

GENERAL

VOL. 8, NO .5

JAN - FEB 1972



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FULL YEAR \$4.98

★ ★ ★ ★ ★
The AVALON HILL **GENERAL**

... a losing venture published bi-monthly pretty close to the middle of January, March, May, July, September, and November. The General is published by The Avalon Hill Company almost solely for the cultural edification of the serious game aficionado. It helps sell our merchandise, too.

Articles from subscribers are considered for publication at the whim and fancy of members of our erudite editorial staff and company baseball team. To merit consideration, articles must be typewritten double-spaced and not exceed 1,000 words. Accompanying examples and diagrams must be drawn in black or red ink. Payment for accepted articles is made according to the dictates of the voting subscribers.

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COVER STORY

The "full service" Avalon Hill retail outlets are few and far between. An exception to the rule is Pop's Discount, a toy and hobby outlet that designates a special section as the Avalon Hill Center.

What this means is that Pop's carries the entire line — all of our games. When a customer shops here he knows that he will find the game of his choice, from the very latest introduction to one way down on the sales ladder.

For the very reason that the line is broad, with its share of lesser sellers, is the reason most stores cannot carry the entire line. The majority of stores "cherry pick" the best titles. Thus a customer can only count on seeing displayed the 6 or 7 best selling numbers in any manufacturer's line. Invariably that customer is looking for one of the remaining 20 in our line. Thus he has to locate another outlet or send in a mail order.

The Repeat Sales Syndrome

Pop's has proved that it is profitable to carry the entire line. They know that it is a great

Avalon Hill Philosophy - Part 31

1971 — A Landmark Year in Adult Games

As the rocky economic road wound its way to a dead end on January 31, 1971 one of the successful detours was the avenue of adult games. Most of the toy companies took it on the proverbial financial chin, especially those who were not into adult games. Mattel, for example, was reported by the Wall Street Journal to have dropped nearly \$1 million in sales. Their stock plummeted from the year high of 52¼ to 18. Many other large companies in the field experienced similar debacles. Causes were many, some unrelated to sales demands at the consumer level. But the success of any venture is determined at the consumer level, and this is where adult games came to the rescue.

The 3M Company, reportedly placed their game division on the block several years ago, came on strong in 1971 and denied ever being "for sale." With strong financing, both Parker Brothers and Milton Bradley experienced sales upturns mainly through the adult-oriented game divisions.

With strong financing such companies often turn an industry around simply by putting those dollars into advertising. Advertising does create sales; even the worst-designed advertising will exert some influence over the buying habits of the general public. Unfortunately only the well-heeled companies can afford the kind of advertising that not only sells products but sells them at a volume necessary to reflect a profit.

This situation bodes ill for the small companies that can't come up with the dollars for a saturation advertising campaign. Today's market is geared for saturation. One-time advertising can no longer do the job adequately. If a small company is to remain in business, it must either come up with advertising dollars or produce a product that is so good that word-of-mouth advertising creates the consumer demand.

It is gratifying here at Avalon Hill to learn that the latter condition reflects our sales growth. In plain fact, Avalon Hill's advertising at the consumer level has been rather pathetic. Dollars that normally would be allocated into the promotion of a new product must go, instead, into costs of design and research unique in the game industry. Even a mental midget can understand that

"repeat sales" line which means that older titles never really become obsolete in the strict sense. Regular card analyses indicates that nearly 20% of purchasers own every game ever produced by Avalon Hill. Pop's knows this too.

That's why Avalon Hill games are being treated as a hobby item from an increasing number of retailers who are "wise-ing up."

Our aim in '72 is to alert store owners of this trend — so they can appreciate the merits of designating an "Avalon Hill Center" in their store.

Meanwhile, residents can see how it's done in the Baltimore area by visiting Pop's Discount, 520 E. Belvedere Avenue in Govans, just east of York Road.

research costs for "Breakthrough" (3M) couldn't approach that of Panzerblitz.

In a sense, those research dollars can be considered advertising dollars as we have learned what the value of research is to our customers. Such value is perhaps the reason why Panzerblitz was purchased instead of Breakthrough.

"If you can sell games without actually advertising, think of what the sales might be if we did do some advertising," is the oft-asked question.

"Where will we get the money?" is the oft-asked retort.

"By again raising the prices of games... or borrowing money... or cheating a bit on the research," have been the oft-stated answers.

Fortunately for everyone concerned, Avalon Hill has resorted to none of the above alternatives.

Consumer advertising in itself is not the solution. But the combination of word-of-mouth, consumer advertising, a quality product, and publicity is "where it's at."

As of January 1, 1972 this is where Avalon Hill "is at."

A very gratifying increase, 101% compared to 11% of the previous year — plus new management — plus new financing — guarantees another giant step forward for adult games (if not for mankind.)

The most ambitious advertising program in our 13-year history will be launched in 1972. This program will be coordinated at both the consumer level (with ads in major magazines, LIFE, NEWSWEEK, etc.) and the trade level (with co-op funds available to retailers who will promote our games at the local level.) Subscribers who happen to be retail outlets for us; don't fail to write for our 1972 co-op advertising policy.

Effect of New Management

Having climbed to fifth place among game publishers, primarily as a result of an excellent sales year in 1971, Avalon Hill wasted no time in effecting management changes. Their new President, A. Eric Dott, formerly Vice-President, will inject the progressive attitude that has been the hallmark of Baltimore's largest printing combine which he also heads. What this also means is that more of the production of games can be done internally instead of on a sub-contract basis. Obvious cost savings can be effected here.

Succeeding Dott as Vice-President is Thomas N. Shaw, formerly Marketing Director. Shaw's experience at Avalon Hill dates back to 1960 and spans departmental supervision of design, research, advertising, production, and, of course, manager of the baseball team. Shaw's primary responsibilities will involve promotion and publicity in all areas of sales including the burgeoning educational field.

"Avalon Hill is fortunate in having a product unique enough to lend itself to command more than its share of free publicity," expounds Shaw when questioned on efforts to date in this area. "We received more publicity breaks in 1971 than in the last five years combined. It is obvious that

free publicity exerts as great if not greater influence on the buying public than does paid advertising," he defined.

Shaw does not discount the value of our customers themselves. "No question about it, many of our hard-core players sell more customers for us than all the advertising and promotion we could ever dream up. Our registration card returns tell us that one game in three (33%) is bought on the strength of a "friend's recommendation." Compare that figure with 6% for "magazine ad" and you get a full appreciation of customer goodwill."

However, one should not lose sight of the value of advertising and publicity, otherwise where would the initial customers have come from in the first place.

Both Dott and Shaw, who work closely regarding selection of new titles, are convinced that the total adult game market is still virtually untapped. Evidence of this is in the tremendous increase in sales of Avalon Hill games to schools.

In fact, Avalon Hill has found it lucrative to exhibit their wares at the major teacher conventions throughout the country. Their first gambit in this area of promotion was the 1970 New Jersey Education Association Convention. Held at the convention hall in Atlantic City, approximately 50,000 teachers descended on exhibitors during the three day meet, standing sometimes three-deep at the Avalon Hill booth in excited anticipation of the newest thing in educational tools. Over-the-counter sales of products were allowed on the final day; it is sufficient to say that company representatives underestimated the demand.

Appearance at this convention was repeated in 1971 — and Avalon Hill was ready. Almost. Teacher interest tripled. Again Avalon Hill had underestimated the demand.

"We learned a lesson from these two appearances," Dott exclaimed. "By getting our games into classrooms, a whole broad horizon of consumer distributorship opens up to us. And we are

convinced that publicity has been the key to the sales breakthrough we've experienced everywhere."

As an example of how far-reaching free publicity can be, let's follow the chain of events precipitated by the one paragraph mention of Avalon Hill games in the March 26, 1971 issue of LIFE Magazine. The article featured Walter Cronkite noted news analyst. In one paragraph, he claimed that he enjoyed adult games singling out Waterloo, Battle of the Bulge and Civil War.

Avalon Hill picked up this paragraph and "expanded" it into a full-page News Release that was sent to nearly 1,000 book review, newspaper review, and syndicated news services throughout the country. The release appeared in many of the 1,000. The item was spotted by Stephen Klaidman of the Washington Post whose one-hour phone interview with Thomas Shaw developed into a two page piece on war games that appeared in a Fall issue of that newspaper's magazine supplement, *The Potomac*.

The Potomac article, in turn, was syndicated to thousands of daily and weekly newspapers. One such syndication was picked up by KNXT-TV, a North Hollywood CBS affiliate. They are filming a 4-minute news special on wargaming (not yet shown at this writing) that involves footage taken at several Avalon Hill retail centers, at a nearby campus center for Avalon Hill activity, and at the game tables of Spartan International.

Meanwhile, the News Release generated the idea for the feature article "Games People Are Playing — a New National Pastime," that appeared in the May 1971 issue of *The Browser*, BankAmericard's magazine that is sent to card holders. Interest in the Avalon Hill portion of this feature led to Mr. Shaw's appearance on "Rostrum," WBJC-FM's talk showcase on the state of the arts. Shaw confides that during his 1½-hour appearance on this program during which the audience was invited to call in questions, he was able to mention the name of his company upon several occasions. Listening to the program, we guess it was more like several hundred occasions.

And, of course, the hometown newspapers clamored for their bit — a half-page promotional piece appeared in the December 23rd issue of *The Evening Sun*, along with a 3-column reproduction of the cover of the Sept-Oct '71 issue of *The General*.

Just as true as "capital breeds capital," the old domino theory holds especially true with publicity. With all this going for Avalon Hill in 1971, it's no accident that sales increased the way it did.

We also suspect that we are getting much additional publicity that is never brought to our attention. Many of our customers have found it rather easy to plant news blurbs with their local newspapers promoting their wargame club activities. The IFW, Spartan International, and St. John's MSC all received great amounts of publicity at their local levels.

In summation we cannot stress too strongly the merits and power of the free press. In many areas of the country, a bit of publicity has been the difference in selling local retail distribution of our games — making it easier for potential customers in those areas to obtain them.

Our philosophy for 1972 will be to pursue this course even more vigorously. The combination of paid advertising and free publicity might very well make 1972 a banner year for Avalon Hill.

Panzerblitz Concealment

by Peter R. Bradie

As a confirmed "Panzerblitznik," Author Bradie has felt all along that something should be done to reduce the disproportionate advantages of concealment inherent in the game's structure. He includes here how to rectify this situation without introducing unnecessary complexities.

A gentle breeze ruffles the grasses on the Kalmyk steppes, bringing a promise of clear weather to the gunners of Wespe battery 621. The battery commander calls out the coordinates to the guns and brings down devastating fire on a Soviet infantry company deployed along a dirt

track five miles away. Five hundred meters away, in a small clump of scrub, two SU-152 Assault Gun batteries with two Guards companies hanging onto every projection are blazing away with all available guntubes.

Does the Wespe commander think that 20 15, 2 cm cannon are just breezes sighing through the foliage? Or the sound of 340 throats screaming, "Urra!" the song of the Ukrainian cuckoo? Is our commander hideously farsighted and misses 500m that which he can spot at 8,000m? No, dear friend, he is simply bound by the accepted rules for concealment in Panzerblitz.

