMÁNYI SZEMLE

2015. VIII. évfolyam 2. szám

From the point of mass psychology, it could have been the time to feel relieved, but the past fears were immediately substitutes by new ones. It turned out that those prepared for symmetric warfare had no idea whatsoever how to handle asymmetric threats that rapidly became a world problem. Their system of institutions (including military defence structures), proved to be as useless in the fight against terrorism as well as in the fight against other, global kinds of crime, for example, financial, IT, technological, biological, cultural, etc. Those brought up in the symmetric system, soon realised that their sense of defencelessness became acute, nobody and nothing can protect them anymore, that each bite of food, each drop of water, each flight, seaside resort or underground station can be dangerous, and these fears are absolutely irrational, since they are threatened regardless of their behaviour or nationality.

The other reason for the seriousness of the mass psychological effects of the asymmetric warfare can be traced back to the so-called globalism, which appeared as a result of a non-organic development. It means that the structure of globalism in many regions is not the result of its own organic development, but often imports from developed regions built into given cultures non-organically. Even with only one look into the problem, it brings up a number of questions like the influence of films from Western countries or advertisements, in such remote regions that are far away from the possibilities of this kind of lifestyle. How can people who are destitute use these possibilities, those who never used a telephone, who had never been seen by a doctor, and they are as distant from the lifestyle of a Western billionaire as of that of a simple shop assistant? Or what about state or religion leaders who fight for peace, who are not able to accept social differences of this magnitude, not to mention those who base their carriers on demagogue anger raising and call for "sacred wars"?

Globalism can not only diminish, but can also strengthen prejudice, everyday racism, intentional provocation, aggression. Moreover, those used to symmetric behaviour; do not consider the fact that the developed civilisations are much more vulnerable than the less developed ones. With proper military superiority it is easy to paralyse several road junctions, central energy supply points or satellites. But what is the value of the military superiority when there is no electricity and the main means of transport are donkeys? With this example we simply want to emphasize that in case of asymmetric warfare a certain degree of under development can be an advantage and this advantage can be diminished not by applying the most modern means, but by new arms doctrines, moreover, by the establishment of new mass psychology behavioural culture.

„All significant American military failures since 1945 – Vietnam, Lebanon and Somalia – were in the fight against a weaker opponent. Either in the so-called hot or cold wars the USA was successful, let he enemy be the Nazi Germany, the empire of Japan or the Soviet Union, however, the Americans did not always won against weaker opponents... In all cases an American Goliath got into stalemate situation and suffered political defeat from the local Davids. The fact that the weaker defeats the stronger, although it is exceptional happens again and again. Sparta eventually won against Athens. Frederick the Great always punched well above his waist. American rebels stopped the British domination in 13

HADTUDOMÁNYI SZEMLE

2015. VIII. évfolyam 2. szám

colonies, Jewish terrorists ruled out the Brits from Palestine, the Vietnamese communists got rid of the French, then the Americans from Indochina and the mujahidin's presented a „Vietnam„ to the Soviets in Afghanistan. The relative size of the military forces cannot predict effectively the outcome of the war.”⁵

It is quite obvious that in an attack against antagonists it is not the most effective if army of massive strength, UAVs or heavy artillery is implied, but rather actions similar to those based on military and police structures, with their help it is possible to diminish the asymmetry of the opposing sides. For the axiomatic practice of such doctrines it is necessary to change old patterns, complicated interest as well as to change the old ways of fighting against global crime.

It is also necessary that those professional – political organisations responsible for the well-being of the mankind would consider their main aim as of the establishment of global security instead of dealing with their local interests. Consequently, asymmetry as an existing reality should not be the tool aimed at the destruction of the „*different*” or „*difference*” but it should be a relative basis that could provide the condition of hetero static balance to enhance better global cooperation.

In our paper we briefly summarised some correlations between the psychological aspects of asymmetric warfare and its threats. Asymmetric warfare, as it is demonstrated in this article, is a complex sociological problem, which, opposed to many simplifying opinions, is not equal with the terrorism.

If we want to understand the important questions about asymmetric warfare and the consequent threats, it is essential to understand the question of the so-called „*choice of target*” method of the antagonist who bases its strategy on asymmetry.

To simplify this: how, according to what principles, what are the expected effects when targets are chosen? From the point of view of symmetry, as a potential opponent of asymmetric antagonist, we should be able to define, for the benefit of defence, to define the list of objects and the possible forms of the attack. This task is of priority mainly for operational experts (reconnaissance staff) and they can perform this task successfully only in case if they are familiar with the psychological background of the asymmetric warfare.

However, problems described by us point beyond their military aspects: the concepts of mass psychology are in tight correlation with the fact that the process of globalisation has only partially finished and simply from the nature of this process of development comes the proliferation of asymmetries that hinder normal functions. The first task is in connection with this – understanding the reasons of their appearance – to accept their existence. The second task, although we are able to explain the proliferation of this phenomenon, is to urge for a global and worldwide action for the establishment of a possible symmetry. The third task is to clarify the fact that this work cannot be considered simply as a military one, but

⁵ Jeffrey Record: Why the Strong Lose, Parameters, Winter, 2005-06, pp. 16-31., (<http://www.carlisle.army.mil/usawc/Parameters/05winter/record.htm>)

HADTUDOMÁNYI SZEMLE

2015. VIII. évfolyam 2. szám

we need to aim to establish an opportunity for a more thorough globalisation than the existing one.

With our essay we want to get connected to the process of learning without hiding our aim to help our Hungarian soldiers who work in the operational field, as well as those civilians who participate in research to understand this undoubtedly significant phenomenon.

Keywords: asymmetric warfare, psychological factors, strategies and thinking ways of strategy development of business and military

Kulcs szavak: aszimmetrikus hadviselés, pszichológiai hatások, stratégiák és gondolkodásmódok, üzleti és katonai stratégiák

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