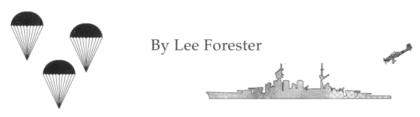
# **Operational Tempo**

in INVASION: NORWAY



Nathan Bedford Forrest, the famous Confederate cavalry commander, is credited with the military advice: "Get there first with the most." Yet as Robert Leonhard points out in his book Fighting by Minutes: Time and the Art of War (Praeger 1994), these are two antithetical goals. Commanders generally must choose between arriving first or arriving with the most. Leonhard develops this fascinating paradox, distinguishing between pre-emptive tactics and concentration tactics. Pre-emptive tactics focus on striking an unprepared enemy by sacrificing mass to purchase time. This corresponds to Forrest's advice "Get there first" and seemed to be Forrest's preferred method of operation. Concentration tactics are the flip side of the coin, where a commander sacrifices time in order to purchase mass. When practicing pre-emptive tactics, a force generally is divided according to maneuverability (i.e. speed) which makes combined arms difficult or impossible. Concentration tactics seek to synchronize all combat arms, which provides for greater combat power, but such a force is then limited in maneuverability by the slowest/least mobile units.

INVASION: NORWAY provides a wonderful opportunity to explore Leonhard's ideas. The Germans historically opted for pre-emptive tactics, striking key targets simultaneously in one coordinated surprise attack. Yet, during the first period of the campaign, the German forces were relatively weak, having sacrificed mass for velocity. A determined, coordinated Allied response could have resulted in a major German defeat, but such was not the case. Because the Norway campaign includes such a great variety of arms (major naval and air units, infantry, artillery, armor, mountain units, coastal artillery, paratroopers), the ramifications of good and / or poor combined arms play have a great effect on the outcome of the game. The reinforcement schedule, withdrawals due to the

looming French campaign, slow Norwegian mobilization and initial allied submarine activity contribute to making tempo a key operational factor.

Most discussions of INVASION: NORWAY assume that the Germans should adopt the historical use of preemptive tactics. There are many good and obvious reasons for this. Taking mobilization centers before their respective units mobilize is a form of pre-emption, destroying Norwegian combat power without risking combat. Special rules for surprise allow German naval units to run coastal batteries much more effectively, muting their normal strength. All Norwegian units defend at half strength on the first turn, which makes it logical for the German player to attempt to engage as

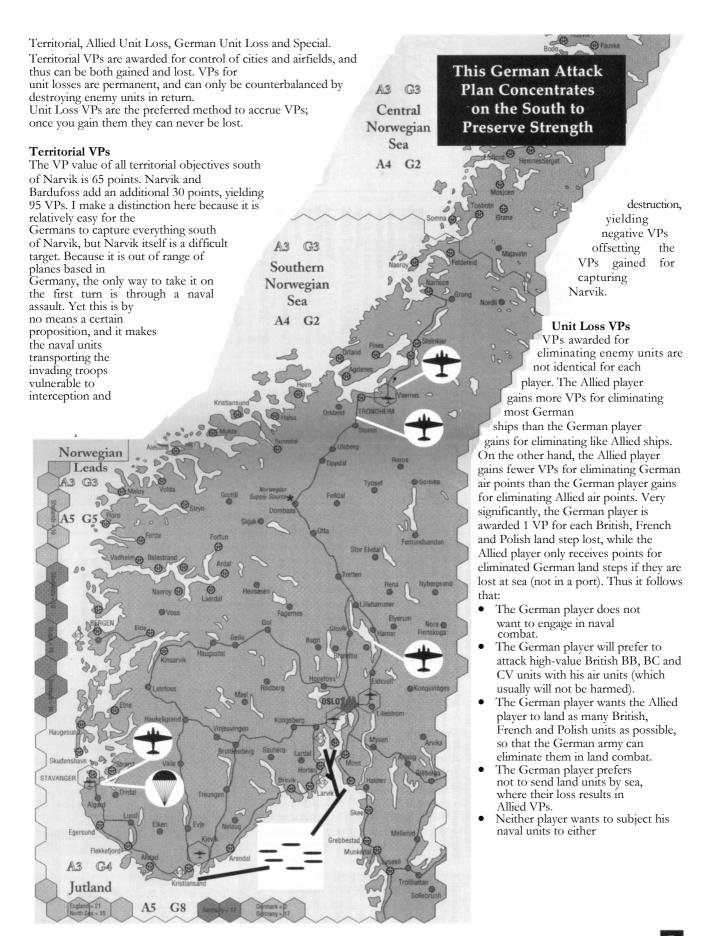
many Norwegian units as possible while they are weak. The Norwegian navy can most easily be destroyed on the first turn, because they fire second in all port combats. Because the German navy is difficult to detect during pre-invasion turns, the Germans can actually achieve naval landings up and down the coast of Norway on the invasion turn, a feat they would have a hard time replicating once the British navy is fully alerted and active.

