

# **Business Strategy Based on the Comparison of Sun Tzu and Khandaq War Management Strategy**

**Ifan Fardian**

Postgraduate of Islamic Business Management, Faculty of Islamic Economy Management, Institut Agama Islam Tazkia Bogor, Indonesia  
Email: stnmakmur1@gmail.com

**Afif Zaerofi**

Postgraduate of Islamic Business Management, Faculty of Islamic Economy Management, Institut Agama Islam Tazkia Bogor, Indonesia  
Email: afif@tazkia.ac.id

**Zulkarnain Muhammad Ali**

Postgraduate of Islamic Business Management, Faculty of Islamic Economy Management, Institut Agama Islam Tazkia Bogor, Indonesia  
Email: : zoel\_k@yahoo.com

## **Abstract**

*Among the business strategy models that have developed so far, some use military strategy as a business strategy model. Business strategy has many similarities to military strategy, and one of them is Sun Tzu's war strategy. In the history of Islam, there is a war strategy of the Prophet SAW whose principle is similar to Sun Tzu's war strategy, this strategy is the Khandaq war strategy. It is necessary to research to compare the principles of Sun Tzu's war strategy and the Khandaq War. This research aims to; 1). Discover the principles of Sun Tzu's war strategy and Khandaq's war strategy, 2). Compares the two principles of Sun Tzu's war strategy and Khandaq's war strategy and 3). Formulating the principles of business strategy as a result of the comparison of the principles of Sun Tzu's war strategy and Khandaq's war strategy. The research uses a qualitative approach and to analyze the data, the Analytic Network Processing (ANP) method is used. The data was obtained through interviews with 18 selected respondents, consisting of 9 sharia economics academics and 9 sharia business practitioners. This study found; 1). Khandaq war and Sun Tzu war, have the same 6 main strategic principles (goal formulation, condition calculation, strategy determination, strategy implementation, control strategy, and leadership) and can be used in business strategy, 2). Interesting findings from this study are that there are differences in the forming indicators and 3). The results of the preparation of ANP compose the principles of business strategy as a result of the comparison of the strategies of Sun Tzu and Khandaq, namely the principles of leadership, then the formulation of objectives, implementation strategies, control strategies, determination of strategies and calculation of conditions with all forming indicators. So that the priority principles of the ANP processed strategy can be used as the principles of a new business strategy.*

**Keywords:** *comparison, war strategy, new business strategy*

## **A. INTRODUCTION**

Many theories or concepts of strategic management have developed in managing a business to survive and win in the competition. Starting from a general theory, including the theory presented by Wheelen and Hunger (2018), which says there are 3 levels of strategic management that can be done to achieve success. At the highest level is the company strategy, which includes decisions about the type of business to be selected and all key resource of the company. The second level strategy is a business strategy, where the company begins to associate subsidiaries or business units that may be rotated, for example a group of similar products. The third strategy is a functional strategy, namely a support system and a business-level strategy on how to combine the various activities needed to get the desired competitive advantage. Until there is also a link between business strategy management and the military, David (2012) said that the history of business strategic planning started with the military.

One concept of military strategy that is very often used in the business world is the theory / concept of Sun Tzu's War Strategy Management. Sun Tzu's War Strategy is a concept taken from the book "The Art of War" by Sun Tzu. This book has inspired many figures to apply the art of war strategy. And many experts and management experts then interpret the strategy of the art of war into the business world.

Sun Tzu's Art of War dates back almost 2,500 years and has been widely used and cited in modern studies of strategy, both military and business (Adam Leong Kok Wey, 2014). In contemporary business, the Sun Tzu War strategy is widely used in corporate business strategies, such as the writings of Ulfa F & Baiq L.S.W. (2020) which explores Netflix's corporate strategy using Sun Tzu's strategy in its corporate strategy, competitive pricing of low-cost airlines in Sun Tzu's Art of War Perspective (Sengpoh, L, 2015) and according to Dimovski, The Art of War (Sun Tzu) is also used in the application of Management Strategy (Tung 1997; Boar 1995; Rarick 1996; Lee, Roberts, Lau & Bhattacharyya, 1998; Marber, Kooros, Wright and Wellen, 2020; Wu, Chou, and Wu, 2004), Project Management ( Pheng and Chuvessiriporn, 1997; Hawkins and Rajagopal, 2005), Security Management (Watson, 2007), Innovation Management (Martin 2009; Foo 2011), Patent Management (Lo, Ho, and Sculli, 1998; Waneticl, 2010), Quality Management (Pheng and Hong, 2005), Change Management (Fernandez, 2004), HR Management (Wee, 2000; Lamond and Zheng, 2010), Organizational Behavior (Ko, 2003; Ahlstrom, Lamond, and Ding, 2009), Marketing (Low and Tan, 1995; Ho and Choi, 1997; Michealson, 2003; Gagliardi, 2004), Electronic Trading (McCarthy, 2011)), Educational Management (McCallum, 1998; Li and Van Baalen, 2007), Leadership (Chen and Lee, 2008; Hee and Gurd, 2010; Reichard and Johnson, 2011, etc.). Even Mochtar Riady Entrepreneur who is also the founder of Lippo Group, said that his success in doing business so far cannot be separated from the Sun Tzu War strategy to win every battle. (www.tempco.id, 2018). This shows the importance of the Sun Zsu strategy that can be used in various sectors in various worlds (Dimovski, 2012). Even today, Sun Tzu's War Strategy is also used by several Islamic financial and social institutions. This is what makes the writer interested in looking for the principles of strategy that existed in Sun Tzu until it is used today and see from the hasanah side of Islamic history whether there is a war strategy in Islam that is similar to Sun Tzu's war strategy.

From several literatures and interviews with Islamic historians, it was found that there was a war at the time of the Prophet Muhammad which was almost similar in its strategy to Sun Tzu's War Strategy. The war was called the Khandaq War. The war took place after the Uhud war after 5 years of moving to Medina. This war was a very heavy battle in which the infidels of Quraish and the Jews allied with full weapons attacked the Muslims in the city of Medina. In this battle, the Prophet Muhammad SAW started a strategy from planning that started from a shura, with his companions. After a long discussion in Shura with his friends, a solution was finally found to deal with the attacks of the enemy allied forces. It was agreed to dig a trench around the city of Medina in accordance with the suggestion of a friend of Salman Al-Farisi. In this battle, the Muslims, with this strategy, were able to defeat the allies of the polytheists with little sacrifice and Islam was increasingly influential in the Arab region (Sarif, S., et al ., 2016). This victory is the result of hard work, smart work, sophisticated war strategy, armed expertise and managing a meager army in the face of an enemy army of more than 10,000 soldiers. A war full of nervous warfare, show of forces, strategy, intelligence operations, expertise in political maneuvering and a strong relationship with Allah SWT became the energy for the victory of the Khandaq War (Bastoni, 2016).

The victory obtained by the Muslims in the Battle of Khandaq was because they tried to fulfill the rules of determining the victory of war in Islam in accordance with the instructions of the Qur'an. And the Muslims were able to fulfill these rules due to the great role of the Prophet Muhammad at that time as a war leader. In excellent condition, and full of strong determination, courage, and foresight in every state of war, the Prophet succeeded in leading the Muslims. History records that Rasulullah SAW has never failed because he made a mistake in taking a policy, managing troops, choosing a base and developing a war strategy (Antonio, 2015).