The following modifications are offered in order to make target acquisition a bit more realistic. The following chart gives the random number (PBM) or die roll for target acquisition for various ranges and classes of target.

RANGE 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 hexes

Class I 0-9 -4 -2 -1 -1 0 _____
1-6 -3 -2 -2 1 1 _____

Class II 0-9 -8 -6 -5 -5 -4 -4 -3 -2 -2 -2 -1 -1 0 _____
1-6 -5 -5 -4 -4 -3 -3 -3 -2 -2 -2 1 1 1 _____

Class III 0-9 -8 -7 -6 -6 -5 -5 -4 -4 -3 -3 -2 -2 -2 -1 -1 -1 0 0
1-6 -5 -5 -4 -4 -4 -4 -3 -3 -3 -3 -2 -2 -2 1 1 1 1 1

Class IV may be spotted at any range

Class I targets are any nonvehicular units in woods or towns. Class II targets are vehicular units in woods or towns and nonvehicular units in the open. Class III targets are vehicular units in the open. Firing raises a target one classification so Class IV targets are vehicular units firing in the open.

Range is measured from the nearest firing unit to the target, or CP if used for target acquisition. While "I" type weapons have no effect on armour, their tracers are used for targeting. Trucks and wagons, since they cannot put out offensive fire, may only spot adjacent units. If the spotting unit has a height advantage over the target, 1 is subtracted from his die roll or random number. Mixed class stacks are treated under Weapon-to-Target Relationships, note A in the PB rules.

For example, let us consider an 88 bty at 2N3 and a Security plt at 2L8. A T34/85 co moves onto the nose of Hill 129 at 2I7. Security fires to spot for the 88; range 3, type II, odds 2:1. Die

roll is 5 (unlucky). Target is spotted but gunfire has NO EFFECT (+1 for woods on CRT). The T34 may now fire at the 88; range 7, class II (raised from I by muzzle flash), odds 4+:1. With -1 given by the height advantage, a roll of 1,2,3 or 4 will allow killing fire to be delivered.

This proposed addendum to normal assaults should add greater mobility to the game by reducing the overwhelming advantage of concealment, and greater emphasis to screening/reconnaissance tactics.

Peter R. Bradie
16 Marion Road
Montvale, New Jersey 07645

Decision Analysis for Wargamers – Part II

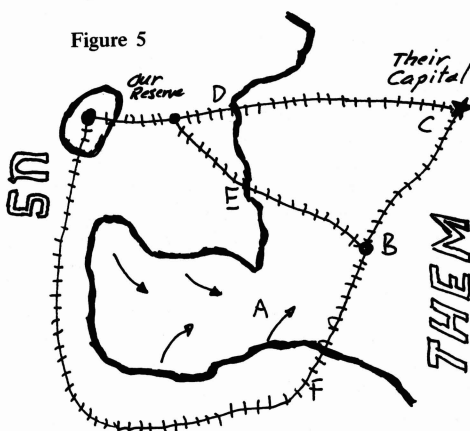
(Second of Two Parts)

by Mathew S. Buynoski

In Vol. 8, No. 4, author Buynoski expounded on the somewhat abstract viewpoint of decision making in wargames. Wargames are really a series of interrelated decisions of how to best apply one's resources against the enemy in the uncertain atmosphere of enemy actions and the luck element. In this installment, Buynoski shows you how to apply that branch of applied mathematics known as decision analysis to a hypothetical battlefield situation. It is not necessary that you have Part I digested, but it might help if you were to review it before reading further...

V. An Example

The best way to plow through all this is with an example. Consider Figure 5, which represents a hypothetical battlefield situation. We will assume that the enemy has a reserve, location only approximately known, and equal to half our own reserve. This enemy reserve is known to be at A, B, or C, and is estimated by our CIA to be at those points with probabilities of .2, .5, and .3, respectively. In addition, transport problems prevent Them from moving Their reserve. Unfortunately, we have time for just one more attack, and at that we are restricted to attacking where we can get our reserve to the front fast along the trunk lines shown. We are uncertain about the morale of Their army, but loss of Their capital and/or large numbers of troops could cause Them to surrender. As it is, they are retreating from the salient.



So, our General Staff proceeds to the deterministic phase. First, we decide that we can commit our forces on three missions: straight thrust at Their capital, deep envelopment to B, shallow envelopment to A. There is a minimal force required to break through the line, which we estimate to be one half the reserve. This force can break the line, but could be stopped by the enemy reserve. Our whole reserve has a very good chance of beating the immobile enemy reserve, but anything less than that would have much more difficulty. Because of the time factor, we rule out successive thrusts as too time consuming; for the same reason, double envelopments are considered better than single ones because there would be less time for the enemy to escape the trap.

We finally delimit our alternatives as:

- I. A deep thrust from D to C with the entire reserve.
- II. A deep envelopment E to B and F to B.
- III. A shallow envelopment E to A and F to A.
- IV. A deep envelopment followed by a thrust at the capital, B to C.

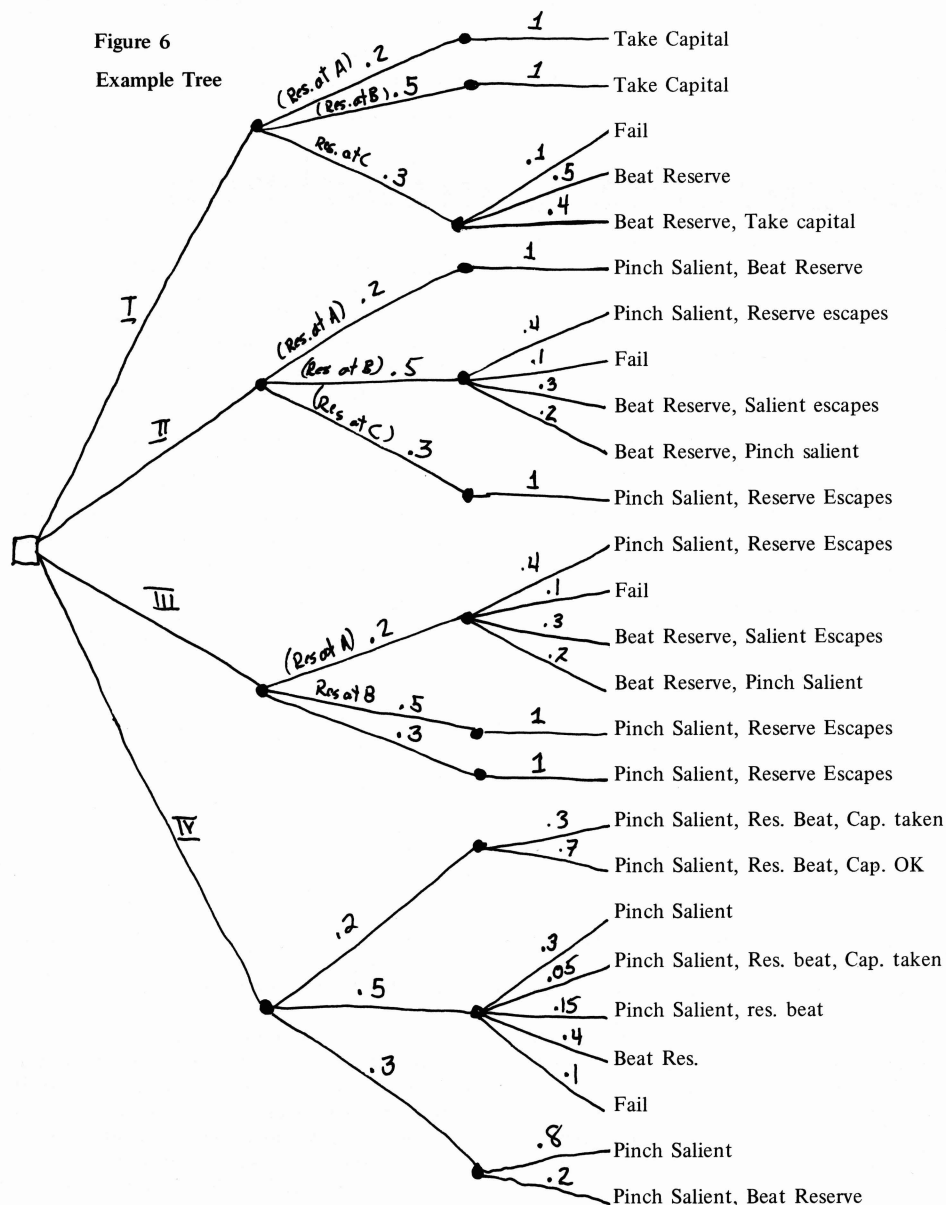
We now proceed to determine what outcomes can arise from the situations resulting from I to IV. If, for example, we thrust from D to C, we will certainly take the capital if Their reserve is not at C. If the reserve is at C, we estimate that

our force, somewhat weakened by flank guards, will be able to beat their reserve with probability .5, but that it will take so long as to save Their capital. There is probability of .1 that we will fail to accomplish anything, and probability .4 that we beat their reserve and take the capital as well. Note that we have done probability estimation here, too.

We do the same kind of reasoning for the other three alternatives and come up with the following tree, Figure 6.

Figure 6

Example Tree



Notice that the dot-follows-dot structure can be simplified. Whenever you have a lottery whose outcomes are further lotteries, you may reduce it to a single lottery by multiplying the two probability numbers on the branches and replacing the two sequential branches by one branch.

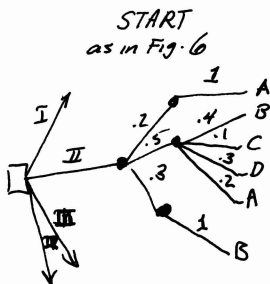
This is done for each branch in each lottery. In addition, if you end up with two branches coming out of the same dot with the same outcome, they may be combined into one branch by adding the probabilities. Thus, for the branch of the tree corresponding to alternative II in

Figure 6, we can carry out a reduction in two stages, as in Figure 7.

If we reduce the whole tree in this way, we end up with the reduced tree in Figure 8.