However, many risks partially perhaps fully—offset these many advantages. If the Germans attempt to take all the major objectives on the first turn (Narvik, Trondheim, Bergen, Stavanger, Kristiansand and Oslo) they will dilute their forces greatly. With some poor luck, the landings at Narvik and possibly even Trondheim may fail. German naval units will be extremely vulnerable, and if an aggressive Allied player has properly positioned his naval units, the Germans may find a good portion of their fleet sunk before they can attempt a run back to Germany. Allied submarines can cause the German players many headaches on the initial turns, as they take free attacks on all naval units in Kattegat and Jutland. Are the risks justified?

Herein I propose an alternate look at the situation. Perhaps concentration tactics can provide a solution to the German dilemma that is equally satisfactory or even superior to preemptive tactics. Such an approach would sacrifice speed in order to gain combat power through the synchronization of combined arms. While some of the benefits of preemption will be lost, new benefits from synchronization will be gained. To evaluate the viability of such a strategy, we first need to take a hard look at the victory conditions.

### **VICTORY CONDITIONS**

INVASION: NORWAY has four categories of victory points (VPs):



# **Tempo:** INVASION: NORWAY Plan

submarine or coastal battery attack, since they can only lose VPs and not gain VPs in return through exchanges.

#### Special VPs

Special VPs are gained only through capturing Haakon VII (which happens only occasionally) or through the German player not garrisoning the larger Norwegian ports or airbases. It follows then that the German player will wish to take these ports and airbases only if he can garrison them sufficiently to prevent Allied hit and run raids from kicking him out. Good German play should prevent the loss of VPs in this manner.

#### **GERMAN ATTACK PRINCIPLES**

Based on this short analysis of Victory Points, a few clear principles for German play emerge. The Germans

- Not expose his naval units to attack, especially when transporting land units.
- Avoid Air Transport Assault whenever possible, since planes are often lost, losing VPs.
- Destroy as much of the Norwegian army as possible as soon as possible to force the Allied player to commit Allied ground units, which count for VPs when eliminated.
- Not be in a hurry to take cities, since they need to be held not at the beginning, but at the end of
- Use his air units and particularly Air Transport to the fullest.
- Engage Allied land units with German land units, and Allied naval units with German air units.
- Not expose his air units to unchecked naval bombardment.

These principles can be applied in a number of ways, but below I will give one

	German Attack Plan		
Naval Unit	Transporting	Target	
Oslo Group			
BC Gneisenau	One Inf Bn/69th Inf.	Horten (5021)	
BC Scharnhorst	One Inf Bn/69th Inf.	Oscarborg (4921)	
2 DD points	Two Inf Bns/69th Inf.	Oslo (4720)	
2 DD points	Two Inf Bns/69th Inf.	Oslo (4720)	
CL Emden	One Inf Bn/69th Inf.	Oslo (4720)	
Frederikstad Group			
CL Konigsberg	One Inf Bn/69th Div.	Frederikstad (5120)	
PB Lutzow	One Inf Bn/69th Div.	Frederikstad (5120)	
GT Bremse	One Inf Bn/69th Div.	Moss (5020)	
Kristianstad Group			
CA Hipper	One Inf Bn/163rd Div.	Kristianstad (5627)	
CA Blucher	One Inf Bn/163rd Div.	Kristianstad (5627)	
CL Koln	One Inf Bn/163rd Div.	Kristianstad (5627)	
CL Karlsruhe	One Inf Bn/163rd Div.	Kristianstad (5627)	
AP A	Battery, 730th Artillery	Horten (5021)	
AP B	Artillery Bn (reduced) 69th Inf.	Oslo (4720)	
AP C	Breakdown Artillery Battery	Oslo (4720)	
AP D	Breakdown Artillery Battery	Oslo (4720)	
AP E	Artillery Bn (reduced) 69th Inf	Oslo (4720)	
AP F	Breakdown Artillery Battery	Oslo (4720)	
AP G	Breakdown Artillery Battery	Oslo (4720)	
AO Moonsund	Six ASP's	Oslo (4720)	
AO Senator	Six ASP's	Oscarborg (4921)	
AO Belt	Six ASP's	Horten (5021)	
AO Euroland	Six ASP's	Horten (5021)	
AO Dollart	Six ASP's	Kristianstad (5627)	