Saanin's research (2020), stating the managerial implications of the Battle of Trench (Battle of trench), is directed at learning to draw up strategic steps, take initiatives to model innovations, and set traps, to win the Khandaq War. Zandi and colleagues (2015) examined the specifications of the strategy of the Prophet Muhammad in da'wah and war. In this research, formulated the war strategy of the Prophet Muhammad in modern business strategies.

From previous research on the management of the Prophet's war strategy, there has been no research that specifically explains the principles of the Khandaq War strategy in business. It is also interesting for the author to discover these principles. To strengthen the Khandaq War strategy from the business concept, the author makes a comparison with Sun Tzu's War Strategy which already has a design principle of strategy model. It is hoped that by comparing the principles of the Khandaq War strategy with the Sun Tzu War that have been proven to be used in business, business strategy principles that are superior to contemporary business strategies will be obtained. Therefore This research aims to; 1). Discover the principles of Sun Tzu's war strategy and Khandaq's war strategy, 2). compares the two principles of Sun Tzu's war strategy and Khandaq's war strategy and 3). formulating the principles of business strategy as a result of the comparison of the principles of Sun Tzu's war strategy and Khandaq's war strategy.

## **B. LITERATURE REVIEW**

### **1. Strategy Management**

According to David (2012), strategic management is the art and science of the formulation, application, and evaluation of various decisions that enable the company to achieve its goals (Fred R. David, 2011). David, explains in another way that strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable organizations to achieve their goals (David, 2012).

Porter argues that strategic management is something that can make the company as a whole and its parts work in synergy (Porter, 2012). Meanwhile, according to Wheelen et al., strategic management is a set of managerial decisions / policies and actions aimed at helping determine the long-term performance of an organization. This includes the process of environmental data collection / detection (internal and external), strategy formulation (short-term or long-term strategy design), implementation strategy, and evaluation and control (Wheelen et. al, 2018).

According to Pearce and Robinson, there are nine important roles in strategic management, including: 1) To be able to formulate the company's mission, including statements that explain the company's goals, philosophy and objectives, 2) To be able to perform an analysis that describes the condition and level of the company's internal capabilities ., 3) To be able to assess the condition of the company's external environment, including competitive factors and other general contextual factors, 4) In order to be able to make an analysis of the company's existing options by trying to adjust its external resources and environment, 5) To be able to identify the most profitable for the company, by looking to evaluate each choice based on the company's mission, 6) To be able to determine a package of company long goals and main strategies that can produce the most profitable choices, 7) To be able to develop the company's annual goals and short-term strategies that adjusted to the long-term goals and strategies that have been set, 8) In order to be able to implement the agreed strategy through the amount of resource allocation that has been budgeted, there will be adjustments between work tasks, people, structure, technology and an emphasis on the reward system, 9) In order to be able to evaluate the success of the strategic process as input for decision making in the future (Pearce & Robinson, 2008)

### **2. Sun-Tzu War**

Sun Tzu's strategy is a concept of war strategy taken from the novel "The Art of War" written by Sun Tzu. This novel shares a lot of enlightenment and inspiration to many world figures, one of which is Napoleon Bonaparte who uses war strategies. And many experts and management experts have since interpreted the art of war strategy into the business world. The Art of War for centuries has been the main guideline for war strategists in both China and Japan, many of Mao's statements are taken from the philosophy of Sun Tzu. The Art of War is the foundation of the war strategy of the East (Kirom S, Ghofur, 2020).

Sun Tzu (Pin) Wo, born around 544 BC to a well-known family, was a military prodigy of his time. Growing up from a military family, writer and artist, Sun Tzu Wu wrote a novel entitled "The Art of War", this book attracted the attention of King Ho Lu of the Wu Nation. King Ho Lu expressed his wish that the concept in Sun Tzu's novel could be used in the war strategy of the Wu kingdom. The will of King Ho Lu was approved by Sun Tzu and for the first time it would be tested on women who were ready to accept Sun Tzu's orders. Then King Ho Lu asked Sun Tzu to be the general of the Wu nation to use his concept directly in battle, in the west Sun Tzu defeated the Chu people and succeeded in breaking into the Ying capital, in the north he managed to spread fear to the Ch'i and

Chin people, until he became famous outside his country. And finally he shared power with King Ho Lu. Sun Tzu Wu died in 496 BC, after the effects of severe wounds caused by war (Giles, 2004).

#### **a. Sun Tzu Principles and Strategies**

There are several principles from Sun Tzu found to be more relevant for use in business strategy, marketing and management, including;

- First, before fighting, one had to make a detailed plan.

Sun Tzu emphasized that in order to measure the outcome of a war, one must first assess the situation based on five criteria, and seven dimensions that compare the two sides by assessing their relative strength. The five criteria are the first path (tao), the second is the climate / situation, the third is the terrain, the fourth is the command / instruction, and the fifth is the rule / policy. And it is very important to pay attention to the seven dimensions that are taken into consideration in deciding to attack or defend, namely:

(1) Which ruler has the path (tao)? (2) Which commander has the greatest ability? (3) Which part has the advantage of climate / situation and terrain? (4) Which army follows the rules and obeys orders more strictly? (5) Which army has the superior strength? (6) Whose officers and men are better trained? (7) Which party is more firm and impartial in giving rewards and punishments? Through the assessment of these criteria and dimensions, one can build a strong organization, and predict success or failure against competitors' strengths and weaknesses.

- Second, when one has completed a business strategy, one has to make it work. Sun Tzu believes that fighting can be avoided, but if it cannot be avoided, then it must be able to play above other people's abilities. Therefore, if you want to get the best performance from a combat mission, you must follow the principles of speed, adaptability, deceit, and advance first.
- Third, when a strategy is created and implemented, there will be many changes. During war or in business competition, surely all face a dynamic environment with a great rate of change. So, sometimes it is necessary to refine the strategy to fit the situation. If you want to react to a changing situation, you must make improvements to do so (Wann-Yih, et.al, 2004).

In general, the principles of Sun Tzu War strategy can be divided into five categories: (1) Situation assessment; (2) Formulation of goals and strategies; (3) Strategy evaluation; (4) Strategy implementation; and (5) strategic control (Wann-Yih, et.al, 2004).

#### **b. Application of Sun Tzu Strategy in business**

There are several fields that have used Sun Tzu War strategies outside the military field, one of which is the business field. In terms of business planning, Foo and Grinyer in 1994 compared the Sun Tzu Strategy with the strategic planning process. They identified the nature and success of strategic planning in large ASEAN companies that substantially adopted the Sun Tzu Strategy. In 1998, Lee designed a business management strategy that refers to the Sun Tzu Strategy. In 2012, Vinayan and Hong tried to apply Sun Tzu's strategy to modern business operations in manufacturing in Malaysia using data collected from 300 multinational companies and small and medium enterprises. They create four dimensions that developed in the research, including employee motivation, market knowledge, strategic planning and effective leadership. Mac Donald and Neupert in 2005 tried to apply the six terrains and nine principles of Art of War to explore marketing strategy, along with the important steps to deal with each situation. And Netflix in 2011 also used the Sun Tzu strategy (Ulfa et.al, 2020).