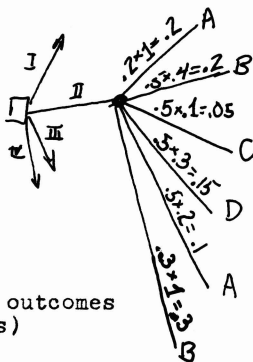
Figure 7

Lottery Reduction



(Letters represent the outcomes here, not the locations)

FIRST REDUCTION
REMOVAL OF



SECOND REDUCTION
COMBINATION OF PARALLEL
BRANCHES

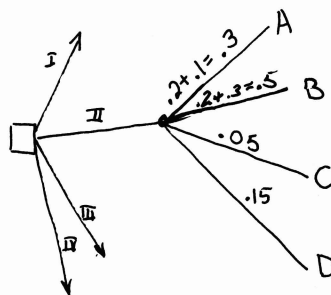
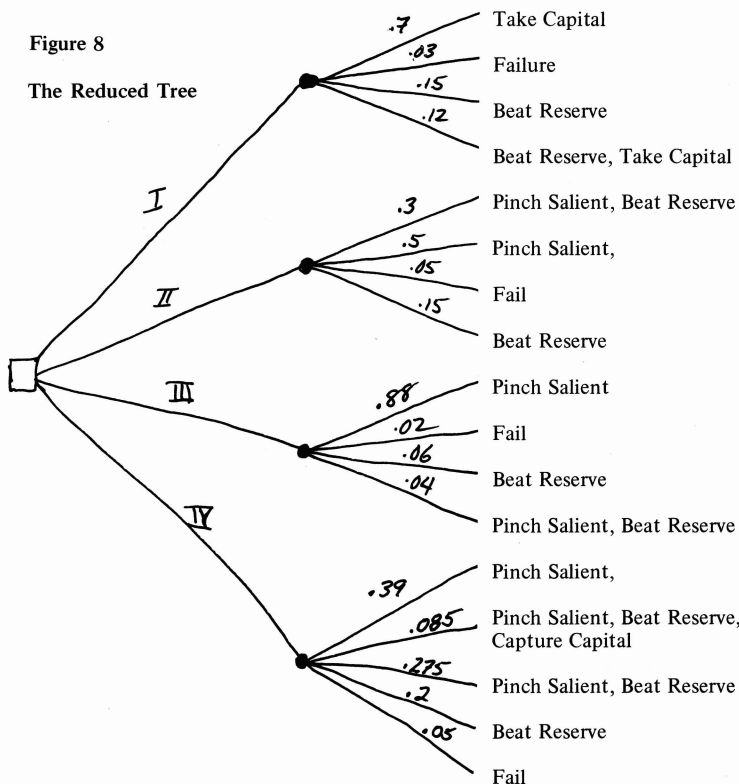


Figure 8

The Reduced Tree



We must now assign values to the outcomes. In this case, the outcomes of the war are They surrender or They don't. I will choose to estimate the value of each military outcome in relation to its chances of making the enemy surrender. This is a sneaky way of introduction to probabilistic value, but it is the natural measure in this example. I could have estimated how many of my combat factors I would give up for each objective, or some similar method. We will say that the likelihood that the enemy surrenders given certain outcomes has been estimated by the

Psychological Warfare section of G1 as:

- Capital taken: .15
- Failure: .00
- Beat Reserve: .10
- Take capital and beat reserve: .30
- Pinch Salient, beat reserve: .40
- Pinch Salient: .20
- Pinch Salient, beat reserve, capture capital: .90

To avoid work and shorten this article, we will assume the General Staff is an expected-value decision-maker and hence its values equal its utilities. We replace the outcomes in Figure 8

with their utilities and come up with Figure 9. Now we reduce each of the lotteries at the dots. For alternative I, for example, we have

$$.7(.15) + .03(.00) + .15(.10) + .12(.30) = .156$$

Hence the utility of alternative I is .156. In similar fashion, we get the utilities of the other alternatives and end up with the final tree, Figure 10.

Figure 9

Reduced Tree With Utilities

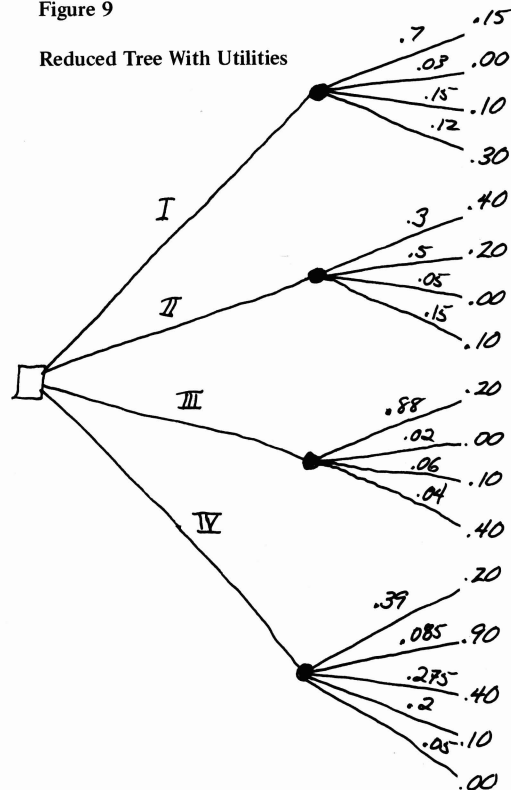
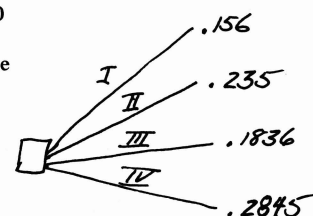


Figure 10

Final Tree



We now pick alternative IV as the best, since it has the highest utility. The utility in this case was constructed in such a way as to tell us our chances of victory — 29% as it turns out.

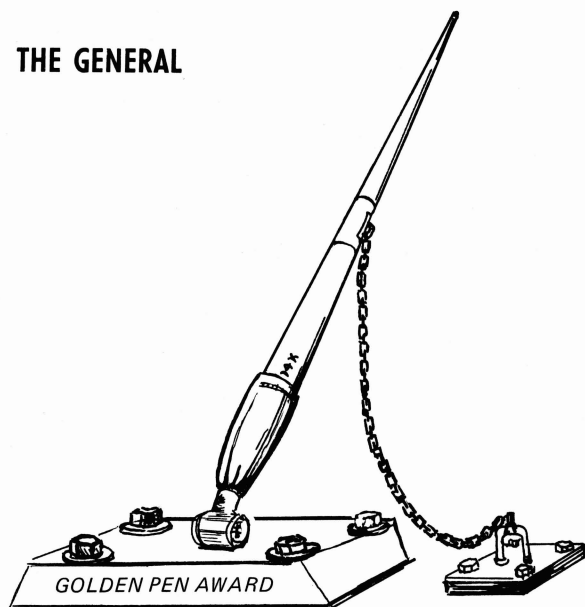
This is the end of our road. By way of conclusion, let me add that the example got a little muddled on the phases of the analysis. They are not always clear cut, nor is it imperative that they be done in specific order, as long as everything gets done correctly sometime.

This method is too long and requires too much time to be used in a face-to-face game, but you might try it in PBM for choosing among alternative strategies at some point.

Mathew Buynoski
136 Brentwood
San Francisco, Calif. 94127

The RENAISSANCE of INFANTRY (1150-1550)

by Albert Nofi



No library of literary gems would be complete without the following effort by Mr. Nofi, long-time admirer (and long-sufferer) of Avalon Hill Games. Mr. Nofi has lent his writing and designing talents to Simulations Publications themselves world-reknown as foremost in their field. "The Renaissance of Infantry" was selected as best article from issue No. 22 (July-August 1970) of S&T Magazine, and is reprinted here with permission granted by Simulations Publications, 34 E. 23rd Street, New York City 10010.

Issue No. 22, as are all back-issues of S&T, is available for \$3.00. A full year subscription costs \$10.00.

Mr. Nofi's article served as background data for S&T's "Tactical Game 14," the fold-out game that was inserted in issue No. 22. This article and the game is to be considered "classics" by the early-warfare game buff...

THE RENAISSANCE IN WARFARE

On 9 August 378 A.D., near the Thracian city of Adrianople, a Roman army of nearly 50,000 Legionary infantry was engaged and cut to pieces by a horde of Gothic heavy cavalry, the Emperor Valens himself falling in the moment of defeat along with over 40,000 of his Legionnaires. The defeat of the Legions had not been inevitable, but the ineptness of the Imperial generalship, linked with the reduced quality of the Legionary soldier had managed to outweigh the normal tactical inefficiency of the Gothic tribesmen and defeat had been the result. Thus began what has been termed the "cavalry cycle" in the history of warfare. Henceforth, and for well nigh a thousand years, the heavily armored man-at-arms was to be considered the ultimate weapon, at least in the West.

This reputation was actually one as much gained by default as by hard fighting. So well ingrained did this axiom become that but rarely was there ever any effort to challenge the mailed ranks with infantry, and on those rare occasions when such an effort was made it usually ended in disaster. There were, to be sure, very rare cases of infantry gaining a field from the cavalry but usually these were avenged in the next battle or

the matter was blamed on some extraneous factor, such as the weather, or treachery or exhaustion and never to the possibility that the old axiom was perhaps in error.

Of course the condition of infantry was not overly inspiring. In all of Europe the only regular infantry was in the Byzantine Empire and on the Western fringe, in Britain. The first almost always operated with cavalry in coordinated operations—though it could, and did, stand alone when called upon—and in Britain cavalry was rare, until 1066, when the Anglo-Saxon FYRD went down before the disciplined and coordinated attack of Norman men-at-arms and bowmen.

Typically a Medieval battle was primarily a matter of horsemen, indeed almost exclusively. Tactics were simple: one rode out until he spotted the foe, couched his lance, and spurred his horse forward to conquer or die. Should some friendly foot be in the way, no matter, [ride the scum down!] Serves them right for getting in the way of their betters. That was it, essentially, for over half a millenium and more.

The full-time, professional man-at-arms invariably had it all over the hastily mustered, ill-armed, ill-clad, ill-fed, and ill peasant militia who tried with every fiber of their being to desert at the earliest opportunity.

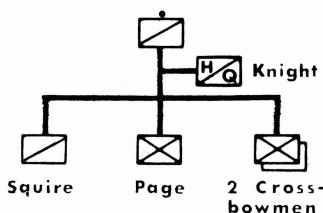
The Battle of Benevento, 26 February 1266, is typical of the period. During the latter portion of the great struggle between Pope and Holy

Roman Emperor for supremacy in Europe the Popes awarded the throne of the Two Sicilies to Charles of Anjou, Manfred, King of Sicily, rightfully raised objections to this and war was inevitable. A large Angevin army descended into Italy in early 1266 while Manfred gathered his levies, including some Saracenic foot and light horse, for the Kingdom of the Sicilies was not only the most prosperous but also the most enlightened in the West at that time.

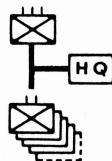
The two forces met in late February near the city of Benevento and the Angevins were in poor condition indeed. Manfred had but to wait and the invading army would have had the choice of marching home or starving to death. A gallant knight conquers by the sword however, so he chose to fight. The two forces were roughly the same size, but Manfred's was fatally flawed. Many of the Sicilian nobles were in sympathy with the Angevins.

The chief action of the battle revolved around the horse, there was a brief infantry skirmish but it was so unimportant that many chroniclers leave it out entirely. Then the horse went at it, roughly three thousand or so on each side, and the infantry scattered to the winds.

Each side had divided his horse into three "battles"—which may be called advance guard, main body, and rear guard—and they went at it full tilt. The German horsemen of Manfred's advanced and initially had the upper hand, for they wore the new style plate armor, until the Angevins noted that their armpits were unprotected and struck there. The Angevins



1200-Medieval "Man-at-arms" The "man-at-arms" was actually a basic combat team of from three to five men. The knight and squire were heavy cavalymen and armed more or less alike, except that the squire wore no crest or golden spurs. The page acted as body servant, aidman, and what have you. If crossbowmen were present they usually served with the infantry. On occasion the crossbowmen and page would be found mounted, usually on "nags".



