

*'In preparing for battle I have always found that plans are useless, but  
**planning is indispensable***  
(Dwight D Eisenhower)

*'All the business of war...is to **endeavour to find out what you don't know  
by what you do: that's what I called 'guessing what was at the other side of  
the hill***  
(Duke of Wellington<sup>8</sup>)

<sup>8</sup> In *The Croker Papers* (1885) vol. 3 ch. 28.

## Summary

- Consider using the Combat Estimate ('the Seven Questions') to plan your campaigns.
  - Q1. What is the enemy doing - and why?
  - Q2. What do I need to do - and why?
  - Q3. What effect do you wish to have?
  - Q4. Where can I best accomplish my mission?
  - Q5. What resources do I need?
  - Q6. When and where do these actions take place in relation to each other?
  - Q7. What control measures do I need to impose?
- Consider using the Principles of War as a checklist.
- Ask yourself 'What is the worst thing that could happen? (And how do I mitigate it?)'

## Definition (what is it?)

64. 'Operational art is the mechanism...to implement strategies. Operational art combines the **science of planning** and the guidance from the tenets of doctrine with the **skill, knowledge, experience, creativity and judgement of commanders**...to design and conduct...campaigns to achieve...strategic objectives.'<sup>9</sup>

## Why is it important?

65. What was more significant in 1815: Napoleon's tactical failings at Waterloo, or Grouchy's failure to fix Blucher's Prussian army?

66. It takes a considerable amount of time – ultimately *years* - to generate an army: building, training and deploying the brigades to the right theatres. Yet all this effort will be for nought if your operational plan is flawed, and your campaign fails before it has even begun. Let me start with a personal example, where it went very badly wrong...

### Champions Game 1. Hubris...and Nemesis

Sadly, my turns from the first Champions game have been lost to the mists of time. It matters not - they have been seared into my memory.

Firstly, some context. I had been drawn as Russia, which was an excellent start. From there, the game continued to go well. I had managed to acquire an ally in the Duchy of Warsaw under George Hornby, and together we had launched a lightning invasion of Austria: George doing the heavy lifting in battle, whilst I swarmed across the Russian (and Ottoman) border to destroy Austria's economy. After Austria I immediately turned east to knock out the Ottoman Empire whilst Warsaw demolished Prussia; I then turned back west once more, leaving my landgrabbers to mop up Anatolia.

<sup>9</sup> Allied Joint Publication 01 ([AJP-01](#)), *Allied Joint Doctrine*, Edition F Version 1, page 61, Dec 2022.

In terms of diplomacy, we had also brought Britain into our alliance, with his powerful economy and strong colonial position. Moreover, he was proving a very generous and selfless ally, contributing substantially to my war chest. Elsewhere, western Europe was tearing itself apart in bitter blood feuds, notable even for Austerlitz. Warsaw and I had, between us, conquered almost all eastern Europe. Not only were we going to win, but this was going to be the fastest win ever – and against former champions! And then, suddenly, we weren't...

My former foes and allies will have to correct – or forgive – me if I get any of the details wrong. But the essentials were this: firstly, the blood feuds in western Europe instantly stopped, as five former enemies (FIKMN) became new allies to face the threat from the east. This was a considerable achievement, mostly, I believe, on the part of Roy Mitchell (Italy). Secondly, there was my Italian campaign...

Knowing that we were outnumbered in terms of foes, but trusting to God and large battalions, I remember wanting to hit their coalition hard. Divide and conquer. And the first opportunity that presented itself was the Italian army in Trieste. I attacked.

It has been interesting to look back over the old forum posts. The record shows that, according to Italy:

*“Russia: 114,000 all out (Katusov retired hurt). Italy: 63,000 for 9 declared. Tea now being taken. Unfortunately it looks like several thousand Russian Gc will be unable to bat in the second innings.*

*State of the pitch. Solid, large fort, with some wear but no cracks.”*

For those not of a cricketing persuasion, my attack had failed, and the fort remained in Italian hands. His turn to attack.