#### **c. Sun Tzu War strategy principle model**

Wann-Yih (2004) then modeled the concept of Sun Tzu's Principles of Strategy in order to be successfully implemented in business. The concept of this model consists of Implementation Strategy, Situation Assessment Strategy, Control Strategy and Key Success Factors. The following is a diagram of the concept model created by Wah-Yih that connects strategies and key success factors:

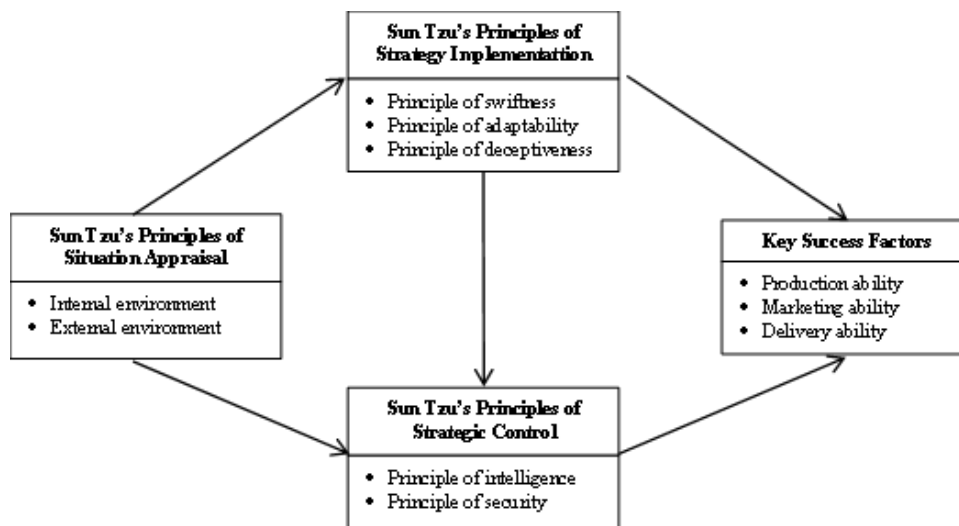


Figure 1. Sun Tzu's Strategic Principle Concept Model (Wann-Yih, et.al, 2004)

This model consists of several strategic principles including:

- 1) Situational Appraisal
  - a. Internal environment
  - b. External environment
- 2) Strategy Implementation
  - a. Principle of swiftness
  - b. Principle of adaptability
  - c. Principle of deceptiveness
- 3) Strategic Control
  - a. Principle of Intelligence
  - b. Principle of Security
- 4) Key Success Factor
  - a. Production Ability
  - b. Marketing Ability
  - c. Delivery Ability (Ability/strength of delivery/distribution)

### 3. Khandaq War

The Battle of Khandaq, was a war directly led by the Prophet Muhammad, which took place in 627 AD after the events of the Uhud war. The Khandaq War was a war between the Muslims and the allied forces in the area around Medina which consisted of the tribes of the Banu Quraidzah, Bani Nadhir, the Quraysh, the Ghatafan and several other tribes. If we look at the background of the Khandaq War, we can see several points of view. From a religious perspective, the Khandaq War occurred because the emergence of Islam made the people of the Arabian Peninsula feel threatened by the existence of their religion. From an economic point of view, the Khandaq War occurred because the people of Mecca felt that the presence of Islam in Medina would result in an increase in the cost of sending their merchandise to the land of Sham (Waqidi, 2015).

The Battle of Khandaq is described by Allah Subhanahu wa Ta'ala in detail about the psychological state experienced by the Muslims. The condition of the city of Medina at that time was surrounded by troops in very large numbers. It was very possible for the Muslim troops to experience defeat. But in fact, with a calculation and military strategy, the Muslim troops managed to experience victory (Ibnu Katsir, 2012). Victory is by hard work, smart work, sophisticated war strategy, armed expertise and managing a meager army in the face of enemy forces of more than 10,000 soldiers. A war full of nervous warfare, show of forces, strategy, intelligence operations, expertise in political maneuvering and a strong relationship with Allah Ta'ala became the energy for the victory of the Khandaq War (Hepi Andi, 2016).

#### a. Khandaq War Principles and Strategies

The victory obtained by the Muslims in the Battle of Khandaq was because they tried to fulfill the rules of determining the victory of war in Islam in accordance with the instructions of the Qur'an. And the Muslims were able to fulfill these rules due to the great role of the Prophet at that time as a war leader. In excellent condition, and full of strong determination, courage, and foresight in every state of war, the Prophet succeeded in leading the Muslims. History records that the Messenger of Allah has never failed because he made a mistake in taking a policy, managing troops, choosing a

base and developing a war strategy (Antonio, 2015).

Rasulullah SAW implemented a strategy during the Khandaq War which was divided into three stages, namely the strategy before the battle, the strategy during the battle and the strategy after the battle. Before the battle, the Prophet prepared how many spies moved from the borders of the city of Medina to the city. They are always vigilant in monitoring the activities of the people around the Medina area. With this strategy, the plan of the allied forces to attack the city of Medina was very easy for the Prophet to know quickly (Waqidi, 2015). The Prophet and the Muslim troops carried out digging trenches for defense in accordance with Salman Al-Farisi's suggestion, this trench digging strategy was a new thing for the Arabs. The existence of this trench made the allied forces unable to attack Medina. When they arrived at the edge of Medina, they could not do anything, did not expect to face the defense of the Muslims.

The ability to plan, implement and complete war plans is a feature of the Prophet's war strategy. War plans are always new models, practical, complete, simple and realistic according to the needs of time and place. A war strategy must be easy to understand and easy to adapt and change according to changing situations on the battlefield (Tresna, 2007). From the existing references, it can be concluded that there are several strategic principles in the Khandaq war, including:

1. Leadership strength
2. The Power of Faith and Charity
3. Clarity of Vision and Goals
4. The Power of Leadership
5. Power of Shuro
6. The existence of strategic planning (Initial plan, implementation, and completion)
7. Strategy selection
8. HR Placement
9. Potential / resource mapping
10. Strategy Innovation
11. The importance of motivation
12. Importance of monitoring/control and evaluation
13. Obedience and discipline

#### **b. Application of Khandaq War Strategy in business**

There is no literature that explicitly explains the application of the Khandaq War strategy in business. As Saani (2020) explains from the managerial implications, finding some important things that we can learn from the events of the Khandaq War, including:

- 1) A leader must be able to see sharply the rational conditions of his work area, his troops and all the potential that exists. The side of the road must also clearly see the opponent's position from all conditions.
- 2) A leader must be able to measure the potential of his troops and place them in the right position.
- 3) The need for a strong mental in the fight and have a clear movement strategy.
- 4) In addition, a leader must also have a strong back to God as a source of strength and help.
- 5) In carrying out the movement, a leader must have innovations, which can change at any time in the face of changing conditions and continue to learn from anything and anything.
- 6) Strengthening the brotherhood of his troops and providing strong motivation to his troops (Saani, 2020).

Meanwhile, Zandi (2015), said that from Sirih Nabawiyah's study there are several strategic values taken from the Prophet that can be applied in business;

- 1) There is a vision and mission
- 2) There is a situation / environment analysis
- 3) There are several strategy options
- 4) Speed in all decisions and actions
- 5) The existence of a surprise strategy (surprise)
- 6) Innovation Strategy
- 7) Defensive Strategy
- 8) Positioning Strategy
- 9) Strategy of divide et empire
- 10) Confidentiality (Zandi et.al., 2015).

