

APPENDIX A

Brief Scenario Overview

Situation: Jupiter is massing forces and threatening an invasion of Mercury. The Regional Combatant Commander (RCC) has established a Joint Task Force to address the situation. A planning team of experts from the RCC's Standing Joint Force Headquarters has deployed to begin the planning process¹. Other experts from other government and non-government agencies have augmented them. The planning team begins the process by performing a mission analysis to identify effects most likely to achieve the RCC's campaign objectives and endstate.²

Sample Desired Endstate: Regional Security and Stability

Sample U.S. Campaign Objective: Maintain Mercurian Territorial Integrity

Scenario Excerpt

Tensions between Mercury and Jupiter

Pegasus has enjoyed a relatively peaceful 250 years aside from minor conflicts that fell mainly along religious and ethnic lines. The recent tensions between Mercury and Jupiter can be traced to religious feuds that erupted after both countries' independence over 60 years ago. Until 1950, Russia controlled both countries as Mercupiter and kept religious and ethnic differences in check. After Mercupiter's peaceful independence from Russia in 1950, Protestant-dominated Mercury and Catholic-dominated Jupiter separated into two countries and immediately disputed the territory of York, a region in the southern areas of both countries. Soon after independence, the United Nations (UN) established a Line of Control (LOC) in York splitting the territory between Mercury and Jupiter, creating a Mercury-controlled York (MCY) and Jupiter-controlled York (JCY). While both countries recognize the LOC, both sides also dispute the right of the other to occupy any portion of York. This decades-old dispute has brought both countries to the brink of war.

The seeds for conflict were sewn in 1951 as a large influx of Jupiterians, who were fleeing economic hardships in Jupiter, began to enter (legally and illegally) MCY. Pressures of increased immigration remained in check until the late 1970s when MCY, led by the city of Gammon, began to develop into the main industrial area for the Pegasus region. The large number of computer manufacturing jobs based there created another major influx of immigrants. Mercury's fast-growing, capitalistic-oriented, industrial economy that lured the Jupiterians was mainly responsible for an ethnic Jupiterian population explosion in MCY. The majority of the workers in MCY factories are Jupiterians while management remains Mercurian. Most were hired due to the fact they were willing to work for lower wages than the Mercurians. This huge MCY Jupiterian population has been a major source of instability in the region.

Recently, there has been a rise in terrorism in MCY. Groups such as Jupiter's Thunder have begun taking aggressive action to force Mercury to cede control of MCY to Jupiter. For its part, Jupiter is Jupiter suffers from outdated production facilities and working practices. Inflation is high and the government will need to take drastic and probably very unpopular action if the country is to be spared complete bankruptcy. The country is rich in natural resources, especially coal, iron ore and water, and this has sustained the economy for many years but can no longer mask production and trade imbalances with more technologically advanced countries, especially Mercury.

¹ (JFCOM), "The Joint Warfighting Center Joint Doctrine Series Pamphlet 7: Operational Implications of Effects-Based Operations (Ebo),"3-4.

² The scenario excerpt is only meant to provide readers some back ground on the situation to understand the application of the methodology.

APPENDIX B

Cain's EBO Verb List³

Constructive Verbs

Educate - Stimulate or develop mental or moral growth
Confirm - Support or establish validity
Sustain - Keep in existence or maintain
Encourage - Inspire with hope, courage, or confidence
Construct - Form or build by assembling or combining parts
Heal - Restore to health or soundness, to set right
Feed - Supply with nourishment, to serve food to
Restore - Bring back to original condition
Comfort - Soothe in time of distress
Protect - Keep from being damaged, stolen, or injured
Liberate - Set free
Legitimate - Give legal force to

Destructive Verbs

Deny - to prevent the use of
Destroy - to ruin completely, to render useless or ineffective
Delay - to cause to be slower than expected
Isolate - to cut off from others
Neutralize - to render ineffective
Disrupt - to throw into confusion or disorder/to impede progress or movement
Inform (Deceive) - to mislead
Inform (Enlighten) - to inform or instruct
Inform (Confuse) - to cause to be unable to think with clarity or act with intelligence or understanding

³ Based on Cain, "Ebo Universe."

Bibliography

- (JFCOM), United States Joint Forces Command. "The Joint Warfighting Center Joint Doctrine Series Pamphlet 7: Operational Implications of Effects-Based Operations (Ebo)." edited by United States Joint Forces Command, 2004.
- Cain, Anthony C. "Ebo Universe." 1: Air Command and Staff College, 2004.
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