possible invasion plan as an idea. Its intent is to highlight German strengths and aim them at Allied weaknesses. The German navy is strictly limited to Germany, Kattegat and Norwegian ports on the Kattegat. In addition, no naval units move during Allied submarine activity. In the Quick Start game included WITH INVASION: NORWAY, the Germans lost about 30 VPs from destroyed naval and land units-that is equal to the value of Narvik and Bardufoss! This plan seeks to preserve these units, and can result in no German VP losses from the invasion. It does not strike Narvik, but Narvik remains as a target that the Germans can take later, forcing the Allied player to garrison it and worry about it. With the entire German navy preserved, the Germans can threaten a full naval invasion later in the game, perhaps after many Allied naval units have been withdrawn.

## **GERMAN PLAN**

Oslo Group: With three Quisling Treachery rolls, it should be no problem to take Oslo by sea. First, Scharnhorst runs the Batteries at Balarne and Oscarborg to land its infantry at Oscarborg (4921). Since the Scharnhorst has a defense of 7, it is very unlikely that it will be damaged by the unprepared Norwegian coastal batteries, but if by chance it is, use a Quisling roll to reverse the damage. Next, Gneisenau strikes at Horton (5021), forcing the coastal battery to surrender (using a Quisling roll if necessary for a reroll). After the way to Oslo has been cleared, the rest of the group lands their troops in Oslo. You should get a decent advance after combat out of the attack on Oslo—use it to take the airfields and move adjacent to Norwegian units for follow-up attacks in the combat phase (especially against hex 4619).

Mission	Transports	Transported	Target Hex
Type	Units	Units	
Air Transport Double Range	One Ju.52 Point	One Mtn. Inf. Co. of 3rd Mtn. Div.	Frozen Lake #1 (Hex 3018) rebase to Vaernes
Air Transport	Eight Ju.52	Two Inf. Bns of 196th Div.	Vaernes Airfield
Double Range	Points		(Hex 3018)
Air Transport	Four Ju.52	One Inf. Bn.	Vaernes Airfield
Double Range	Points	of 196th Div.	(Hex 3018)
Parachute	One Ju.52	One Parachute	Sola Airfield
Assault	Seaplane Pt.	Infantry Co.	(Hex 5132)
Parachute	One Ju.52	One Parachute	Sola Airfield
Assault	Seaplane Pt.	Infantry Co.	(Hex 5132)
Parachute	One He.59	One Parachute	Sola Airfield
Assault	Seaplane Pt.	Infantry Co.	(Hex 5132)
Air Transport	Eight Ju.52	Two Inf. Bns	Sola Airfield
(Assault?)	Points	of 163rd Div.	(Hex 5132)
Air Transport	Four Ju.52	One Inf. Bn.	Sola Airfield
	Points	of 163rd Div.	(Hex 5132)
Air Transport	Two Ju.52 Points	One Mtn. Inf. Bn (reduced) of 3rd Mtn. Div.	Frozen Lake #2 (Hex 4319) rebase to Denmark
Air Transport	One Ju.52 Points	One Inf. Company of 3rd Mtn. Div.	Frozen Lake #3 (Hex 3120) rebase to Vaernes

Move the units at Horton and Oscarborg to destroy the mobilization centers for the 3rd and 6th Regiments.

Friederickstad Group: Wait until the batteries guarding Oslo are neutralized before invading Friederickstad. Follow up the invasion by attacking and taking hex 4920 (1st Regiment mobilization center), placing a captured artillery unit there. The battalion at Moss will be available for this purpose if the assaulting force cannot advance after combat sufficiently.

Kristianstad Group: Conduct the initial invasion with Hipper and Blucher only. The chance that they will be damaged is low, and unless you have been extremely unlucky, you should be either unscathed or have a Quisling roll left to help out. Even if you take a hit, the invasion should succeed,

particularly with the help of air support. Once the port is cleared, you may land with the rest of the group. Advance after combat to attack any Norwegian units, especially aiming for hex 5427.

## Transport and Tanker Echelon:

These do not need to land at the hexes indicated, but make sure they land in ports covered by captured coastal batteries and protected by warships so that suicide Norwegian torpedo boats do not catch them.