The author tries to draw some conclusions from the description of several studies above about the strategic principles of the Khandaq War led by the Prophet that can be used in business, including;

1. Clear vision and mission
2. The importance of strategic planning
3. The need for a clear strategy to achieve the goal, Starting from the pre-business strategy, the strategy in the business process, and the post-business process strategy
4. Leadership factors:
5. There is a need for a Control Strategy
6. Speed in all decisions and actions
7. Proper HR Placement (Positioning)
8. Clarity of orders / commands/work instructions
9. Intelligence and Confidentiality
10. Strategy innovation (Moat, surprise attack)
11. Defensive strategy

All of these principles are very important in business to deal with market situations and competitors.

From previous research, no one has specifically explained the principles of the Khanda War Strategy, especially in business strategy. The following table describes the existing research gaps:

Table 1. Research Gap with previous research

<b>Researcher</b>	<b>Substance</b>	<b>Research Gap</b>
Wulan Sariningsih, Tri Yuniyanto, Isawati, (2019) <i>"Perang Khandaq (627M), Kajian nilai-nilai kepemimpinan dan relevansinya dengan materi sejarah Islam."</i> (Khandaq War (627M), Study of leadership values and their relevance to Islamic history material)	<ul style="list-style-type: none"> <li>• Leadership determines victory</li> <li>• Value Relevance of Khandaq War leadership</li> <li>• Leadership for Islamic history</li> </ul>	Only on the leadership factor of the Khandaq War and in general in Islamic history
Saani, Javed Iqbal (2019) <i>"Managerial Implications of the Battle of Trench."</i>	<ul style="list-style-type: none"> <li>• Dimensions of the battle strategy of the Prophet Muhammad SAW</li> <li>• Problem solving innovation</li> <li>• Quick calculation</li> <li>• The aim of the trap</li> <li>• Designing Innovation</li> </ul>	Discusses several strategies but is more dominant in leadership management
Zandi, Gholam Reza, Naser Zandi Pour Joupari ,and Ayesha Aslam (2015) <i>"The Strategies.in the Battles and Struggles of Prophet Muhammad: How It Can Be Applied in Modern Business."</i>	<ul style="list-style-type: none"> <li>• Rasulullah's battle strategy in business applications now</li> <li>• Concept Formulating strategy</li> <li>• Execution and consequence analysis</li> <li>• Internal and external environmental analysis</li> </ul>	The general strategy of the Prophet's war and its strategic principles, does not focus on the Khandaq War
Hepi Andi Bastoni, (2019) <i>"Belajar dari strategi Perang Khandaq (Menang dengan Bertahan)"</i> Learn from Khandaq War strategy (Win by Defense)	<ul style="list-style-type: none"> <li>• Build mental, spirit and vision of struggle .</li> <li>• Ability to withstand pressure</li> <li>• Political Maneuver, Intelligence Strategy &amp; Psy War</li> </ul>	Still the value of the struggle not to the principles of business strategy

**C. RESEARCH METHODS**

In this study, the author uses a research methodology that is tailored to the needs of the qualitative methodology. For the development of this qualitative research model, the researcher will use a simple ANP (Analytic Network Process) Model. Ascarya explained that ANP is a new approach to qualitative methods, which are non-parametric and non-Bayesian, for the decision-making process that provides a general framework for treating decisions without making assumptions about the independence of elements at a higher level than elements at a higher level. lower level and about the independence of elements at a level (Ascarya, 2005).

In general, there are several considerations we use ANP:

- 1) One of the qualitative research models
- 2) Can combine quantitative and qualitative aspects
- 3) Its use can be flexible for various problems (Ascarya, 2021)

**1. Research design**

With the above considerations, the authors choose to use the ANP Model for data analysis, because the object of the research being compared is a strategic management concept that cannot be measured on a numerical scale. Then it needs to be quantified into nominal or ordinal data. ANP is one model that can do it.

For the research stages of the ANP model, the authors perform several stages (Ascarya, 2005):

- 1) Model Construction, namely designing the construction of the ANP model from research problems or questions based on the author's understanding obtained from literature studies and interactions with experts through in-depth interviews, FGDs or questionnaires
- 2) Quantification Model, after obtaining qualitative expert knowledge and judgment, then processed through the ANP network to be quantified into numerical data.
- 3) Result analysis, namely by processing data using ANP super decisions software to obtain ANP results.

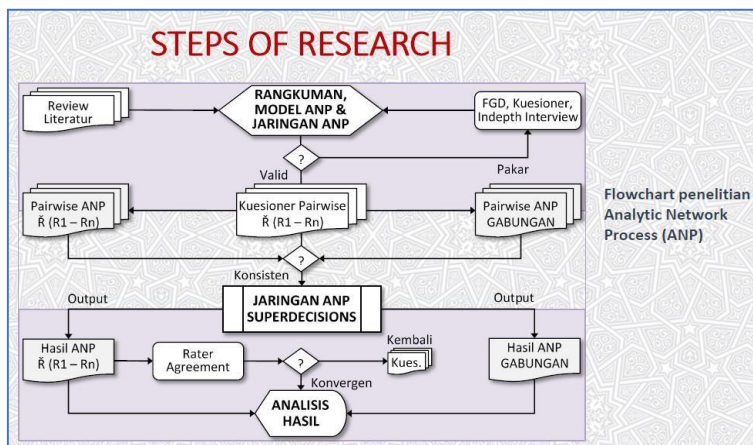


Figure 2. Flow of research stages (Ascarya. 2005)

**2. Population and Research Sample**

In this study we focus on interviews and FGDs with Experts and Practitioners from:

- 1) General Management, especially Sun Tzu War strategy
- 2) Islamic Management
- 3) Business, social and educational practitioners who apply the values of the strategies of Sun Tzu and the Khandaq War.

So The number of participants were 9 experts and 9 practitioners.

**3. Data and Data Sources**

The data used in this study are:

- 1) Primary data, namely data obtained directly from data sources by researchers. Primary data in this study includes the opinions of experts / experts as people who have:
  - a. High level of knowledge and understanding of Islamic history, strategic management, Sun Tzu War strategy, and Khandaq War strategy.
  - b. Experience in the world of management and business
- 2) Secondary Data, namely complementary data obtained from the results of literature studies related to research problems, as well as previous studies.
- 3) Qualitative data is data that cannot be measured on a numerical scale but can be quantified by category (Ascarya, 2005)



- a. Nominal, namely data expressed in the form of categories, where the position of the data is the same degree  
Example: industry, household = 1, small = 2, medium = 3
- b. Ordinal, ie data expressed in the form of categories, where the position of the data is not the same degree  
Example: low= 1, medium= 2, high= 3, very high= 4

#### **4. Data collection technique**

In this study, we used three techniques for data collection:

- 1) Literacy Technique, is a technique that is carried out by collecting and processing data and information from scientific literacy both from books and journals that have at least reached Shinta 2 level.
- 2) Interview Technique, is a technique carried out by direct interviewing with experts and practitioners, both personally (In depth interview) and groups in FGD (Focus Group Discussion).
- 3) Questionnaire technique, is a technique as a support or reinforcement for our interviews with experts and practitioners. This technique is also to cover data/information that has not been recorded in the interview.