1505-Spanish "Colunela" of Infantry Authorised by King Fernando, who raised twenty initially. Each "Colunela" was headed by a "cabo de colunela" or Colonel. It was a killing job: at Ravenna in 1512, eleven of 12 cabos fell leading their men. The men were usually armed along the fashion set in 1496.

were also fortunate in that the Sicilian main body came up too slow, giving them time to crush the advanced guard. The main body, some thousand mercenary horse, broke under the full weight of the Angevins and fled the field leaving Manfredo alone with over a thousand doubtful Sicilian horse against Charles' entire army.

The battle being lost Manfredo charged straight in with what loyal men he had and died like a king rather than flee the field.

That, in a nutshell, was it. The Sicilians lost perhaps two-thirds of their force, Charles of Anjou gave no quarter, and in a few short hours the greatest state in the West, the Sicily of the Hohenstaufen, had been destroyed.

The knightly method of waging war seemed unbeatable. The Lord Himself must intervene to award the victory to the right. And, of course; He alone was the true judge.

Medieval tactics could, however, be frustrated for they contained the seeds of their own destruction. The typical Medieval man-at-arms was a mighty warrior but a lousey soldier. In the Eleventh Century he came up against men who were better soldiers and only somewhat inferior as warriors, the Saracens.

For nearly three hundred years the Crusades brought Western Christendom into contact with the older civilizations of the East. This series of military operations did more to change the West than anything else, yet the West was more or less beaten in virtually all of these wars.

The Battle of Nicopolis, 28 September 1396, was typical of what could happen when a Medieval army encountered a Saracenic or Turkish force better organized and better disciplined—as they almost always were—than itself. The Ottoman Turks, erupting out of Anatolia in the early Fourteenth Century had overrun most of the Balkans by 1396 when a Crusade was preached against them. The battle was joined South of the Danube between a strong Turkish force and mixed Franco-Hungarian one of perhaps 30,000 all told.

What happened can be told in less than a dozen lines. The Turks dug in their bowmen and waited for the Crusaders, who obliged by attacking in an uncoordinated and indisciplined manner. The French, who constituted the Christian rearguard, refused to remain in reserve, went on ahead without orders and were crushed by a combination of the effective bowmen and the Turkish light and heavy horse. The Crusader's main body and advance guard came up too late to help and were in turn torn to pieces. In four words the standard Muslim tactics were "skirmish them to death". Just don't give them a chance to come to grips.

The Crusaders never learned. Time and again they would be beaten by these same tactics and

yet never discerned the true cause of their failure. More traumatic events were occurring in their rear, however, for infantry, so long despised, was beginning to reassert itself in Europe during the Crusading Epoch.

The first major reappearance of Infantry occurred at the Battle of Legnano, 29 May 1176, when the forces of the Lombard League, organized by Pope Alexander III, met and defeated those of the Holy Roman Empire under Frederick Barbarossa himself, in the same great struggle which later saw the Battle of Benevento. Frederick had taken his army into Italy again, for the sixth or seventh time, in an effort to finish off the Pope's resistance, but he made the mistake of taking only cavalry. The Lombard League—a confederacy of many cities—lacked hordes of men-at-arms, what they had was a few loyal nobles, some wealthy burgers, and a handful of adventurers, but they did have hosts of well drilled citizens' militia not unlike Athens or Thebes in the Fifth Century B.C. These people drilled regularly with pike and crossbow and undoubtedly constituted the only regular infantry in Western Europe at the time.

The forces met near Milano and the fight opened badly for the Italians as their cavalry was driven from the field in a meeting engagement. The infantry formed up to give battle, with pikes in the center and crossbows on the wings and waited. Frederick, seeing an easy win, ordered his horse forward, and was driven off time and again—once barely getting away with his life. Meanwhile the Italian horse rallied and swept into the Imperial troops while they were still tangled in the pikes. The result was a disastrous rout and for the first time in centuries a major battle had been gained through use of infantry.

Not that anyone seemed to notice. Over the years the Italian militia declined and at Corte-nuova, some sixty years later, they were routed soundly and everyone looked upon Legnano as a freak. But freaks have a habit of popping up again and again.

Far across Europe another effective infantry was developing—or rather two more. The English had learned the use of the bow from the Welsh and the Scots had never been great for cavalry, for their country was unsuited to it, so they chose the pike. At Falkirk, on 22 July 1298 these two systems met for the first time.

England was still trying to subdue Scotland at this time and Edward I brought a strong army, perhaps as many as 16,000 horse and foot, into the Lowlands where, at Falkirk, Baliol and some 11,000 Scotch pikemen awaited him.

The Scots formed up well, with crossbows in the

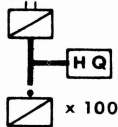
intervals between the massive "schiltrons" of the pikemen. The insignificant Scots mounted army was driven off by Edward's knights. Then the main fight began. As at Legnano the pikes managed to hold off the horsemen but then Edward brought his longbowmen into action. The massive "Schiltrons" (dense columns) were easy targets, the phalanx soon falling to pieces under the flights of arrows and repeated charges of the men-at-arms. Edward had won the day by combining his two most numerous arms, the bowmen and the horse. Of course, it was the latter arm which received most of the credit. Such a combination did not always work or was not always possible, however, as the remarkably similar Battles of Courtrai, 11 July 1302, and Bannockburn, 24 June 1314.

In the first it was the burgers of Flanders revolting against the Crown of France and in the second, one of the interminable Anglo-Scots wars. In both fights the defenders, the Flemings and the Scots, were almost exclusively pikemen opposing large cavalry forces with some bowmen accompanying.

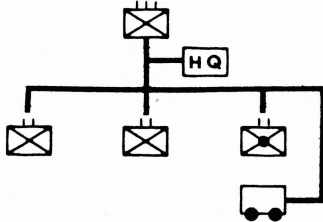
Both the Flemings and the Scots, who numbered about 12,000 each, formed up in marshy ground with their flanks protected by broken ground, streams, and anti-cavalry pits. The French at Courtrai ("large" force) and English (some 20,000) at Bannockburn charged right in, failing to utilize their not-inconsiderable missile troops, and the result was a slaughter. After holding for a while the pikes took advantage of a brief pause in the fight to go over to the attack and literally cut the men-at-arms to pieces as they struggled through obstacles. At Courtrai no quarter was given—the Flemish replied "We don't speak French" to each plea—and some 4,000 knights are said to have fallen.

In both battles a sturdy foot had routed the cream of the horsemen but again the battle was termed anomalous. Indeed later, in other fights, both the Flemings and the Scots were defeated, but the basic lesson was forgotten: that a pike force can beat off cavalry so long as it remains cohesive and is not under attack by missile weapons. Soon, however, the lesson would be learned, and [learned well.]

In the highlands of Switzerland there was developing another sturdy infantry force. Too poor to afford horses or armor the Swiss adopted the pike—some eighteen feet of it—and the shorter, ax-bladed halbard. In 1315 they revolted against their leige lord, the Duke of Austria, who promptly dispatched a force of some 4,000 men, largely men-at-arms to crush them. At Morgarten, on 15 November 1315, some 2000 Swiss, mostly pikemen and halbardiers, ambushed then in a narrow defile. The Austrians were almost totally destroyed as



1445-French "Compagnie de l'Ordonnance du Roi" In an effort to provide for a reliable standing force, and incidentally to reduce brigandage, the Constable de Richemont raised fifteen, and later another five, companies on this model. Essentially they were just a better organized, long serving feudal levy. These troops proved to be the origins of the French standing army.



1496-Spanish "Infantry of the Ordinance of 1496" Raised by Fernando and Isabella to provide a standing force against a possible French involvement. Subsequently the number of men rose. These formations were the ancestors of the later "Colonelas" and "Tercios" and they initiated the supremacy of the Spanish infantryman, which was to last for about 150 years, until Rocroi.

the Swiss revived the ancient Macedonian Phalanx, itself evolved in part to counter the cavalry tactics of the Persians. In the next Century or so the Austrians tried several more time to subdue the Swiss, each time with similar results. The Swiss system was deadly and effective and it launched the Swiss on an outburst of mercenary ferocity seldom seen in history.

Meanwhile, across the Channel the English were perfecting their use of the bow and learning to fight defensive actions rather than ride off full tilt at the foe. A tenuous claim to the throne of France led them into the Hundred Years War with that country. On 26 August 1346 a small English army of some 10,000 men, mostly longbowmen, was brought to battle at Crecy by a large French force of perhaps 30,000. Edward III had the sense to select an easily defended hill, with good flank protection. There he dismounted his men-at-arms and formed them into three bodies with the bowmen between. The French obliged by charging right in, trampling down their Genoese Bowmen in the process. Within a few hours 1,500 French knights had fallen to some 100 English dead. Of hand to hand fighting there had been little. Except for their crossbowmen, the French foot had not been engaged. Without knowing it Edward III was setting the pattern for the next century of fighting. Virtually every English victory was to result from following the same deployment, which was invariably successful provided the bowmen were around in quantity. The French walked into—we might better say charged—each time, varying slightly, assuming that it was the dismounted men at arms who had given Edward the victory. Thus they themselves dismounted again and again with equally disastrous results, as at Agincourt in 1415.

Thus throughout the Fourteenth Century and into the Fifteenth there existed two types of infantry able to soundly trounce the man-at-arms, the English longbowman and the Swiss pikeman. Neither system was totally effective and the Swiss system probably had more flaws than the English, as the Battle of Arbedo, in 1422, clearly demonstrated.

In effect, the Milanese, under the noted CONDOTTIERE Carmagnola, did a Falkirk to the Swiss, handing them their first defeat. Carmagnola's initial cavalry charge resulted in over 400 piked horses so he pulled back his men-at-arms and ran his crossbowmen into action. Meanwhile he dismounted the men at arms and sent them in on foot. The Swiss soon found themselves so hard pressed that they offered to surrender—a unique occurrence. Carmagnola replied that men who gave no quarter should expect none, but eventually the remnants of the Swiss, perhaps only a quarter or fewer, managed to escape. It is unfortunate that Carmagnola remains one of the last true generals of the Italian CONDOTTIERI period. Within a few decades warfare in Italy had reverted to the High Middle Ages and became a thing of manoeuvre and stratagem rather than of battle and blood. This was essentially the result of the mercenary system linked with the prevalence of ransom.

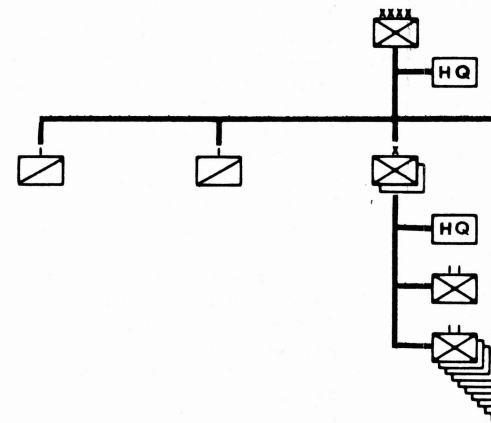
Arbedo gave the Swiss some food for thought and they improved their forces by reducing the number of halberds in favor of more pikes, and increasing the small proportion of crossbowmen. During the Burgundian War, 1476, their system totally vindicated itself at Granson, Morat, and Nancy.

