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Executive Summary

1. **Problem Statement.** To provide an assessment of MARFORPAC's capabilities and limitations during phase 0 (shaping operations) and phase 1 (deterrence operations).

    a. <u>Objective</u>: Given the USMC strategy for the force required to operate in the 2025 environment, determine the Marine Corps' ability to affect change and support Phase 0 (shaping) activities that set the conditions for follow on actions.

    b. <u>Key Issues</u>:

        1. *Key Issue 1*: How is the United States' posture enhanced in the region?

        2. *Key Issue 2*: How are US allies and partners reassured in the region?

        3. *Key Issue 3*: How can the US deter and deny adversaries in the region?

        4. *Key Issue 4*: How can the US reduce tensions in the region?

2. **Scenario**.

    a. <u>Geographic Region</u>: South China Sea

    b. <u>Time</u>: April – June 2025

    c. <u>Road to War</u>: See classified Road to War Brief.

3. **Player Role List**.

    a. <u>Player Role Objective(s)</u>:

        1) *Blue Player*: See Classified Objectives

        2) *Red Player*: See Classified Objectives

        3) *White Cell*: Provide regional subject matter expertise to adjudicate issues and questions in the execution of the game. Provide injects to force action and reaction from the players.

    b. <u>Available Resources</u>:

        1) *Blue Player*: See Classified Resources

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2) *Red Player*: See Classified Resources

3) *White Cell*: Capable of using subject matter expertise to apply aspects of national power to countries in the region.

4. **Wargame Description**.

a. <u>Wargame Design</u>:

This wargame utilized a hybrid format in which teams conducted closed planning with open execution. A White Cell facilitator and spreadsheet model were used to adjudicate the turn decisions of each team and capture critical wargame information.

Closed planning is conducted in two cells, red and blue, one per team. Each cell has their own game board. Each cell's game board allows the team to develop long term plans of action without disclosing it to the other team. The open execution is conducted using the White Cell's public board in which both players maneuver forces and conduct operations for the given turn. The white cell board allows complete knowledge of adversary locations in the near term. The open execution aspect of the game highlights the relative difficulty of conducting operations undetected in today's information environment.

The wargame, which includes the employment of tactical level units, is not a tactical level wargame.   The wargame is focused on each team's strategy, which is developed before, and adjusted (as required) during, game play in order to accomplish their objective. Teams utilize the tactical units in order to achieve the desired outcome of their operation

b. <u>Wargame Execution</u>:

1. <u>Turn Sequence</u>: Red and Blue actions during each turn are conducted using a four-step sequence (Figure 1) that repeats itself throughout the game.

2. <u>Individual Team Planning:</u> This step is conducted using the individual team private boards with a time limit of 10 minutes. The teams develop

their plans in order to exert influence within the region, establish agreements, develop forward sites, and maneuver forces.

3. Public Board Actions: Following any conflict adjudication, both teams along with the White Cell play out their turns on the White Cell's public game board such as the movement of forces, the establishment of country agreements, or the conduct of military to military exercises. This step is planned to last five minutes.