#### **5. Data analysis technique**

There are several stages of Data Analysis Techniques that we will do in this research, including:

- 1) From the first interviews with experts and practitioners, we will get information and data that we will analyze. We only need to analyze this initial data using Delphi with the help of the Excel program to construct the model.
- 2) From the initial analysis, we will try to quantify through the super decisions program, to produce an appropriate interview / questionnaire model to be submitted to our respondents' experts and practitioners.
- 3) We will analyze the data from the contents of the questionnaire again through the super decisions program, to find the rate agreement of experts and practitioners.
- 4) Data processing at this stage still combines the excel program and super decisions.
- 5) If you haven't found a rate agreement, we will continue to adjust from the average value of the questionnaire answers and make value agreements with experts and practitioners. We can continue to do it, maybe up to 3 interviews.
- 6) The validity of the research value data appears after the Rate Agreement from experts and practitioners
- 7) Processing valid data into research documents (Thesis)

### **D. DISCUSSION**

In this qualitative research model, the author uses a simple ANP (Analytic Network Process) model. And in the process, the researcher tries his best to carry out the stages of his research, starting from the model construction stage, model quantification to the final analysis.

#### **1. Stages of Model Construction**

At the construction stage of this model, the writer collects and studies several literacy related to this research, then conducts personal interviews (Indepth Interview) or FGD to experts and practitioners. There are about 30 literates in the form of books and journals related to this research that have been read by the author. And can be a reference to strengthen research. To interview experts and practitioners as research respondents, the authors involved 9 experts and 9 practitioners. From the results of the interview, there are several important things that we got regarding the principles of the Khandaq and Sun Tzu war strategies from experts and practitioners.

- 1) Strengthened the principles of Sun Tzu's war strategy and Khandaq's war strategy and from experts and practitioners (Tables 2 and 3)
- 2) The deepening of concepts from experts and practitioners related to the principles of strategy that existed in the khandaq war and Sun Tzu war. Even in the form of management applications.
- 3) The results of interview data to experts and practitioners were reprocessed using the ANP network, to produce a questionnaire to be submitted again to experts and practitioners to be strengthened. At this stage, the design of the ANP model has been made.
- 4) Differences in Principles of Sun Tzu War Strategy and Khandaq War (Table 4)
- 5) The principles of Khandaq's strategy are then compared with the principles of Sun Tzu's war strategy (Table 5).

Table 2. Principles of Sun Tzu War strategy

<b>Sun Tzu's Strategic Principles of Literacy, Strengthening Experts and Practitioners</b>		
<b>No</b>	<b>Strategy Principle</b>	<b>Variabel</b>
1	Goal Formulation	1) Vision and mission 2) Target
2	Situation Appraisal	1) Internal & Eksternal Mapping (SWOT) <i>HRD</i> <i>Capital &amp; Asset</i> <i>Weakness</i> <i>Strength</i> <i>Opportunity</i> <i>Opponent movement</i> 2) Positioning
3	Strategy Determination	1) Strategy analysis 2) Strategic Planning <i>Pre-Fight Strategy</i> <i>Strategy During Battle</i> <i>Strategi Pasca Pertempuan</i> <i>Post Battle Strategy</i> 3) Rule of game 4) Resources Management
4	Strategy Implementation	1) Decision speed 2) Action speed 3) Adapt to change 4) Attacking ability 5) Defensive ability 6) Command Line 7) Variety of strategies and tactics
5	Strategic Control	1) Internal and process security 2) Intelligence Strategy 3) Commitment and Discipline 4) Risk Management
6	Leadership	1) Strong Character 2) Visioner 3) Gives energy/spirit

Table 3. The principles of the Khandaq . War strategy

<b>Khandaq Strategy Principles by Literacy, Experts and Practitioners</b>	
<b>No</b>	<b>Khandaq War Strategy Principles</b>

1	Assessing all internal strengths
2	Assessing the Opponent's Position
3	Counting all external conditions
4	Have a movement strategy
5	Placement of potential troops
6	Strategy innovation to deal with changing situations
7	Strengthening brotherhood (team)
8	Motivation / Stability, stamina and spirit tim
9	Have a vision and mission
10	There is a situation/environment analysis
11	Positioning Strategy
12	There are several strategy options
13	Speed in all decisions and actions
14	Strategy Innovation
15	Defensive Strategy
16	Confidentiality
17	There is a surprise strategy
18	Trick / manipulation
19	Split / Fighting Strategy
20	Team motivation
21	Strategic planning
22	Effective leadership and character
23	Spiritual Leadership Rasulullah SAW
24	Loyalty of the troops (HR)
25	The Power of Shuro
26	Faith and a strong relationship with Allah SWT
27	The goal is to fight and worship Allah SWT
28	Exemplary Leader
29	Monitoring and evaluation
30	Strategic Alliance
31	Good Governance
32	There is room for discussion and room for obedience
33	SWOT Analisis
34	Execution Strategy
35	Strategy formulation
36	Reward dan punishment
37	Power of Information/Data
38	Intelligence Operation
39	The power of pray
40	Build a high dream / vision / goal
41	Clarity of Command and direction
42	Flexibility in Strategy
43	Rule of game
44	Strategy control

45	The power of Amal jama'i (Team Work)
46	Creating opportunities
47	Discipline of commanders and troops
48	The ability of Rasulullah SAW to explore all potential
49	Field mastery
50	Finishing process after Khandaq war
51	Planning execution
52	The power of patience to endure and process
53	Obedience to the leader
54	Logistics preparation/recovery
55	Involving Allah SWT in every planning and implementation

Table 4. Differences in the Principles of Sun Tzu and Khandaq . War Strategies

<b>Differences</b>			
<b>No</b>	<b>Strategy Principle</b>	<b>Variable Principles of Sun Tzu's War Strategy</b>	<b>Variable Principles of Khandaq War Strategy</b>
1	Goal Formulation	Vision and Mission on material and power	Vision and Mission on the value of worship and jihad
		The target is to attack, win and dominate	The Target is to Survive and Win brings Grace
		Goal setting involves ambition and passion	Formulation of goals involves Allah SWT
2	Situation Appraisal	No power of information/data	There is the Power of Information/Data
3	Strategy Determination	No Strategic Alliance, Shuro Power, Save & Recovery Asset and Good Governance	Strategic Alliance
			Shuro Power
			Save & Recovery Asset, Logistic
			Good Governance
4	Strategy Implementation	Attacking Ability	Defensive Ability
		There is no power of jama'i charity	There is the Power of Jama'i Charity
5	Control Of Strategy	No Intelligence Operation Variation	There are Variations of Intelligence Operations
		No Finishing Process	There are Finishing Process
		No Monitoring and evaluation	There are Monitoring and evaluation
6	Leadership	No Exemplary	There is Exemplary
		No Idea and Innovation	There are Ideas and Innovations
		Not willing to learn and open	Willing to learn and open
		No Spiritual Leadership	there is spiritual leadership

Table 5. Principles of the Khandaq War Strategy as a result of comparison with the principles of Sun Tzu's strategy.