The mercenary business in Italy had far reaching effects; across the mountains and seas nations were being born in France and Spain and, glorying in their newfound status they were looking for new lands to conquer. For over sixty years Italy was to become the major theater of war in the great struggle between the House of Hapsburg and that of Valois, as the French obstinately and stupidly strove to establish their hegemony over Italy. Nearly a score of times the French would send armies into Italy, almost invariably to meet defeat. In the process they solidified Spanish control over Italy, helped end the Renaissance, and wrought great changes in the art of war.

The Fifteenth Century had seen artillery finally become a useful battlefield weapon, and right at its end the small firearm known as the arquebus

had also been introduced. These were changes quickly taken up by the French and Spanish, particularly the latter, while the Italians and Swiss fell further and further behind. Spain also introduced two new-old weapons systems: light cavalry copied from that of the Muslims and Venetians, and sword and shield men not unlike the old Roman legions. These proved highly effective against the Swiss pikemen but passed rapidly from the scene with the improvement of firearms, which were also highly effective against the pikes, as proven on half a dozen fields.

Although firearms underwent a rapid development during this period no one was willing to put his full trust in them. They were still too slow firing to protect the arquebusiers from the dreaded "push of pike" or the thunderous impact of the lancers or even from the Spanish sword and shield men. A properly organized army needed proportions of all arms. Thus the arquebusmen—or, in French armies, the crossbowmen—belabored the enemy when he was at a distance, while the pikes kept the enemy's pikes off your arquebusmen: your swordsmen would cut up the enemy pikemen, but needed the arquebusmen and pikes if the heavy horse showed up. A good general knew just when to trick out the right contingent. Later, when the swordsmen were eliminated, the matter became more simple. But running an army in the Sixteenth Century was not as easy as it had been for the previous thousand years.

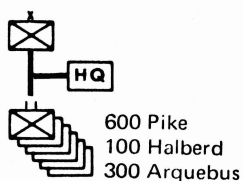


1525-Italian Army as proposed by Machiavelli This, of course, never came to fruition but Machiavelli believed such an army would enable the Italians to free themselves from the Barbarians. Essentially based on the Roman Legion, the formation was to have been highly flexible. Thus the light infantry "battle" of the "battaglione" was to be composed of all the light infantry "centuriae" of the component battles. The formation would have run to some 9000 infantry (2000 pikemen, 1000 arquebusmen—light infantry—and 6000 sword and shield men), some 10% of these would be NCOs; 120 infantry officers; 60 light and 60 heavy cavalry; a few gunners, supply people, clergymen, and so on to the tune of 11000 or so.

It would be impossible to go deeply into the many action of the Italian Wars, which lasted from 1494 through to 1559, and ended with France sunk in Civil War and Spain momentarily triumphant throughout Europe, but a brief outline of events may prove valuable.

In 1494 Charles VIII of France led his army over the Alps for the first time. The next year, as he retreated from Naples towards France an Italian coalition army of some 12,000 laid a neat trap for his 9,000 men on the Taro River. The mercenary business had ruined the Italians however, and, though outgeneraled, the French managed to escape and claim a credible victory.

Subsequent invasions led to the Battle of Barletta 1502, where the Spanish sword and shield men cut up the Swiss badly; the Garigliano, 1503, where the Spanish fire tactics proved to be more than just luck; Novara, 1513, where the Swiss proved they could still bring off a victory; Marignano, 1515 where the Swiss were cut to pieces by effective French coordination of men-at-arms and artillery; Bicocca, 1522, where a strong Spanish Imperial force entrenched behind a wall and ditch shot a huge Swiss phalanx to pieces; and Pavia, where the Spanish demonstrated that their system was good in the offense as well as the defense. To be sure, the Spanish could lose a fight as well as Ravenna, 1512, and Ceresole, 1544, demonstrated. By and large the Spanish found the formula for victory



1531-French "legion" of Infantry Organized by Francois I as the basis of a regular French infantry to counter the Spanish. Four such were raised: Picardie, Champagne, Normandie, and Languedoc out of an authorised seven—Francois lost too much gold in his useless Italian adventure. These units proved somewhat unsatisfactory but the first two lived long enough to become the Royal Regiments of those names. Of the five officers per "band", two were assigned solely to the arquebusmen—a surprising development in view of France's reluctance to adopt this weapon. The halbardmen were useful in a close fight, but not so useful as Spain's swordsmen.

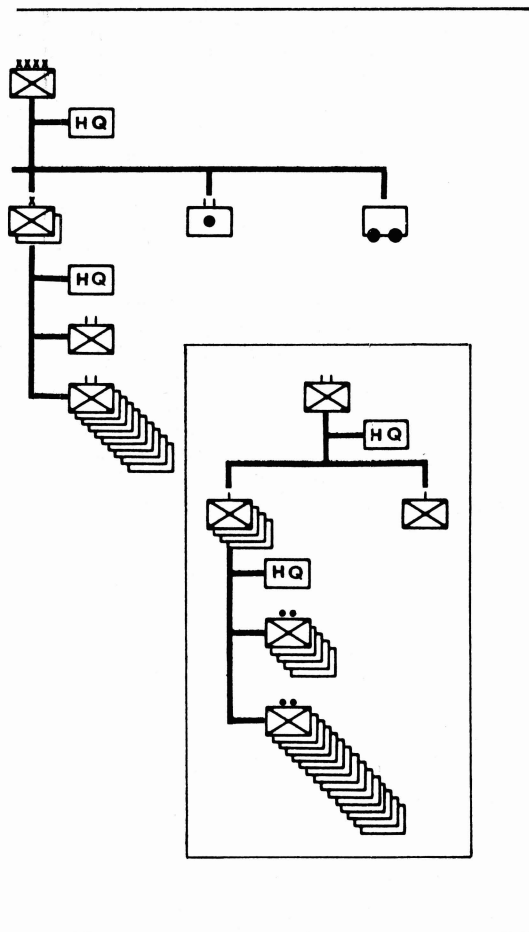


1534-Spanish "Tercio" of Infantry. Created by Carlos I and not overthrown until Rocroi, 1643, ended the supremacy of the Spanish foot soldier. Based deliberately on the 1496 and 1505 experiments, this formation initially comprised infantry of all arms in proportions of a third each. Later this changed, and by 1550 it was somewhat over half arquebusmen and all the rest had pikes. Everyone, of course, carried a sword but the shields had been discarded. The supremacy of the Spanish soldier was probably due as much, if not more, to his ego as to his training, as an impressive list of victories attributable to the "furor hispanicus" can testify. Each unit had 12 priests and 3 surgeons, typically Spanish.

and maintained their TERCIOS' supremacy for over 150 years, until the Thirty Year's War.

This Century, the Sixteenth, saw the full reflowering of infantry. True the mounted arm remained important, in spite of predictions of its total demise by such notable thinkers as Machiavelli, but only as an important auxiliary to the foot in an integrated order of battle. No longer could infantry march on the field unmolested, as the Swiss had been wont to do, or

the cavalry ride down their own foot in their zeal to have at the foe, as the French did at Crecy. A proper battle necessitated an integrated outlook. Not that battles were all that frequent however. From the Battle of Pavia, in 1525 to the middle of the Thirty Years War, about 1630, there were not half a dozen full scale battles in all of Western Europe, though of sieges there were a good many. Warfare, from being well nigh totally mobile had become almost fortress bound.

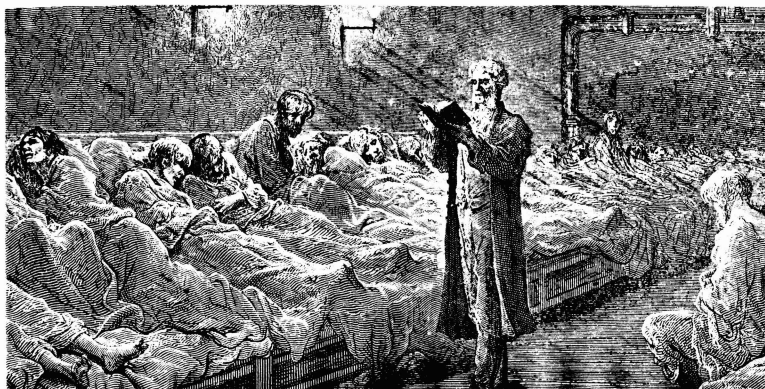


GUESS WHO...



FORGOT TO BRING THE GAME!

Tom Wham



The How-to-do-it Kit: 1914

by Robert Harmon

Plan of the Month

I have subscribed to his magazine for better than a year and have yet to see any operations plans for the Allies in "1914." To aid the Allied players who must face previously-printed op plans authored by Germans-of-all-nationalities, I offer three setups and a set of strategic guidelines. This "How-to-do-it Kit" is written in the hope of inspiring further efforts in this new field of op plans for armies that don't goose-step.

The first two setups are limited in use and are to be used only if the Allied player is reasonably certain as to the intentions of the enemy. The first plan shown below is for use (a) against a "strong left wing" offensive directed mostly or entirely across the Franco-German frontier; or (b) if it is suspected that the Germans will send a large part of their forces East (in the Adv. game). Unit codes shown below are the same as used in the game.

Plan: BERNADETTE: in Dunkirk — one 1 ('M'); MSi — 2 0's; in Lille — 3 0's; MS6 — 3's; in Maubeuge — 2 1's, one 2, one x; MS13 — 2 2's; MS15 — 2 6's ea.; 1 sq. N. Verdun — one 6; in Longwy — 2 6's, one x; MS19, MS20, MS21 — one 6 and one 9 ea.; MS22 — 2 6's; MS23 — one 6, one 9, one x; MS24 thru MS27 — 2 6's ea.; MS28, MS29 — one 0 ea.

The next plan, freely adapted from Plan: MICHEL, is for use against any suspected "strong right wing" Schlieffen-style attacks.

Plan: MICHELLE: in Dunkirk — one 1 ('M'); in Lille — 2 9's, 3 2's, 2 1's, one x; in Maubeuge — 3 6's, 2 9's, 2 0's one x; MS15 — 2 6's, one 0; MS16 — 2 6's, one x; one sq. N. of Verdun — one 0; in Longwy and on MS19, MS20, MS21 — 2 6's ea.; MS21 thru MS27 — one 6 ea.; MS28, MS29 — one 0 ea.

The third plan is a more versatile setup, allowing for most contingencies, and meant especially for use if the enemy is suspected of using the common ploy of a co-ordinated, two-prong offensive N. and S. of Luxembourg.

Plan: BRIGITTE: in Dunkirk — one 1 ('M'), one 0; in Lille — 3 0's, 2 9's, 2 1's, one 2, one x; in Maubeuge — 3 0's, 2 9's, 2 2's, 1 x; MS13, MS15 — 2 6's ea.; MS16 — 2 6's, one x; one sq. N. of Verdun — one 0; in Longwy and on MS19 and MS20 — 2 6's ea.; MS21 — 1 6; MS22 — 2 6's; MS23 — 2 6's, one x; MS24 thru MS27 — one 6 ea.; MS28, MS29 — one 0 ea.