# Trondheim Air Group: Secure

Vaernes by landing on a Frozen Lake airfield in the hex (this saves the use of parachute companies for better things). Unload three battalions of infantry and take Trondheim. The Mountain Infantry Company will cut off the retreat of the defending 11/13 Norwegian battalion, eliminating it and lending an extra step in

defense of Trondheim against a possible Allied counterattack. Leave one battalion and an mountain infantry company in Vaernes, which is your lifeline and actually more critical than Trondheim. Make sure you capture the artillery unit. I recommend against flying ASP's to the airfield until you need them, since they will be vulnerable to bombardment. Next turn, try to get all the planes back to Denmark or Germany to keep them safe from marauding British battleships.

### Parachute Assaults on Sola Airfield:

The goal of these assaults is to drive off the defending unit (hopefully with a step casualty). Since any combat results forces a Norwegian unit to retreat, three parachuting companies should be able to drive it off. If this occurs, land with the three infantry battalions and

# Tempo: INVASION: NORWAY Plan

attack the 1/2 (which should be adjacent). If things go your way, this will allow you to advance into hex 5230, home of the 8th Regiment, eliminating the reinforcing battalions. If the parachuting units do not clear Sola, you may want to land the infantry at Kjevik (5527) to prevent the risk of losing VPs for air points destroyed in an Air Transport landing. Sola is not really a key target for the first few turns, so feel free to take your time.

Overall Goals: You want to land safely, not give up any victory points, secure major airfields, and destroy as many Norwegian Mobilization Centers as possible. You should get all three captured Artillery units, as well as enough supply to last the next turn. Do not feel bound to the above plan, because sometimes you are very lucky /unlucky and new opportunities / emergencies appear.

#### **TACTICAL ISSUES**

Frozen Lakes really expand German options during the invasion phase. The above plan is merely one option. Any hex with a lake in it can be filled with a few mountain infantry battalions (with artillery) in no time. Once Allied troops come ashore, this means very long, exposed supply lines for them. I prefer to use all the airfields in conjunction, especially around the April #6 turn, where they can completely unhinge the Norwegian defense line by cutting supply in the mountains. Remember that reduced battalions still have a ZOC, which can be real handy for cutting off retreats. Try not to keep units permanently based on Frozen Lakes, so you can remove them at the beginning of the turn.

Watch out for Norwegian TB points. They are great for suicide attacks against your BCs that are floating in harbor (if the Allied player thinks of it, of course). Use some air and maybe even your SB and TB units to intercept if he

tries this. The plan tries to limit the exposure of German naval units to suicide attack. Fortunately, Norwegian coastal batteries can be used for defense once they are captured (which is why I do not fire on them).

If the Allied Player is careless or you get a very good retreat result against Oslo, it is possible that the rail line to Bergen will be open. If this is the case, send a unit up through Voss to destroy the mobilization center there, and move it to hex 4331, adjacent to the 8th Regiment mobilization center. You may then want to use the paratroopers against Bergen, where a retreat result will kill the defending regiment.

Remember that you can Air Assault any port hex or hex occupied by friendly units. If no good targets are available, you can use Paratroopers instead of Mountain Infantry Companies and land them at Frozen Airfields, where they cannot be lost or disrupted. They can also be used to strike far north at the mobilization centers for the 14th and 15th Regiments, if you don't mind rebasing to Vaernes. If no clever uses are apparent, include them in attacks so that you can use them to absorb a step loss, since they must be removed within a few turns anyway.

You do not need Mobile Coastal Defense Batteries right away. When they arrive, you should have cleared a road to Trondheim. They will probably be most effective there, guarding Trondheim and Vaernes. Stack them together, because with an attack factor of 8, they make even the British BBs leery of trying to attack them. Vaernes will eventually be very active, so you will need protection from bombardment (and losing VPs from destroyed air factors).

The German Luftwaffe is best used against British naval units because of their VP value. Attack BBs, BCs and CVs whenever possible, because even with their

better flack protection, the average VP gain is much higher. Use them for ground support only when absolutely necessary, or when they are ineffective against naval targets (such as the He.111's in bad weather). If you do well in hitting British capital ships, you may not even need to invade Narvik to achieve a Decisive

Don't forget to base much of your infantry and Ju.52's out of Denmark because of the extended range. This will make you vulnerable to British night bombing, but I feel it is worth the risk.