**The principles of the Khandaq War Strategy of the Sun Tzu . model of**

comparison		
No	Strategy Principle	Variabel
1	Goal Formulation	1) Vision and mission
		Faith and a strong relationship to Allah SWT
		Fight and worship Allah SWT
		The power of pray
		2)Target
		Survive and Win
2	Situation Appraisal	Involving Allah SWT in every process
		1) Internal & Eksternal Mapping (SWOT)
		<i>HRD</i>
		<i>Capital &amp; Asset</i>
		<i>Weakness</i>
		<i>Strength</i>
3	Strategy Determination	2)Positioning
		<i>Placement of potential troops</i>
		3) Power of Information/Data
		1) Strategy analysis
		2) Strategic Planning
		<i>Pre-Fight Strategy</i>
		<i>Strategy During Battle</i>
		<i>Strategi Pasca Pertempuan</i>
		<i>Strategy of Inovasion</i>
		3) Shuro's Power
		4) Strategic Alliance
		5) Rule of game
6) Good Governance		
7) Resources Management		
8) Save dan Recovery Asset & Logistic		
4	Strategy Implementation	1) Decision speed
		2) Action speed
		3) Adapt to change
		4) Attacking ability
		5) Defensive ability
		6) Command Line
		7) Strengthening Team Unity & Charity (ukhuwah)
		8) Movement strategy
		9) Mastery of the battlefield
5	Strategic Control	1) Internal and process security
		2) Intelligence Strategy & Operations
		Confidentiality
		Divide et empire strategy/Split/Fighting Strategy
		Informants/espionage
		Deceit/Engineering
		3) Commitment and Discipline
		2) Intelligence Strategy
		1) Internal and process security
		4) Finishing Proses
5) Monitoring & Evaluation		
6	Leadership	1) Strong Character
		2) Visioner
		3) Gives energy/spirit
		4) Exemplary
		5) Ide & Inovation
		6) Willing to learn and open
		7) Spiritual Leadership (Strong support to Allah)

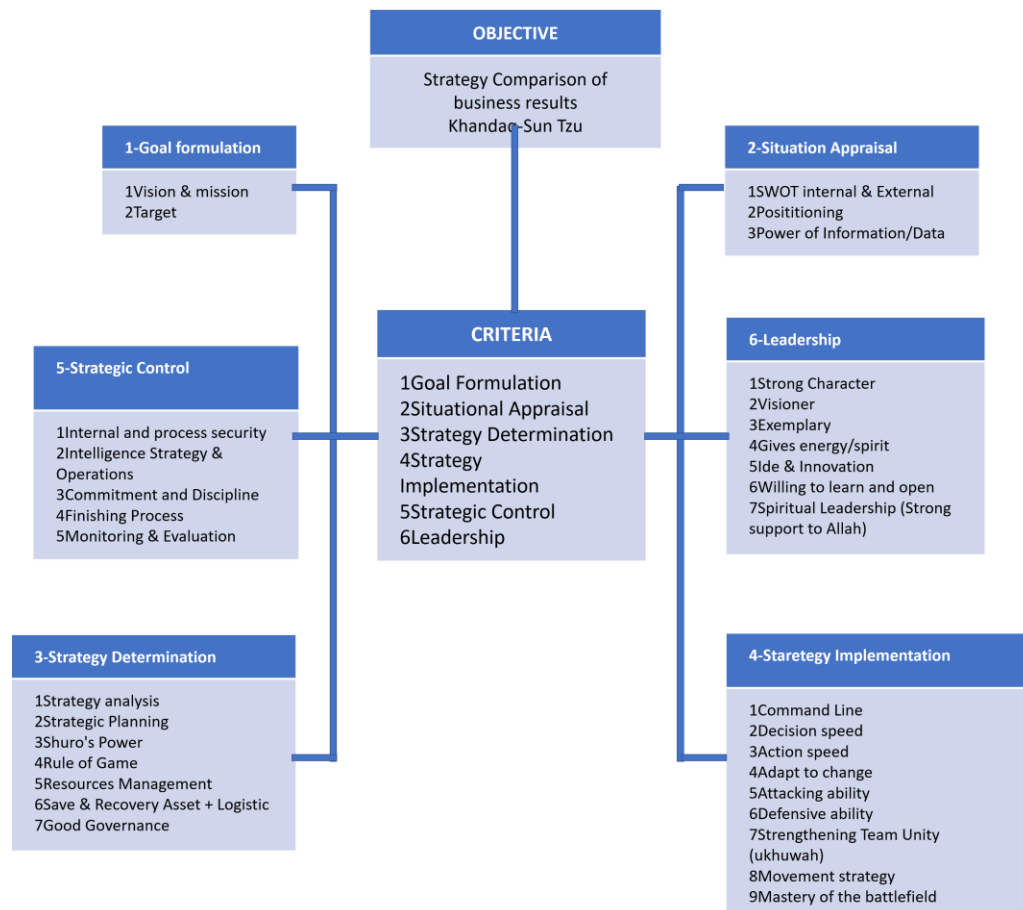


Figure 3. The ANP Model Principles of the Khandaq and Sun Tzu War Comparative Strategy Results of the comparison

## 2. Model Quantification Stage

At the quantification stage, the author begins by entering the model in the Super decision Software for us to process in order to produce:

1. Strengthening questionnaire / pair-wise comparison questionnaire
2. Important priority of business strategy principles
3. Inconsistency Index of each sub-cluster of business strategy principles, also known as robust
4. Rater Agreement from experts in business strategy principles
5. Graphics

## 3. Research Results and Analysis

From the results of the quantification of the model in the ANP Super decision, we will get the following research data:

### a. In order of priority, the principles of the average yield (GMean) business strategy as the main / parent / cluster strategy are:

1. Leadership
2. Goal Formulation
3. Strategic Control
4. Situational Appraisal
5. Strategy Determination
6. Strategy Implementation

### b. Important priorities for the strategic principles of the entire cluster node are:

Name	Normalized By Cluster	Limiting	Urgent Priority
1Vision and mission	0.747	0.154	1
1SWOT internal & Exsternal	0.395	0.039	2
3Power of Information/Data	0.395	0.039	2
2Target	0.253	0.052	3
3Commitment and Discipline	0.252	0.038	4
2Positioning	0.209	0.021	5
3Shuro's Power	0.199	0.02	6
1Internal and process security	0.187	0.028	7
2Intelligence Strategy & Operations	0.187	0.028	7
4Finishing Process	0.187	0.028	7
5Monitoring & Evaluation	0.187	0.028	7
1Command Line	0.158	0.023	8
6Willing to learn and open	0.152	0.045	9
7 Spiritual Leadership (Strong support to Allah)	0.152	0.045	9
4Gives energy/spirit	0.152	0.045	9
7Good Governance	0.143	0.014	10
5Resources Management	0.143	0.014	10
1 Strategy analysis	0.137	0.014	11
2Strategic Planning	0.137	0.014	11
1Strong Character	0.136	0.04	12
2Visioner	0.136	0.04	12
3Exemplary	0.136	0.04	12
5Ide & Inovation	0.136	0.04	12
6Save & Recovery Asset+Logistic	0.124	0.012	13
4Rule of Game	0.118	0.012	14
2Decision speed	0.105	0.015	15
3Action speed	0.105	0.015	15
4Adapt to change	0.105	0.015	15
5Attacking ability	0.105	0.015	15
6Defensive ability	0.105	0.015	15
7Strengthening Team Unity & Charity (ukhuwah)	0.105	0.015	15
8Movement strategy	0.105	0.015	15
9Mastery of the battlefield	0.105	0.015	15