Plans BERNADETTE and MICHELLE are admittedly limited in scope — they are included herein simply to allow a player an alternative to

BRIGITTE if he knows his opponent enough to suspect his intentions.

All 3 plans are not guaranteed to ensure victory — they are simply mobilization plans designed to give the French maximum preparedness in a given situation. Victory or defeat will be determined by what the Allied player does with these troop-dispositions in the next 12 (or 39) turns. Some strategic hints for the Allies are included below to assist in stopping the Huns.

Strategy is determined by two factors: chances of victory, and the comparative sizes of the French and German armies.

1) Decisive, Allies: Little chance. The Germans would have to have been driven out of Belgium, and out of Metz and/or Strasbourg also, possibly. Only possible if the German player is a yo-yo.

2) Tactical, Allies: Some chance. Most likely if Germans are stopped inside central Belgium and are kept off French soil altogether.

3) Marginal, Allies: Fair chance. Germans will break even or better in points in neutrals (violation penalty points vs. troop-kills and objectives taken), French can obtain margin by advancing in S. or causing high German casualties.

4) Marginal, Germans: Good chance. Seizure of neutrals, capture of most or all industrial squares in S. will usually guarantee this.

5) Tactical, Germans: Excellent chance, as discussed later. Can best be achieved by fall of Belgium and all French objectives within 3 squares of border. Violation points must be kept low in order for Germans to achieve this or a Decisive.

6) Decisive, Germans: Somewhat possible. All Belgium and most French objectives must be taken, and widespread destruction of Allied units must occur.

The combined Allied armies are inferior to the Germans in quality (with few exceptions), number, tactical initiative, and strategic dispositions. The Dutch and Belgian armies are small and can't be saved from a German all-out offensive. The remaining Allied forces are outnumbered and hampered by lower combat factors, limited replacements (British), and numerical inferiority because of the large numbers of German reserves. This means the Germans have a tactical and strategic ability that, between even players, a goal for the Allies is not decisive victory but halting

the Germans. Consider the game in its relation to the rest of the war: if Germany gains any less than a tactical, eventual defeat is certain. With this in mind, we can conclude that a German marginal is actually not a victory at all. The French can therefore be satisfied with less than victory.

The south regions, considering terrain, fortifications, and lack of crucial objectives save for the industrial areas, will be secondary in nature to the region above the Somme. The south has terrain and fortifications enough to make things hard for the Germans without extensive defense; and the objectives are fewer than those in the north and west. The French can afford to lose everything in France east of the N. — S. fold in the map, so long as the rest is preserved. The southern objectives are within easy reach of the Germans and cannot be held unless (a) the Germans are weaker or (b) the French decide to stand-or-die. This brings me to the second point.

A stand-fast or retreat-counterattack type defense in the face of superior German forces will not work simply for the fact that the Germans can, with their more numerous troops, to afford increased losses better. Standing fast will mean a 2-1 loss ratio favoring Germany. So, "ils ne passeront pas" is out; it would be better to retreat slowly in unimportant areas and allow the Boche (hopefully) to so dissipate his assault forces.

Amphibious assaults should not be neglected — even brigade-level raids will make German rear areas untenable and possibly cause him to detach troops from the main front. The French 'M' brigade should be kept available for such a venture.

If the Germans are weak in the south, it is worth the while of the French to sieze Metz and gain some points. Any further penetration in impractical and could detract from other sectors.

Because of bad terrain and limited supplies, a German effort below Epinal is impractical (but could happen) but is difficult in any event and gains nothing saved for eventually outflanking French forces (who might have already withdrawn). Initially, it is best if the French leaves the Epinal-Belfort line to fend for itself.

It sounds childish to repeat these basic point, I know, but I have found that most French players, as in real life, tend to stake everything on not-yielding-one-inch-of-La-Belle-France and nothing-less-than-total-victory. Especially in 39-turn games, the French Army will disintegrate before your very eyes unless you keep the casualties down (while holding on to a reasonable amount of real estate, as mentioned earlier). The poilus and Tommies are needed for Allied survival in the game and in the war to come.

This article is not presented as foolproof-means-of-success. If what you have read is workable and you do not lose (if you exercise enough skill; after all, no op plan can replace skill), well and good. If you, as the French player, think that it isn't so hot, I invite you to publish something better. There have already been too many German op plans for 1914 and every other AH game except maybe Guadalcanal or Midway; it's about time something new was started.

Vive la France!

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Using All Available Units in Blitzkrieg

by Lewis T. Bivins, Jr.

A few words on a problem (a deficiency if you will) in my favorite war game, Blitzkrieg. There are few countries in the realistic world that could have two-thirds of their cities and land masses under foreign control without suffering consequences. However, according to existing tournament rules, Red could control the entire mapboard except for the peninsula in the northwest and Blue would continue to get its full manpower and material *replacements* subject to only one rule . . . supply! Blue's armor and other units

can move just as fast and hit just as effectively as if Blue controlled the mapboard with all its assumed resources available.

It is stated in the Battle Manual that the two opposing forces are generally similar. To carry this further, one must assume that each country has natural and material resources worth fighting for. On these lines, I offer the following suggestions for Great Blue.

There are few countries in the world that maintain separated borders and those that retain these areas do so at great expense and trouble. Why? Because the area has something of great value. However, I have seen many games in which

Blue will place a few factors in "the peninsula" area on the initial placement and then vacate this area for the remainder of the contest. Therefore, we should consider "the peninsula" to be rich in crude oil. To control this oil Red must place city D-7 under its zone of control. Red need not capture the fields themselves, but rather the refinery city, pipeline concentration area, and shipping facilities.

The problems confronting Blue begin the third Blue turn after Red has held D-7 for three Red turns. If and when Blue recaptures this city, after the oil has been stopped, the flow of oil does not resume until the turn after recapture is made.

For losing control of this area Blue is penalized by a reduction in effectiveness of those units requiring petrol for their functioning. Armor and artillery are reduced to one-half of their movement factor. Airborne/assault units and all other aircraft units are reduced to one-half of their normal range and Air transport is reduced to six factors.

The Blue city of Q-16 is an industrial complex which has the country's heavy equipment producing capabilities. It manufactures and assembles tanks and artillery. If Red places all of the squares of this city under his zone of control, Blue immediately has the following restrictions. No armor or artillery replacements can be brought into the game as long as Red continues to control the city. (Blue can continue to bring in replacements but they must be other than armor or artillery.) If Blue recaptures Q-16 it cannot bring in any armor or artillery replacements until the second Blue turn of having undisputed control of all city squares.

Blue city C-30 is an industrial complex which produces Blue aircraft. If Red places all of the squares of this city under its zone of control, Blue immediately loses the ability to replace any of its destroyed or damaged aircraft. In addition, the *current* air transport capacity is cut by one-half. Blue can re-open this city under the same rules as city Q-16.

Cities I-33 and L-19 are considered to be training areas for the two types of special forces. I-33 is the training center for Blue airborne/assault units. L-19 is the training center for Blue rangers. Loss of these cities to Red prevents Blue from bringing in any airborne/assault units (if I-33) or ranger units (if L-19) as replacements. This restriction begins when Red places both of the city-squares of whichever particular city under its zone of control. To re-open these training centers Blue must have undisputed control of both city-squares for two Blue turns.

A country's capital should be a most important factor in any war. Protection of this city should be vital. To make the capital an important part of one's country and offensive/defensive effort we may use the following rules:

1. Blue's capital is a general training area for all infantry troops. If the capital is lost no infantry replacements can be brought in. This penalty is enforced immediately after Red places all of the city-squares under its zone of control.

2. Blue's nuclear capability is destroyed. This is effective after Red has placed the capital under its zone of control for two Red turns.

Solitary Origins

by Lawrence R. Valencourt

Impossible you say; on the contrary it's very easy.

First you decide on which of the five variations you want to play. Then take a deck of cards and let each denomination represent a country.* Then you decide upon some method of determining which fraction of each country's allocated PF's you put where.* My method follows.

In case of fractions of PF being put into a country always make it the next largest whole number. (For example 3/4's of 2 PF's would require all (or both) to be placed in the same spot, 3/4 of 14 = 11 PF's, etc.) The only difference in the way you play the game, aside from the fact that you play each country in turn, is in this first part; the placement of the PF's. After the first round placement proceed as normal giving understanding and/or control and the eliminating opponents PF, etc. On the second round, if you flip a card designating placement of your PF's in a country already controlled by another power simply flip another card over.

Perhaps the idea is best illustrated by the sample turn below:

*Example

Ace = Alsace-Lorraine
Two = Austria

Queen = Russia
King = United States

Clubs 1/4th of remaining PFs
Diamonds 1/2 of remaining PFs
Hearts 3/4's of remaining PFs
Spades all of remaining PFs

Sample Move: Turn 1 -

USA turn 2 hearts Both PF's to go to Austria
French Q hearts 3 PF's to go to Russia
French J hearts 1 PF to Rumania

Britain	K clubs	2 PF's to US
Britain	K hearts	5 PF's to US
Britain	7 spades	1 PF to Germany
Russia	10 clubs	2 PF's to Rhineland
Russia	5 hearts	3 PF's to Czechoslovakia
Russia	5 clubs	1 PF to Czechoslovakia
Germany	8 spades	All 12 PF's to Italy

Now is the "diplomacy" portion of the move (the "aggressive" portion is skipped — no two opponents have counters in the same country) the British can gain an understanding with the US as can the Germans with Italy.

As the game continues you'll find that in most cases each country will end up with a representative sample of each of the five belligerent PF's. However unrealistic it might be for Germany to have 32 factors in France!! Still, I feel this version of solitary is a good way to practice and to develop a feel for the "tactics" of the game and variation played.

The game I just finished was one of an aggressive French Policy (and it had all of the last turn Germans in France, 6 of spades!) and the final score was surprisingly US-15; F-11; B-2; R-8; G-8.

Remarks: Leave the PF's placed in your home country there as they will be your only means of eliminating undesirable "understandings" gained by your opponent.

The case of the U.S. consistently winning by large margins in the Historical, Aggressive French, and Aggressive French British games can be abated by the addition of the requirement that the U.S. player have at least one (or perhaps two) political factors in the country in question in order to gain his points.

Addition of a joker (or jokers) to the deck to require the player turning up said card to remove all his PF's from his home country and add them to his current turn's allocation.

Instead of playing all five countries with the deck, play one side yourself. So your other opponents are all idiots (we all assume that anyway, don't we??)! This idea would also work if two persons were playing and really wanted unorthodox opponents as the other belligerents.

Lawrence Valencourt
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3. This city is the ordnance center for the armed forces. Loss of this city results in a reduction of the fighting capabilities of all units. Beginning the Blue turn after Red has held the capital under its zones of control for three Red turns *all* Blue units are reduced to one-half of their fighting strength.