#### WHAT NEXT?

This plan will result in few if any ship losses, and probably very few ground steps lost. It hits southern Norway hard as well as securing Trondheim and doing a great deal of damage to Norwegian mobilization. On the first turn, you should be able to knock out the following mobilization centers:

**Certainly:** 1, 2, 3, 4, 6, 7, 12, D1, D2, 1A, 2A, 3A, 1 MA **Possibly:** 8, 9, 10, 2MA

The Allied player will be sorely tempted to land reinforcements as soon as possible. Since you will have superiority in artillery and air units (and armor soon), this is welcome, as you will be able to attack with -5 modifiers, resulting in VPs for eliminated Allied steps. This plan may not secure Sola, and probably will not secure Bergen right away, which makes the Norwegian Leads less dangerous to the Allies (because without Bergen the Germans cannot detect Allied naval units so easily, and without Sola the Ju.87 r's cannot reach it). However, I feel that the Southern Norwegian Sea (outside Trondheim) is the critical area at the start of the game, since that is the best opportunity for an Allied response. The terrain is much too rough further south, and all the

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the Netherlands out of the war early. In the Netherlands, the game generally follows history. That is, airborne landings, a panzer lodgement inside Fortress Holland and terror bombing of a Dutch city combine to force capitulation in one or two turns.

The Allies cannot compete with the Luftwaffe in the air using the historical order of battle. The variant for the expanded French air force gives the Allies parity in numbers, but not in terms of versatility.

VICTORY IN THE WEST injects uncertainty into the air game with randomly varying mission strength, except for bombing attacks. Before each mission, the player rolls against the Air Table's strength column to find the maximum number of air points, of both types, that can be allocated.

This table significantly favors the Germans. Many Allied missions are stopped, or reduced to impotence, before they can even clear the end of the field. The same can happen to the Germans, but the probability is less, and the effects less serious. In sum, the German player has a much better chance of doing what he wants in the air than his opponent. Again, the expanded French air force variant can partially offset the Luftwaffe advantage, but does not completely counter it.

## CONCLUSIONS

In the spring of 1940, it was Germany that dictated the rules of war in the Low Countries and France. The Allies showed up with suspect national will, unit morale and, ironically, the arrogance of victory in 1918. Worst of all, they brought armies fit for the last war, a mistake as lethal as taking a knife to a gunfight. The result was a defeat more severe and humiliating than anyone's worst nightmare. France would spend decades trying to live down defeat and the wrenching legacy of collaboration that followed.

As a simulation, VICTORY IN THE WEST effectively demonstrates the inherent superiority of the German war machine. Hitler's forces have a far greater reportoire of destruction than the Allies, and can accomplish it at what amounts to a dizzying pace when compared to the French. The game simulates the structural and doctrinal advantages of the Wehrmacht and the Luftwaffe. Both are significantly better than their Allied counterparts. Together,

they have the ability to strike at the heart of the Allied cause.

There is one very significant theme in the variants. It is that most try to make the Allied forces more like their enemy's. Few really succeed, even within their limited scope. Allied armies, especially the French, can move closer to the German model, but there is always only one Wehrmacht.



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lakes make lines of communication tough to hold open for the Allies.

The next step for the Germans is to crush any Norwegian line that forms. Supply will be a bit tight, and combat units probably can't move fast enough to catch the

Norwegians. The best way to eliminate them is move up, but not attack unless you get very good odds, and on the April #6 turn (maybe #7) use a combination of mountain troops (flown in on previous turns) and Frozen Lake hexes to cut off the supply lines for the Norwegian units which will probably be in mountain hexes. The mountain infantry units are hard to kill this way, but it is relatively easy to isolate regular infantry units. Then the Allied player must choose whether to use his leaders for isolated infantry units, or instead save them for use later by raiding mountain infantry units (the better choice). Try to destroy without combat as much as possible of the Norwegian army. Use Frozen Lakes to the utmost, since the thaw will be coming soon, precluding their use.

Watch your supply level carefully the first few turns, since you will not be landing any reinforcements by sea until the April #7 turn (once the Allied submarine threat has abated), and your initial airlift will be reduced because many of the Ju.52's will need to rebase from Vaernes. Don't amass more

supply than you need. Fortunately combat probably will be limited during the first few turns, as cutting off Norwegian units from supply is the preferred method of eliminating them. With the constricted mountain roads, you will find that you do not need much in the way of reinforcements right away, as the initial force is pretty large and it will take the Allies a while to land. So use your best judgement in terms of what units to transport via air to Norway the first few turns.