*“a bloodbath near Trieste results in 105,000 Italians saying ciao, while 55,000 Russians will never say da again”.*

A good result, you might think. Read on:

*“Unfortunately for Russia his men are stuck and mine bolstered by large scale reinforcements”.*

This simple, throw-away line marks the end of my Russian dreams. Let me explain. George had fallen foul of a coordinated enemy attack and had lost his main army (c600 bns). I was feeling under pressure to achieve a victory, but was equally confident of beating an Italian army that had taken a pummeling in earlier campaigns. Alas, I had not looked to my own security and considered what the *reasonable worst-case scenario* might look like. It turns out that it was being trapped against the walls of an enemy large fortress as he massively reinforced his army. Unable to escape, and with the Italian army now refitting in their fortress, my army was doomed.

If I remember rightly, this campaign cost me about c450 bns of quality troops; oh, and no small amount of self-esteem. Militarily this was a blow, certainly, but not a fatal one.

My economy was strong, my tax revenues from Anatolia were just kicking in, and I was being supported by British gold. My army was already being replaced, and I had both time and space to trade. Sadly, none of this mattered.

The real outcome of this battle was not tactical or even operational: it was *strategic*. Britain, true to historical form, would deem its best interests to lie elsewhere: Perfidious Albion abandoned Warsaw and me to our fate. This fate would take another couple of years of my life to play out, and all too horribly. But that was back in 2005, and I'm very nearly over it now...

Again, looking back on the forum, I see this from my Italian foe:

*"I would suggest that your problems were of your own making eg attacking alone without allied support; being greedy; ignoring the possible effects of terrain; deciding I was a soft target; fielding an army without riflemen; utilising cavalry in a rather bizarre fashion. Do you want me to go on?"*

Ouch. I might refute many of the charges, not least the lack of support: looking back it is clear that my Polish ally was in no position to support me. However, in one key respect he was absolutely right: my downfall was entirely of my own making. I was over-confident of my chances in the battle and, having not looked to my own **security**, was unable to get myself out of trouble. This was exacerbated by my Order of Battle: I had built lots of elite cavalry early in the game (remember Chapter 3?) and, whilst my army had a very sharp cutting edge, it was brittle. Had I traded quality for more quantity I would probably have had the mass to endure for another round or two – and at better odds - which would have given me more chances to escape.

The single key lesson from this campaign is to ask yourself this question:

**What is the worst thing that could happen?** (And how do I mitigate it?)

## What do I need to do?

67. This chapter is entitled 'Operational Art' rather than 'Campaign Planning' for good reason: like art, it is a skill that is acquired with time and application. Trying to provide a handbook for Operational Art would be like asking Michelangelo how he carved his Renaissance masterpiece 'David', or expecting the ceiling of the Sistine Chapel to have been a 'paint-by-numbers'.

68. However, I *can* provide you with a doctrinal handrail, and a vignette to help bring it to life. This one is from AU326, where I was playing the Ottoman Empire. The campaign below – and two critical decisions – would win us the game. But, first, some strategic context.