In all cases Red must have *all* of the squares of a particular city under its *zone of control*, *continuously*, for the stipulated number of *consecutive* turns. For Blue to re-open a previously captured facility he must have *all* of the squares of the particular city under his *undisputed* control, *continuously*, for the number of *consecutive* turns required. (Undisputed is defined as preventing Red from having *any* square of a particular city under its zone of control at the *end* of its (Red) combat portion of a turn).

To use these rules for Big Red simply make the following match-ups!

Blue's city D-7	Red's city RRR-54
Blue's city Q-16	Red's city BBB-54
Blue's city C-30	Red's city RRR-39
Blue's city I-33	Red's city III-37
Blue's city L-19	Red's city NN-48
Blue's Capital	Red's Capital

The overwhelming reason for my submitting this idea is to prevent one particular act that a wargamer can get away with that is contrary to all rules of realistic warfare. This is the ability to utilize ninety-five to one hundred percent of *all* available forces in a campaign beyond the borders of one's own country. The addition of these rules places the emphasis on selective use of forces, the wargamer's ability to protect his own country while destroying an enemy, and proves (or disproves) the wargamer's skill in organization of forces and the use of mobility. These rules place the emphasis on the areas of the mapboard that are and should be of most importance to the realistic wargamer. No outside conquest can be made (by a sane leader) at the expense of his own country!

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When submitting questions to us for answers, please note the following:

1.) Include a stamped, self-addressed envelope. The letters that include one are answered first. Those that do not are answered last; as a result, these letters get back to you at least a week later.

2.) If your question refers to a specific situation, please include a diagram of the situation. It takes a good deal of time to answer the letter otherwise, which will delay your reply.

3.) We wish we could answer technical questions and do research for you, but the large amount of mail we receive prohibits this. We will be glad to answer questions on the play of the game, but we cannot, unfortunately, answer those on technical or historical points nor can we research data for those of you designing your own games.

4.) Keep orders and other mail separate from questions. Separating the items of your letters into different departments takes time and delays your reply.

The Bonaparte Squint

by Richard D. Thurston

Joy unbounded! Happiness Supreme! You've just checked your mailbox and *all* your PBM opponents have replied on the same day! Gulping down a hasty dinner, you sneer at the frowning TV set, ignore the reproving glances of your long-suffering wife/mother/roommate (as applicable), haul out the battered old WATERLOO board and set it up on the table. Tonight's the night you'll settle old Frobish's hash for good! Your last move pushed him out of the Genappe river line and your left wing is closing in to block his retreat. His only escape route is through the woods and that'll leave only a few lousy Anglo-Allied units between you and Brussels. Tonight you're Napoleon Bonaparte, about to be master of the Continent. Once you've whipped Frobish, there are a couple more suckers you can dispose of more easily, but first let's finish off poor old Frobish.

Dumping the counters onto the board, you start sorting. Pink, green and blue — no problem. Now to sort out the cavalry, horse artillery, infantry and field artillery. OK, now let's set up his last move (got to be careful with old Frobish, sometimes his cavalry moves 8 squares a turn). "Boy, these counters are getting old, have to order a new set pretty soon." "Is that a 'III' or an 'IV'?" "This must be Steinmetz, it's the only 8-4." "I can't read that name at all, wish we had a better light here in the kitchen." "Well, I guess that accounts for everybody; now to set up the French and get on with the game..." Around 1:30 AM, you finally get the last attack written out and stagger off to bed, gulping down a few Excedrin to calm down that raging headache. Sound familiar? You're not Napoleon any more, buddy, you're just plain old Ernie Klutz with a pounding headache and three bad moves on that last game because you were too tired to see straight. In brief, old buddy, you're a victim of the "Bonaparte Squint."

The "Bonaparte Squint" is, of course, only one of a number of peculiar symptoms that plague the wargaming set. There's the famous Rommel Red-Eye, the Bastogne Brain-Splitter, the Normandy Nystagmus, and for ANZIO nuts, Insanity — Italian style. The focus of these diseases is, oddly enough, in Baltimore, Maryland; and the primary source is that elderly gnome who very patiently fills in the identifying symbols and designations on all those little counters. OK, OK, OK. If you made the letters big enough to read, you'd have to put the board in Yankee Stadium and have six groundskeepers moving the pieces around. But that doesn't do much for poor old Ernie Klutz in Mudflat, Montana, does it?

The answer is simple enough. Each counter has two sides. One side has all those letters, numbers, symbols and other garbage squeezed into a half-inch square. BUT, dear child, the other side is BLANK. Ah so, now you are beginning to get the picture. What we need is something that we can put on the other side of the counter in letters big enough to read without trifocals, but which will let poor old Ernie tell at a glance what unit he is holding in his sweaty little mitt. In brief, a Unit designator code system (UDC). The UDC system is nothing really new; the Army and

Air Force have been using similar systems for years. Of course these codes are classified and a bit more complex than is necessary for wargaming, but the idea is sound. Most of us are more familiar with the Navy's hull-number system, *i.e.* the hull number "DDG-13" identifies the Guided Missile Destroyer *USS Hoel*, etc.

The system which I have devised is even simpler, since we really don't need that fine a distinction. First, we have a letter to designate the Army involved, *i.e.* F = French, P = Prussian, A = Anglo-Allied. Then a number to designate the individual unit, *i.e.* F36 is the Imperial Guard Field Artillery Battalion. For Waterloo, I have simply gone across the Operations Sheet and numbered all the units consecutively. In all, there are 51 French Units, 35 Prussian and 45 Anglo-Allied. (I counted only the Napoleon, Wellington and Blücher counters, as I don't use the other HQ units in my PBM; if you need numbers for the other HQ, it's simple enough to add them yourself.) For Stalingrad, the task is even simpler; just break it down into German ("G") and Russian ("R") and number the units consecutively. ANZIO is a bit more complicated as there are substitute counters involved. Here, I have divided up all the units into four groups: "A" for US and US-controlled units, "B" for British and British controlled, "G" for German, and "I" for Italian. Each organization is assigned a number and the substitute counters are given subscript letters; *i.e.* "G6c" is the 15th PG division with three step losses; "B3a" is the 1st Canadian Division with one step loss and "G12" is the 4th Parachute Division at full strength. Other games can be dealt with in similar fashion; these are the ones I PBM, so they are the only ones I have made up codes for.

The use of the Unit Designator Codes (UDC) greatly simplifies game setup; a tremendous time savings for PBM when you have to take down the board between games. All you have to do is take out the counters and put them face down on the table. Then organize them in numerical order, pull out the units that have already been eliminated and set up your opponent's LAST move with the counters upside down. Then set up your own last move, resolve the combats, if any, and then move your opponent's counters as he has directed, turning a counter rightside up as soon as it is at its final destination. This also give you a quick check on his movements, which is important if your opponent is something like old Frobish with his 8-square cavalry moves. In addition, the UDC system is invaluable for recording combat; you can use the codes instead of writing out the unit designations. It is much faster, clearer and enables you to record a number of units in the small space provided without writing so small your opponent can't read it.

Incidentally, BLITZ does not require a code, but the numbers are still hard to read. I just put an abbreviated identification on the back, such as "14 Amd," "307 Arty," "3d Inf," etc. For those of you who are interested in trying my system,

(Continued on Page 15)



Dear Sirs:

Why is it so quiet on the Eastern front?

This is a plea for help. Panzerblitz, which may be one of the best games ever produced by the Merchants of Death at Avalon Hill, has been on the market for over a year. In that time only six articles and one fabulous cartoon have appeared concerning PzBz. Where is the cohort of armchair generals/authors who normally pop out of the woodwork after digesting each new A-H study in mayhem? Could it be they know something I don't? Or are they just as lost as I am?

Of the six articles, five deal with variants. Only one, "Vyazma" by Bill Freeman in the March-April '71 number, gets into the tactics of a variant, and then, unfortunately, only for the defense. Offensive tactics are nowhere mentioned.

My usual (and my opponent's usual) offensive scenario goes something like this:

1. Artillery preparation — lasts three turns *max*, due to brevity of the game, and usual lack of targets.

2. Infantry/Stürmpioneer assault — vain attempt to "spot" enemy units, all of whom are crowded into woods hexes and sensibly refuse to emerge so they can be shot at. Most attackers get their stuff blown away while unloading.

3. Armor & H/M attempt to blast holes through any areas where "spotters" remain intact. Overruns rarely occur.

4. The Cauldron — both sides slug it out at close quarters.

5. The game ends in a marginal or tactical tie, being extremely bloody in any case.

Now I realize that A-H claims both sides were evenly matched tactically at this point, and apparently so are my opponents and I. The defense occasionally wins, but never the offense. We have improved the situation somewhat by allowing infantry to CAT on the same turn they ride into battle atop the panzers, even though the panzers may not be conducting an overrun. Exploitable holes are sometimes produced, but not very often — the Wehrmacht soldier may have been more resourceful, but I doubt if many platoons wiped out Guards' companies in woods. Particularly since they have the bad habit of climbing out of halftracks within range of the defenders.

At any rate, we are at an impasse. The game is extremely interesting, colorful, playable, and all the other good things one can say about a game, including, I presume, realistic. The offense just can't win. If that's how it was in '43/'44, I'll resign myself to it, but I sure could use some help.

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Dear Sir:

Some errors cropped up in your cover story of Nov.-Dec. '71. First, vollkettenkraftfahrzeug (note that there are no capitals or hyphens; even though three words are used to make up this word, it is in fact an entirely new word, not three separate ones put together with hyphens), it's correct translation being "fully-tracked experimental vehicle", its official abbreviation being

Contest No. 47

As a change of pace, this issue's contest will not be one of skill. Instead, we are using it as a not-too-subtle tool in an attempt to find out what makes up our consumer market. The information we hope you supply us with will determine where to best place our consumer advertising dollars.

After completing the MARKET SURVEY, fill out Contest Lines (A) and (B). The ten subscribers who come nearest to guesstimating the correct figures will be awarded gift certificates. Deadline for entries is February 25, 1972.