From the table and graph above, it can be seen that:

1. The principle of strategy formulation of Vision and Mission becomes the first important priority of the whole principle, followed by the second, the principle of the Internal and External SWOT calculation strategy
2. The principle of the battlefield control strategy is the last priority. This does not mean that it is not important but the order of the latter according to the respondent



**c. Important priorities for the strategy principles per cluster are:**

<b>Strategy Principle</b>	<b>Normalized By Cluster</b>	<b>Limiting</b>
<b>Goal Formulation</b>		
1.Vision and mission	0.747	0.154
2.Target	0.253	0.052
<b>Situational Appraisal</b>		
1.SWOT internal & Eksternal	0.395	0.039
2.Power of Information/Data	0.395	0.039
3.Positioning	0.209	0.021
<b>Strategy Determination</b>		
1.Shuro's Power	0.199	0.02
2.Strategy analysis	0.137	0.014
3.Strategic Planning	0.137	0.014
4.Resources Management	0.143	0.014
5.Good Governance	0.143	0.014
6.Save & Recovery Asset+Logistic	0.124	0.012
7.Rule of Game	0.118	0.012
<b>Strategy Implementation</b>		
1.Command Line	0.158	0.023
2.Decision speed	0.105	0.015
3.Action speed	0.105	0.015
4.Adapt to change	0.105	0.015
5.Attacking ability	0.105	0.015
6.Defensive ability	0.105	0.015
7.Strengthening Team Unity & Char	0.105	0.015
8.Movement strategy	0.105	0.015
9.Mastery of the battlefield	0.105	0.015
<b>Strategic Control</b>		
1.Internal and process security	0.187	0.028
2.Intelligence Strategy & Operations	0.187	0.028
3.Commitment and Discipline	0.252	0.038
4.Finishing Process	0.187	0.028
5.Monitoring & Evaluation	0.187	0.028
<b>Leadership</b>		
1.Willing to learn and open	0.152	0.045
2.Spiritual Leadership (Strong support to Allah)	0.152	0.045
3.Strong Character	0.136	0.04
4.Visioner	0.136	0.04
5.Exemplary	0.136	0.04
6.Gives energy/spirit	0.152	0.045
7.Ide & Inovasion	0.136	0.04

From the table above, it can be explained that:

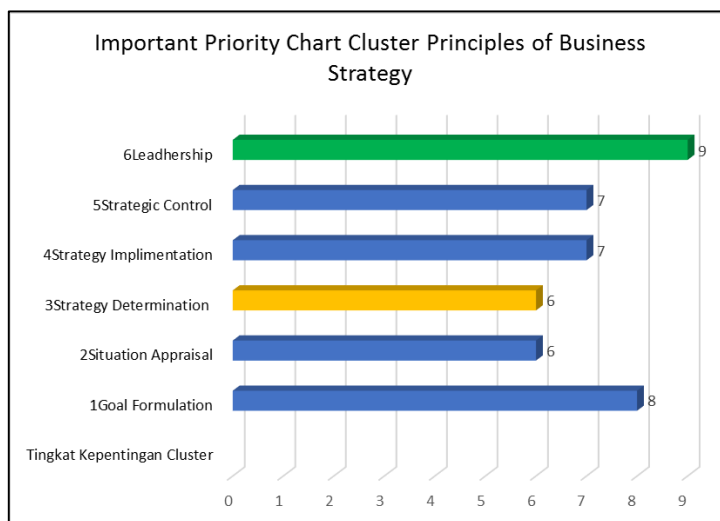
1. This table describes the principle of priority strategy for each cluster / main principle.
2. In the Goal Formulation cluster, the first important priority of the Principles of strategy is the formulation of the vision and mission.
3. In the Situational Appraisal cluster, the first important priority of the strategy principle is the calculation of SWOT and the strength of the information / data.
4. In the Strategy Determination cluster, the first important priority of the strategy principle is the power of syuro.
5. In the Strategy Implementation cluster, the first important priority of the strategy principle is clarity of command.
6. In the Strategic Control cluster, the first important priority of the Principles of strategy is commitment and discipline.
7. In the Leadership cluster, the 1st important priority of the strategic principle is Spiritual strong and willing to learn & open.

**d. Rater Agreement of experts and practitioners on nodes (strategic principles) per cluster**, is the level of agreement between expert respondents and practitioners on the strategic principles in the cluster.

Rater Agreement											
Prinsip Strategi	Pakar				Praktisi				Gabungan		
	Inconsistency	W Kendal	Pvalue	Pvalue<10%	Inconsistency	W Kendal	Pvalue	Pvalue<10%	W Kendal	Pvalue	Pvalue<10%
Goal Formulation	0.012	0.780	0.008	0.008	0.012	0.400	0.058	0.058	0.576	0.001	0.13%
Situational Appraisal	0.002	0.161	0.234	0.234	0.002	0.181	0.196	0.196	0.171	0.046	4.63%
S.Determination	0.012	0.108	0.441	0.441	0.012	0.029	0.956	0.956	0.015	0.954	95.37%
S.Implementation	0.002	1.392	0.000	0.000	0.002	0.014	0.998	0.998	0.070	0.262	26.21%
S.Control	0.002	1.548	0.000	0.000	0.002	0.108	0.421	0.421	0.012	0.934	93.37%
Leadership	0.007	1.766	0.000	0.000	0.007	0.025	0.970	0.970	0.025	0.849	84.87%

From the table above, can be analyzed as follows:

- For incoming data from experts and practitioners, either in the cluster or on the nodes of the processed ANP Superdecision, the inconsistency level is all below 0.10, meaning the data is consistent or also called robust or valid. This means that the data entered in the ANP processing is already strong.
- The level of agreement between experts and practitioners (W Kendal and P Value) from the nodes in the principle cluster of business strategies as a result of the comparison are:
  - 1) Goal Formulation (W= 0.57)
  - 2) Situational Appraisal (W= 0.171)
  - 3) Strategy Implementation (W= 0.070)
  - 4) Leadership (W= 0,025)
  - 5) Strategy Determination (W= 0,015)
  - 6) Strategic Control (W= 0,012)



**4. The principles of comparative strategy in business strategy**

The principle of strategy, based on the comparison of the principles of war strategy of Sun Tzu and Khandaq, can be used in business strategy, as follows:

**a. Principle of Goal Formulation**

In business strategy, determining the formula for business objectives is a very important strategic principle. In this principle, business people must first determine the vision and mission of the business, as well as the target of the business. Clearly defining the vision, mission and business targets will:

- a. Clarify business goals and directions
- b. Become the spirit and energy for the running of a business.

For a Muslim, making the Vision and Mission of his business is the achievement of the value of worship and jihad (struggle) carried out by Allah SWT, will give spirit in

business.

**b. Principle of Leadership**

There are several principal variables that must exist in leadership, including:

1. Spiritual Leadership, namely leadership that stands on spiritual strength / strong relationship with Allah SWT, this will be the basic strength to shape character and business work
2. Always learning to develop and advance, this will encourage the business to be more adaptable to changes.
3. Strength of Character, in terms of thoughts, attitudes and words of the leader, will be a strength in directing the business and the team / members / employees in the business and also provide a sense of comfort at work.
4. Having visionary power, this will be the energy of motivation and spirit for the running of the business and the spirit of team work/business members/employees. The clarity of direction, goals and vision of a leader will provide the strength of teamwork to survive in the process of achieving goals.