Clear the rail line to Trondheim soon so that you can move your mobile coastal artillery batteries there. When all stacked together, the British BBs may well keep their distance. If you can capture/hold the Agdenes battery, place your mobile batteries there to add to the defense. This may free up a few mobile batteries for use at the Sola airfield. With Agdenes in your hand, you can consider making a run during foul/ stormy weather with your BCs, CAs and possible DDs to Trondheim, where they can pose a constant threat to Narvik. This is very risky though.

If things have gone well, you can aim at preparing for an air attack against Narvik before the bulk of your Ju.52's are recalled for the attack on France on May #1. Use your mountain troops, and fly them to Frozen Lakes in 0705 and/ or 0706. You should be able to fly in artillery and supply as well. You may also be able to

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assault from sea, if you have moved the heavy naval units to Trondheim. If you get a successful foothold, your goal will be to get the 2nd Mountain Division into action (shipping it to Oslo, then moving it via rail to Vaernes for air transport to the Narvik area). Even after the thaw on May #8, you can still airdrop supplies and conduct two Parachute Assaults with mountain infantry companies. If Narvik has not yet fallen, move a unit into 0604 on April #9 to receive the two Swedish SP's (hey, every little bit helps).

The use of concentration tactics offers a different approach to capturing Norway—one with many advantages over the usual

pre-emptive tactics. It helps mitigate the effects of bad luck, because fewer risks are taken. It does a very good job of eliminating the Norwegian army before it is fully mobilized. As with the proverbial story of the Tortoise and the Hare, it is often the slow and steady approach which wins the day. Such a different approach may throw off the Allied game plan, creating mistakes for you to exploit. I hope that at the very least the use of concentrations tactics will strengthen your style of play in INVASION: NORWAY, leading to the thrill of victory, and for your opponent the agony of defeat.

# 2. Highest total victory point difference

**3. Best Turn Count.** Each player's Turn Count is the sum of:

- In a marginal victory, the number of turns played,
- In a decisive or substantial victory, twelve minus the number of turns played,
- In any loss, the number of turns played.

For example, if two players played two games to a 12-turn marginal victory and a 7-turn substantial victory, the substantial winner would have a Turn Count of 17 [12 + (12-7)] and the loser would have a Turn Count of 19 [12 + 7].

4. If still tied, high die roll wins the tie.

## Final Rounds

The semi-finals will match the #1 Tournament Point scorer versus the #4 scorer and the #2 scorer versus the #3 scorer. The side played in each game will be determined by bid. The #1 and #2 scorer receive first bid which can be zero. The next person must increase the victory point bid by at least 1/2 point to play the same side. When one person declines to raise the bid, the last bidder gets to play the chosen side, but his opponent receives the number of victory points bid in the game. For example, if the winning bid is 1/2 to play the Americans, the British will start the game with 1/2 victory point.

The finals will be between the winners of the semi-final games. Bid for side is made again. The first bidder is the person who scored more Tournament Points in the semi-final game using the tie-breakers if necessary.

## **Game Rules Used**

Play the standard game without either variant. Use the Advanced rules. Use optional rule 9.4.6 which deals with the illegal play of Tactics Chits. Do **not** use 2.7 British Limited Intelligence or 13.0 Fog.

# Saratoga Tournament Rules

By Andy Lewis

# **Preliminary Rounds**

Everyone will play at least two games—one as each side. The pairings are determined randomly by sides for both games. After preliminary round games are completed, the top four players overall based on **Tournament Points** will advance to the semi-finals.

We (the developer and designer) predict the following times for completion of turns.

Turns 1-2: 5 minutes each Turns 3-6: 15 minutes each Turns 7-12: 10 minutes each An entire game should take between 2 and 2 and 1/2 hours.

### Scoring

Both players received Tournament Points for their performance according to the victory levels in the game:

- 7 Tournament Points for DECISIVE victory
- 6 Tournament Points for Substantial victory
- 5 Tournament Points for Marginal victory
- 2 Tournament Points for Marginal loss
- 1 Tournament Points for Substantial loss
- 0 Tournament Points for DECISIVE loss

If a game must be adjudicated before it is completed, the normal victory conditions are observed, but both players receive **one less** Tournament Point. For example, an adjudicated Marginal gives the winner 4 Point and the loser 1 Point.

The scoring system is purposely set-up to have a two-time marginal **winner** score more points than a person with a decisive victory and a marginal loss. The **victory point difference** in each game and the **turn** a substantial or decisive victory is achieved should be recorded to be used as tiebreaker.

#### Tie-Breakers

The tie-breaking procedure is outlined below—continue down

the list only until the tie is broken.

**1. Highest low point game** (*i.e.* having a marginal loss is better than a substantial loss)