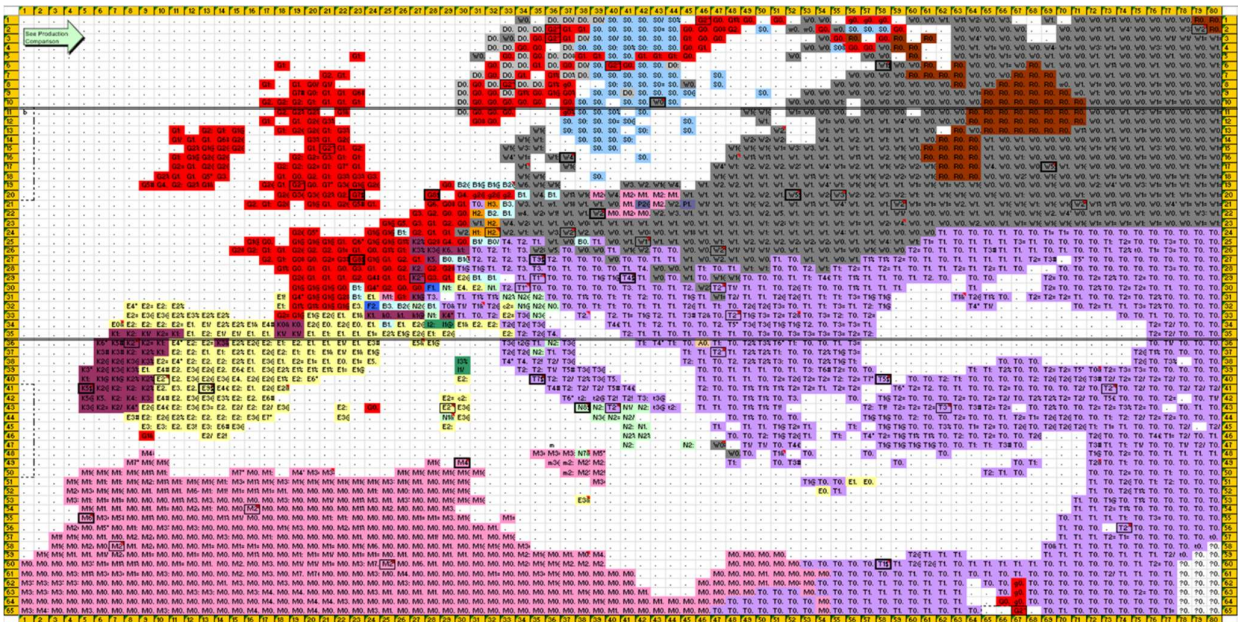


Figure 14. AU326T. Europe, October 1813

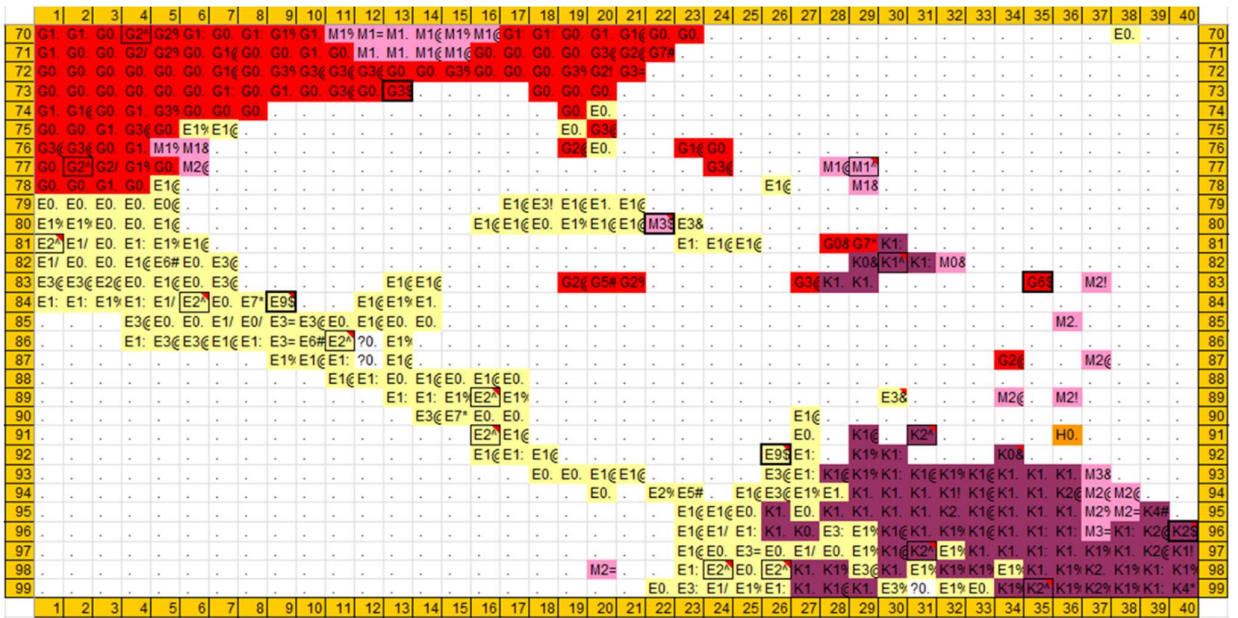


Figure 15. AU326T. Caribbean, October 1813

	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90			
70	K1	K0	K0	K0&K1	K1	G2	G1	G0	G0	G2	G0	G2	G0	G0	G1	G1	G0	G2	G1	G2	G0	G0	G3	G2	G1	E2	G0	G0	G1	M1=M2	M19	M19	M1	M19	E3	E3	E3				70		
71	K0	G1	G0	K0	G19	G1	G19	K1	K1	G1	G1	G0	G0	G1	G0	G3	G3	G2	G8	G0	G0	G1	G0	G0	G1	G0	G19	E2	G0	G1	M2	M1	M1	M1=E3	E3	E3				71			
72	G0	G0	G0	K1	G0	G0	G0	G1	K1	G1	G7	G0	G1	G3	G0	G8	G0	G1	G1	G0	G0	G0	G0	G0	G1	E4	G0	G1	M0	M2	M3	M2	M2	M1	M1	E3	M1				72		
73				G0	G1	G0	G1	G1	G1	G0	G0	G0	G0	G8	G0	G3	G0	G1	G3	G3	G3	G2	G0	G0	G0	E2	G0	M3	M3	M3	M3	M3								73			
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Figure 16. AU326T. East Indies, October 1813

### AU326T. Strategic situation

The Ottoman Empire and Warsaw have been allies since the early game; as the map suggests, we had successfully carved up eastern Europe between us. Morocco was a very late addition to our alliance. Originally played by a different player, the new Morocco and the Ottoman Empire only narrowly averted a full-blown war, and, with some fleet diplomatic footwork, Morocco was now in our fold – albeit a silent partner to start with. This explains how he was able to still have his colonial possessions in a New World dominated by our enemies Britain, Spain and Portugal.

Within the enemy's camp, Britain was the economic powerhouse (as might be expected), Spain was the dominant military power, and Portugal the third man. We knew that to win we would need to defeat the Spanish army – no small challenge given that it was both bigger and better than all of ours.

Like lumbering prize fighters, our armies had been dancing around central Europe for months, each trying to land a blow. Battles had been fought, but never conclusively. We had tried laying waste to much of western Europe in an attempt to draw them out; but even this 30 Years' War approach had yielded nothing. We were all too aware, I think, that we were bumping up against the brigade limit in the game: whoever delivered the next knock-out blow would win the war.

Summer 1813, and the stage is set. The Ottoman army is now in northern Italy, gazing across at a Spanish army of over 1200 bns on the French border (in a large fort at 30/34, if memory serves). Meanwhile the Polish army is covering the area north of the Alps against the Portuguese and British.