**c. Principle of Situational Appraisal**

On this principle there are several important things that must be calculated in business:

1. Internal & external SWOT analyst
2. The power of information/data is a very important capital in determining business strategy
3. Positioning, positioning calculations will be the basis for making business strategy decisions. (company / business position in the business field, proper HR positioning)

**d. Principle of Strategy Detemination**

There are many variables to determine in determining the strategy:

1. The Power of Shuro
2. Strategy Analysis
3. Designing strategy
4. Resources Management
5. Good Governance & Rule of Game
6. Save & Recovery Asset / Logistic

**e. Principle of Strategy Implementation**

1. Clarity of Command
2. Decision speed
3. Speed of action
4. Adapt to change
5. Attacking ability
6. Defensive ability
7. The power of *ukhuwah* & *jama'i* charity
8. Movement strategy
9. Field Mastery

**f. Principle of Strategic Control**

1. Internal & Process Security
2. Intelligence Strategy & Operations
3. Commitment & Discipline
4. Finishing Process
5. Monitoring & Evaluation

**4. CONCLUSIONS AND SUGGESTIONS**

From the results of this study, we can conclude several important things, including that the principles of the Khandaq War strategy can be strengthened by making comparisons with the principles of Sun Tzu War strategy that already have a model. To strengthen the principles of the comparative results strategy, it is necessary to emphasize its value to experts and practitioners. The results of strengthening the data on strategic principles from experts and practitioners are processed to further strengthen the strength of the data. This research provides recommendations on the principles of comparative strategy that can be applied or implemented in contemporary business strategies to succeed in competing. The author calls it the 6 Principles of Khandaq Management Success Business Strategy.

From the results of this study, God willing, all the principles of strategy from the results of the comparison (6 Principles of Successful Business Strategy for Khandaq Management) can be used in contemporary business strategies. This will also have good implications for: 1) The increase in Islamic management scholarship, especially in business strategy. 2) The principle of business strategy that can be used by entrepreneurs to achieve success and profit in this world and the hereafter. 3) Business actors, in particular, are facing a condition of survival in business / business processes. 4) Non-business institutions such as social, educational and even political institutions that apply the principles of this business strategy are the management of the institution

From this research, God willing, it will bring good implications for increasing Islamic management scientific knowledge, especially in business strategy. The application of the principles of business strategy as a result of this comparison of the strategic principles of Sun Tzu and the Khandaq War can also be used in the strategies of all forms of institutions other than business institutions, such as social institutions, education and even politics.

Based on the findings of this study, the authors hope that the results can be applied in business strategies and even for other institutional strategies to achieve their goals. The author recommends Muslims, especially Muslim business people, to try the principles of this strategy into their business. We need to be confident with the strategies exemplified by Rasulullah SAW.

For the development of this concept, the author opens opportunities for researchers and actors of Islamic management to be able to explore it and develop it in the following research.

## REFERENCES

- Adam Leong Kok Wey (2014), Principles of Special Operations: Learning From Sun Tzu and Frontinus, *Comparative Strategy*, 33:2, 131-144.
- Antonio, Muhammad Syafi'i. 2015. *Muhammad SAW the Super Leader SuperManager*. Jakarta: Tazkia Multimedia.
- Ascarya (2021), *Analytic Network Process Konsep Dasar dan Konstruksi Model, Materi Kuliah*, MEI-IAI TAZKIA, Bogor
- Ascarya, (2005), *Pendekatan Baru Studi Kualitatif Analytic Network Process*, Pusat Pendidikan dan Studi Kebanksentralan Bank Indonesia.
- Andi, Bastoni Hepi (2016), *Menang dengan bertahan, belajar dari Perang Khandaq*, Pustaka Al-Bustan, Bogor.
- David. (2012), *Manajemen Strategis*. Jakarta: Salemba Empat.
- Dimovski, et al. (2012), Sun Tzu 'The Art of War' and Implications for Leadership : Theoretical Discussion, *Organizacija*, Vol.45, 2012
- Fred R. David (2011), *Strategic Management, Concept and case, Thirteenth Edition*, New Jersey: Prentice Hall.
- Giles, Lionel M.A (2004), By Sun Tzu The Art of War, *Book of Translated with introduction and notes*, Project Gutenberg.
- Katsir, Ibnu. (2012), *Tafsir Ibnu Katsir*, Jilid 1. h.171-173, Pustaka Imam Syafi'I, Bogor
- Kirom S & Ikhsan G.M (2020), Manajemen Perang Bisnis Dalam Pemikiran Sun Tzu dan Implementasinya terhadap Manajemen Dakwah dalam Pemberdayaan Masyarakat, *Empower: Jurnal Pengembangan Masyarakat Islam*, Vol.5, No.2, Desember 2020, hl.132-154
- Nilhun, Dogan (2015), The Intersection of Entrepreneurship and Strategic Management: Strategic Entrepreneurship, *Procedia – Social and Behavioral Sciences* 195, 1228=1294, p.3.
- Pearce & Robinson. (2008), *Manajemen Strategis-Formulasi, Implementasi, dan Pengendalian, Edisi sepuluh*. Jakarta: Salemba Empat.
- Porter. (2012). *Competitive Strategy; Techniques For Analizing Industries And Competitors*. London: The Free Press.
- Iqbal, Saani Javed (2020), *Managerial Implications of The Battle of Trench, Published by Intellectual Capital Enterprise Limited*, ICE Kemp House, 152-160 City Road, London, EC1 V2N, Printed in England.
- Sariningsih W, Yuniyanto T & Isawati (2019), Studi tentang nilai-nilai kepemimpinan dan relevansinya dengan materi sejarah Islam, *Jurnal Candi* Volume 19/ Tahun X/ No.1/ Maret.
- Sengpoh, L. (2015), The Competitive Pricing Behavior of Low Cost Airlines in Perspective of Sun Tzu Art of War, *Procedia – Social Behavioral Sciences*, 172,741-748
- Thomas L.et.al, (2018), *Strategic Management and Business Policy -Globalization, Innovation and Sustainability*, Fifteenth Edition Global Edition, Pearson Education Limited.
- Tresna, Yuana Ryan. 2007. *Manajemen Strategi Peperangan Rasulullah SAW*. Bandung: Progressio
- Ulfa Fawzia & Baiq L.S.W. Wardhani (2020), The Identification of 'The Art of War', Military On Netflix's

- Business Strategy, *Journal Global Startegies*, Th.14 No.1, UNAIR, 2020.
- Wann-Yih Wu, Chih Hsiung Chou, Ya-Jung Wu, (2004), A study of strategy implementation as expressed through Sun Tzu's principles of war, *Industrial Management & Data Systems*, Vol. 104 Iss 5 pp. 396 – 408
- Waqidi (2015), *Al-Maghazi Sejarah Lengkap Peperangan Rasulullah*. Bogor: Al-Azhar.
- Zandi GR et.al. (2015), The Strategiesin the Battles and Struggles of Prophet Muhammad: How It Can Be Applied in*Modern Business, International Business Research*; Vol. 8, No. 11; 2015- Published by Canadian Center of Science and Education