4. Team Feedback with White Cell: After all team actions have been played on the public board, each team individually conducts feedback with the White Cell on the outcome of their plan for the respective turn. Player interviews are conducted to discover how the opposing team's actions were perceived. Once feedback is complete the game begins a new turn sequence and both teams return to their individual planning boards.
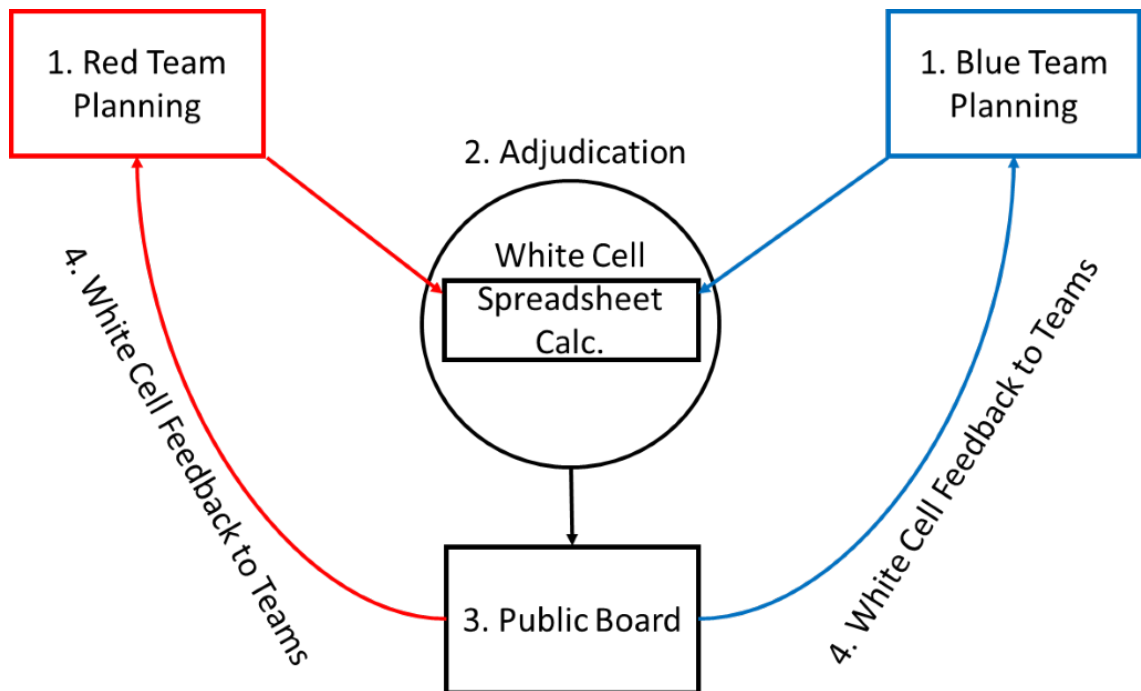
Figure 1. Game Sequence Diagram

5. **Methods, Models, and Tools (MMTs)**.

   a. <u>Team Turn Cards:</u> These cards serve as a planning tool as well as a data collection tool for the teams to record their desired actions. These cards are the input medium for the data collectors from the wargame analysis section to enter the team actions into the spreadsheet model for White Cell review.

   b. <u>Area of Operations Map:</u> The Area of Operations for this wargame focuses on the South China Sea area. The wargame map depicts all relevant land masses as well all bodies of water. As mentioned previously this game is not a tactically focused game and the dimensions of the board do not represent the degree of fidelity needed to plan and execute tactical actions. The map provides the geographical context and maneuver space for the teams to enact their strategies.

   c. <u>White Cell Facilitation</u>

   i. <u>Diplomacy, Information, Military Economy (DIME) Spreadsheet Model:</u> The DIME Calculator is a spreadsheet model that allows players to "invest" DIME credits in countries in the region during Turn 0A and Turn 0B. Each team is given a set number of credits in each phase to execute their desired purchases. The investment of DIME credits reduced the subsequent costs for activities and actions in each specific country. The level of influence that each credit can make on a specific country is dependent on the level of Blue/Red influence or sentiment that has been historically observed in that country. These values can be randomly generated or generated from historical or current data. After Turn 0, the calculator is used to "purchase" actions (TSC, EAB) in countries and "purchase" the necessary sustainment to support those activities.

   ii. <u>Sentiment Tracker:</u> This tracker captures the relative positive or negative effects that each teams' actions have on the countries of the South China Sea Region over the course of gameplay. The degree of positive or negative sentiment that a team has with a given country can determine how successful that teams' future actions will be.

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6. **Key Constraints, Limitations, and Assumptions**.

   a. <u>Constraints</u>:

      1) The wargame and analysis must be complete by June 14, 2019.

   b. <u>Limitations</u>:

      1) The wargame team lacks any regional subject matter experts.

      2) The wargame team lacks a Marine Corps 0402, Logistics Officer.

   c. <u>Assumptions</u>:

      1) MARFORPAC and MCWL will provide players that are able to fulfill the subject matter experts rolls in the wargame.

7. **Findings**.

     The key findings for this wargame are classified SECRET//NOFORN and can be found in the classified final report.

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