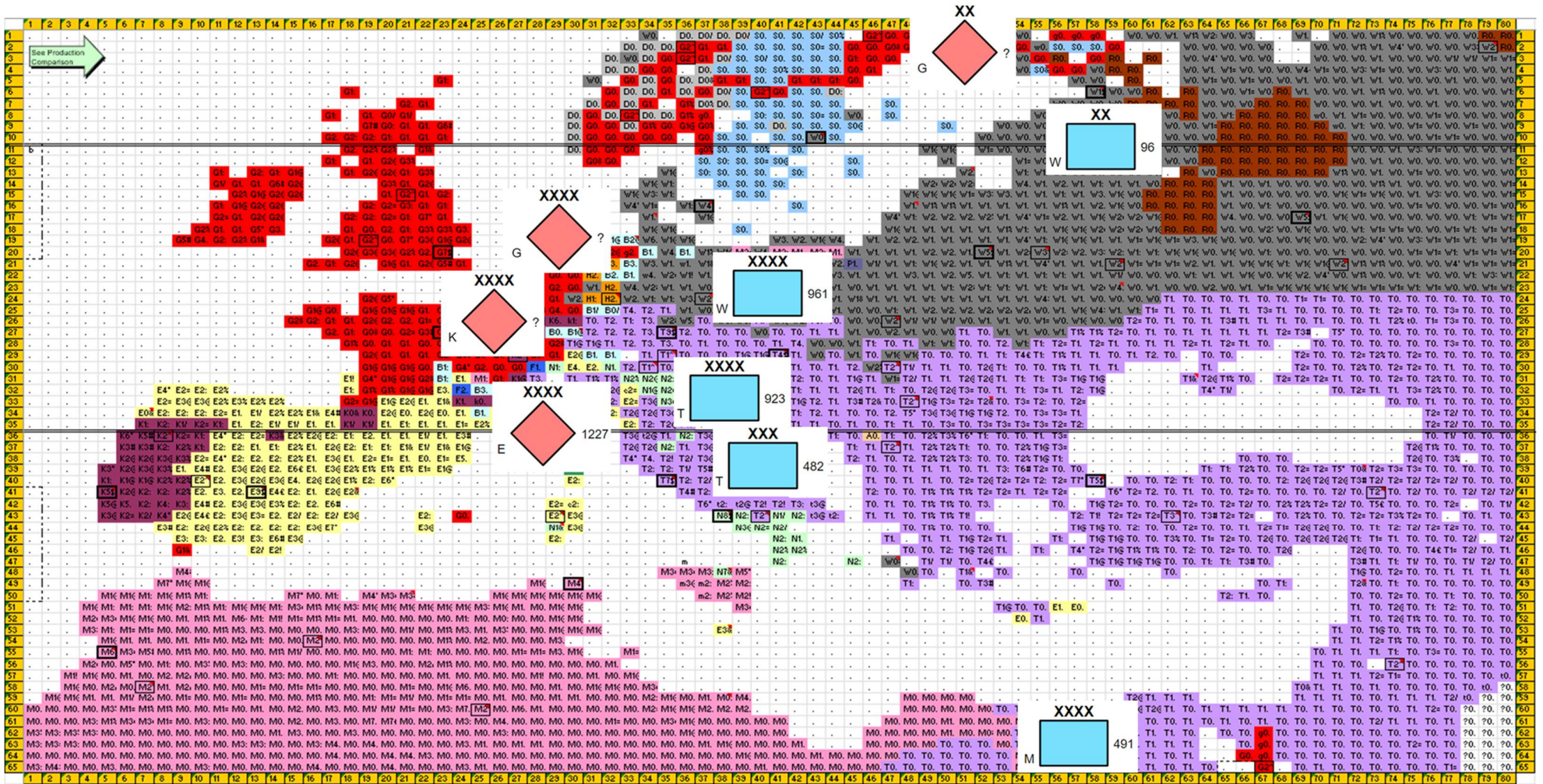


Figure 17. AU326T. Europe in detail, October 1813

## The Combat Estimate ('The Seven Questions')

69. So, you have built your army and plan to march it by the shortest route to your enemy's capital, to destroy him in a single, devastating battle? STOP. Do your homework first. The British Army Combat Estimate is as useful a handrail as any<sup>10</sup>.

70. **Q1. What is the enemy doing – and why?**<sup>11</sup> This is the first – and most critical – question that you must ask yourself. Since he is unlikely to be sufficiently obliging as to tell you, you need to draw on the intelligence available to you – *what you know* – to deduce *what you don't know*.

a. **Study the maps.** The maps never lie. Production sites and population are there for all to see, and there is always something to deduce from them. Has the enemy built a new depot anywhere – especially close to your border? Expect there to be troops there, and probably an imminent invasion. Is he conducting a 'scorched-earth' policy, demolishing production sites and reducing population centres? He's on the back foot, and trading space for time. What territory has he conquered this turn (the lower case letters)? This will tell you where his columns and commanders are. Study them closely to see how many MPs it would have taken to conquer the given territory – if it's three mountain co-ordinates then it must be cavalry. Try and work out what might – and might not – be his main army.

b. **Listen to your spies.** What are your agents telling you? Hopefully you will have identified the critical locations for them; now that you are committed to war, you might want to consider moving them from strategic locations (trade cities/depots) to more tactical ones. Don't believe all you read though. If his troops numbers have not increased at a location then it is possible that he did not build any that turn; it is far more likely that he built some elsewhere, or moved troops out (and possibly in at the same time).

c. **Listen to your allies and neutrals.** What are allies and third parties telling you about their spy information and diplomacy? How much do you trust the information – and the sender?

d. **Listen to your gut.** Over time you will hone your instinct for players, and make judgements accordingly. Was a player slow to react to an obvious opportunity? Or aggressive in the extreme? Look at their play and try to spot the absence of the normal and the presence of the abnormal.

**AU326T.** The Spanish and Ottoman armies had crossed swords a few months before, where the Turks had the better of a defensive battle. Operationally, the Spanish player was being cautious, wary of making a mistake that might cost him – and his allies – the game. I sensed that he was waiting for me to make the first move; but also, I believed, that he was looking for an opportunity to pounce. He had shown that, tactically, he was aggressive; given the opportunity, I suspected he would be so again.

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<sup>10</sup> The Joint Operational Planning Course uses a more in-depth 'Tactical Estimate' process. However, the 'Seven Questions' is quick and easy and maps across to Austerlitz well.