MARKET SURVEY

1. ☐ 13 years old or less ☐ 14-17 ☐ 18-21 ☐ 22-27 ☐ 28-35 ☐ 36 and up
2. Education completed: ☐ High School ☐ College ☐ Post-Graduate College
3. Approximately how many Avalon Hill battle games do you own? _____
4. Approximately how many non-Avalon Hill battle games do you own? (Consider only those you purchased, not amateur games.) _____
5. Indicate the order of preference by number (1 your favorite, 5 your least favorite) in all categories indicated: (Do not leave any category blank and you may duplicate numbers; i.e., two No. 1's, three No. 2's, etc.)
 _____ Military History _____ General History _____ Play Game Simulations (like those in S&T Magazine)
 _____ Play Abstract Games (Chess, Go, etc.) _____ Gaming with Miniatures _____ Design Games
 _____ Write articles on wargaming _____ Sports Games
6. Indicate the order of preference by number (1 your most preferred, 5 your least preferred) in categories in which you would like Avalon Hill to design a game: (You may duplicate numbers; etc.)
 _____ Western Front 1914-18 _____ Korea 1950-53 _____ Battle for France 1944
 _____ The Pacific 1941-45 _____ American Civil War 1861-65 _____ Indian Wars 1860-90
 _____ American Revolution 1776-81 _____ Napoleonic Wars 1792-1815
 _____ Franco-Prussian War 1870-71 _____ Battle of the Atlantic 1940-44
 _____ Pre-Napoleonic Campaigns 1690-1780 _____ 30-Years War 1618-1648 _____ Roman Wars 80BC-70AD
 _____ Biblical Wars before 600BC _____ Renaissance Warfare 1250-1550 _____ Space (Science Fiction) Warfare
7. How many Avalon Hill Bookcase Games (in \$9 — \$10 category) would you be willing to buy each year? _____
8. Do you plan to resubscribe to The General? _____
9. Do you think this questionnaire as a regular feature would make The General more valuable to you? _____
10. Do you think The General has improved in the last 6 issues? _____
11. Do you think The General should have ☐ more articles written by Avalon Hill personnel, or ☐ less articles written by Avalon Hill?
12. Indicate in order of preference by number (1 your favorite, 5 your least favorite) in all magazine categories indicated: (Place X next to those you have no opinion on).
 _____ Scientific American _____ Fortune _____ Business Week _____ Boys Life _____ Science Digest _____ Time
 _____ Analog _____ National Geographic _____ Sports Illustrated _____ U.S. News & World Report _____ Newsweek
 _____ Esquire _____ Playboy _____ Atlantic _____ New Yorker _____ Life _____ Psychology Today _____ Saturday Review
13. The following games are non-Avalon Hill battle games produced by competitors. We need your opinion of them. Indicate your order of preference by number (1 your favorite, 5 your least favorite). Rate only those games you have actually played, if any.
 _____ Leipzig _____ 1914 Revision _____ Deployment _____ Crete _____ Korea _____ Normandy _____ Tannenberg
 _____ 1918 _____ Bastogne _____ Barbarossa _____ Tac 3 _____ Battle of Britain _____ Centurion _____ Tac 14
 _____ AH Blitzkrieg with Module S&T Module _____ Battle of Moscow _____ Strategy I _____ Kursk
 _____ Grunt _____ Diplomacy _____ T-34 _____ Alesia _____ USN _____ Lost Battles

(A) What was Avalon Hill's best selling game

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VK. The information about the weight classification and prototype numbers was correct, but the manufacturer's code *followed the numbers*: VK 4501 (P) was the official designation for the prototype, the (P) meaning Porsche (H was for Henschel, Rh for Rheinmetall-Borsig, etc.).

The "E" series of tanks was not another numbering system but an entirely new series of tanks and thus the new numbering system. "E" stood for Entwicklungstypen (translation unknown at this time). Five classes were envisaged, but only one was built, though not completed before the end of the war, the E.100. While the weight may have been the reason for the numbers following the "E", it doesn't explain why the E.10 was for the 10-15 ton weight class, the E.25 for the 25-30 ton weight class and the E.100 for the 130-140 ton weight class (two others, the E.50 and E.75 are apparently based on their actual weights, 50 and 75 tons respectively).

Sonderkraftfahrzeug (again one entire word), is translated as "special purpose motor vehicles." "HK" is the abbreviated form of Halbketten, which translates as "halftracked," however these vehicles were more properly known as "Zugkraftwagen" (ZgKw) which translates as "prime mover" (or "tractor") since they were originally intended to tow various types of artillery pieces, trailers, etc. Zugfuhrerwagen (ZW) was used as the designation of a Platoon Commander's vehicle of the PzKpfw III series. The proper abbreviation for Selbstfahrlafette was wither Sf. or Sfl. not Sfz. (there was no Sfz. as far as I know, but there was a Kfz. for soft-skin cars, trucks, etc.) and it translated as "self-propelled carriage;" the term for various forms of self-propelled artillery differed with its use: Schwere Infantriegeschuetz (S.I.G.) which translated as "heavy Infantry gun"; sturmgeschuetz (Stu.G.) which translated as "assault gun"; sturmhaubitze (Stu.H.) which translated as "assault howitzer"; sturmkanone (Stu.K.) which translated as "assault canon"; and sturmmoeser (Stu.Mrs.) which translated as "assault mortar."

PAK or Panzerabwehrkanone was translated as "antitank gun" and was not used as a title for a vehicle but for the armament it carried (as well as a number of field pieces, which the tank armament actually was, with a few changes or refinements). PjK or Panzerjagerkanone was an antitank gun adapted for use in the tank hunter vehicles. Pz.Jaeg. or Panzerjaeger translated as "tank destroyer" (or "fighter"). GW or Geschuetzwagen translated as "gun motor carriage."

And one last note about Panzerkampfwagen: It was composed of three words as you pointed out but again it formed one new word and thus did not mean armored war wagon (this would be a literal translation of the three root words); the English translation meant "battle tank".

I know what I speak of since I am guilty of the same thing as was pointed out to me by one of our members, Walter J. Spielberger (noted armor enthusiast and author who was himself a design consultant for German armored vehicle work during the war) after my publication of an editorial in our old type of publication "WORLD WAR II" magazine, wherein I relied solely on one source and was subsequently chewed out by Mr. Spielberger for presenting a biased and unfactual account.

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In Defense of Strategic Bombing

by Anthony M. Fabrizio

Mr. Fabrizio replies to Prof. Pournelle's "Indispensable for the Historian" article dealing with Luftwaffe which appeared in the Nov.-Dec. '71 issue.

In 1946 Senator Elbert D. Thomas of Utah wrote an article which had as its basic premise the exposing of the "Hoax of Precision Bombing." In the Nov.-Dec. '71 issue of the "General," there appeared Dr. Pournelle's article on Luftwaffe in which he describes strategic bombing in World War II as a "costly failure." The purpose of my article is one of rebuttal against Dr. Pournelle's thesis.

Dr. Pournelle's main points against the use of "strategic bombing" are — (1) The greatest myth of World War II is that strategic bombing was effective; (2) Goebbels figured U.S. attacks on civilian populations were worth several panzer divisions; (3) German war production increased from 1939 to 1944; (4) Interdiction of transport and oil nearly crippled the Reich.

The basic concept upon which the American Bomber Force of World War II was committed to action was "Daylight Precision Bombardment." Others felt that the word "Unescorted" should have been added to this concept, but the use of unescorted bombers was proven to be unfeasible after Ploesti, Schweinfurt and Regensburg. The question must be raised whether it was a direct policy of the United States Air Force to bomb cities or industries.

The RAF and GAF had learned through experience that for them daylight bombardment had proven too costly. The RAF turned to night-area bombing, to which industry was to be attacked by the saturation of the area in which it was located by bombardment. As the war progressed this area bombing concept was supplemented by an effort to destroy the German will to victory by attacking cities. The Americans entering the war with youthful enthusiasm clung to the concept of precision daylight bombardment.

In 1943 after much discussion and politicking by Eaker, Arnold et al, the Americans were allowed to continue daylight bombardment. However this was coupled to the RAF effort in what was called the Combined Bombing Offensive (CBO), the purpose of which was the "progressive destruction and dislocation of the German military, industrial and economic system and the undermining of the morale of the German people."

The six prime targets of CBO were sub yards and bases, aircraft industry, ballbearings, oil, synthetic rubber and tires and military transport vehicles. The intermediate objective was an offense against German fighter strength.

Although Americans were committed to undermining the morale of the Germans it never truly fitted into American planning to use this concept. Our variation was to dislocate morale by destroying German industry and air force. Of course when the weather was bad radar and blind bombing were used and Dresden did occur, but these were exceptions rather than the prime policy of precision bombardment.

Dr. Pournelle feels that the attacking of civilians added to his morale. This is true, however, if a few panzer divisions were worth the price of morale bombing, the fact remains that because of the "failure" of strategic bombing at the end of 1943, Germany and vicinity were protected by 70% of all Falk personnel (900,000 men) 75% of the total Heavy A.A. Guns and 55% of all automatic A.A. Guns. Granted that the war effort increased the total number of guns produced but where would 900,000 men be conjured from to defend the land frontiers of "Das Reich." I will concede to Dr. Pournelle the fact that German war production increased from 1939 to 1944.

The prime and intermediate targets of CBO must be now placed in some sort of grading:

A — Submarine yards and bases — never truly achieved the effects that were warranted by the original optimism of the directive.

B — Ballbearings — because of the quick dispersal of this industry following the damaging raid on Schweinfurt of Oct. 14, 1943, the project of attacking this product never made the Germans want for bearings during the war.

C — Oil — During World War II the U.S. dropped 126,191 tons and the RAF 109,664 tons on oil targets. The small tonnage dropped on this industry came closest to the concept of complete strategic destruction of industry through the air. Since Dr. Pournelle admits oil loss nearly crippled the Reich and he should have remembered that oil was one of the prime targets of CBO.

D — Synthetic rubber and tires — had some effect but it was "Accidental damage, to methonal and nitrogen plants proved harmful to German production of synthetic rubber and explosives."

E — Transport — the Germans were crippled to a dog's pace by the regular bombing of this system by the strategic and tactical air forces.

F — Aircraft Industry and German Fighter Strength — I combine these two because of the close inter-relationship between them. Did we fail to destroy the aircraft industry? Answer — YES! Because of one man Albert Speer. The bombing of the industry did at a crucial time, February, 1944, force the dispersal of that industry. The estimated production loss of 2 months was due to the bombing and dispersal. A drop in the bucket you say, "Well not really!"

By the time the industry was producing at a high level in May, 1944 one important item had been lost, experienced pilots to train recruits. Adolf Galland in April, 1944, "the day fighters have lost more than 1,000 aircraft during the last four months, among them our best officers." In this we succeeded through the operation of "Big Week," 200-600 enemy aircraft destroyed, a production lag due to bombing and dispersal of two months and the killing of many air officers who were not available later to train and lead the Luftwaffe with its increase of fighter strength.

This industry in early 1944 and later oil were besides Berlin the item that depleted the Luftwaffe. These targets had to be defended. You can bury an aircraft factory underground, but where do you put synthetic oil factories and the industry of Berlin (Erkner and Politz among others) and Hitler's pride. The Luftwaffe fought and was literally bled to death by the USSTAF. The USSBS felt that "Allied air power was decisive in the war in western Europe." Herman Goering said in 1945 "Without the U.S. Air Force the war would still be going on elsewhere but certainly not on German soil."

There you have my rebuttal arguments for those young Americans (and British) who lived and died over the thin air of Europe, to defeat a scourge (Hitler) and win a "costly" success, proving that strategic bombardment was indeed decisive. Well in any case enjoy the best air war game in history and remember strategic bombardment was once decisive, it can be resurrected by your skill. BOMBS AWAY!

Bibliography:

The Army Air Force in World War II, The Rise and Fall of the German Air Force, Bomber Offensive, The First and the Last, The War in the Air.

Anthony M. Fabrizio
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The Bonaparte Squint

(Continued from Page 12)

I'll provide a STALINGRAD or WATERLOO Ops Sheet with my numbers free for a stamped, self-addressed envelope. The ANZIO system is a bit more complex (no AH-provided unit listing), so I'll have to charge a dime plus stamped envelope for a complete set (5 sheets) of codes. Fair enough?

Richard D. Thurston
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