<sup>11</sup> The latest version asks about the situation and your part in it. Austerlitz is a wargame. We have enemies.

71. **Q2. What do I need to do – and why?** Campaigns do not happen in isolation. Whether you are fighting a defensive campaign on the back foot, or launching an aggressive first strike, remember your strategic aims. Are you seeking to conquer as much territory as possible from an enemy who is already distracted and whose army is dislocated elsewhere? Are you buying time for an ally to come to your assistance? Or combining with them in a co-ordinated offensive? What is happening on your other borders – and how much time do you think you have for the campaign? Context is everything.

**AU326T.** With only Warsaw and the Ottoman armies capable of standing against the three enemies in central Europe, we had to find a way of levelling the playing field. If my Ottoman army could find a way to fix the Spaniards, that would create opportunities for my Polish and Moroccan allies to exploit. However, this was no small challenge. The Spanish army was large – and *tough*, bristling with artillery. Attacking him in his large fort would be inviting defeat; somehow, I had to draw him out into the open. To do this, I would continue my conquest of the Italian peninsula: not only would Spain be reluctant to cede this territory to me, but it would also appear that I had split my forces. Meanwhile, a plan was slowly forming...

72. **Q3. What effect do you wish to have?** Do you wish to DEFEND your capital? To BLOCK an enemy advance? To PROTECT critical infrastructure (your Critical Vulnerabilities)? To DELAY? Perhaps even achieve indirect effects such as to CONVINCE a potential ally of your competence, and PERSUADE him to join you? It doesn't matter what the verb is. The key is to understand *why you are fighting this campaign*.

**AU326T.** To FIX the Spanish army I needed to ISOLATE and DEFEAT it. If I could achieve this, then the Spaniards would be unable to escape to refit and reinforce. Isolating it would be straightforward; defeating it would be much, much harder. If I attacked his fresh army then it was very far from certain that I wouldn't be defeated myself. I therefore took my first key decision: **I would offer battle with only part of my army**. This was a highly risky strategy. I would deliberately fight a defensive battle, one that offered him the chance of a victory – a chance that he couldn't resist. But in so doing I also had to back my skill in defence. If I got it wrong, it would be very difficult to recover from.

73. **Q4. Where can I best accomplish my mission?** If you are on the offensive and looking for a decisive engagement, what is the vital ground that may force the enemy to fight? His capital? His ore mine? If you are seeking to target his Critical Vulnerabilities in order to wear him down, where are they, and how might you best target them? If you are on the defensive, are there any natural choke points that you could defend? Or perhaps a hilly or mountainous co-ordinate that would give you an advantage in a sim? Where does the terrain lend itself to being able to encircle the enemy in order to prevent his retreat? There are many considerations for you to ponder.

**AU326T.** The ideal battle would be fought in a trade city or large fortress under my control; however, even if I did manage to engineer such an encounter, it was much less likely that he would attack me. The next best option was a hilly or mountainous coordinate that would provide the terrain to bring the maximum number of guns to bear. Population was also significant: a large population would offer me more villages for defence; however, the same villages would also assist when I counter-attacked.

74. **Q5. What resources do I need?** Hopefully you already have a sufficient force package for your needs. However, if you plan to fight defensively, perhaps it is worth falling back in order to meet up with additional artillery that you are building. Or perhaps it is worth biding your time for an offensive so that other columns can take part. You will rarely have the forces you would like – but does buying time improve, or worsen, your relative situation?


**AU326T.** For the anticipated battle, I needed all my artillery, my Palace Guard and my pioneers to be in this initial force. One (or more) landgrabber columns would also give me options to cut the Spanish army out of supply, and to keep it isolated after that.

75. **Q6. When and where do these actions take place in relation to each other?** At the operational level, the key consideration is the order in which the various columns should be moved. Get it wrong, and you may miss an opportunity to destroy an enemy. Get it badly wrong, and you could find yourself destroyed instead. This becomes all the more complicated when allies are also involved.

**AU326T.** I needed to ensure that I isolated his army in the same month that battle was joined.

76. **Q7. What control measures do I need to impose?** When working with allies in close proximity, it is important to agree the routes that individual columns will take in order to minimise the risk of an unintended outcome.

### Military Strategy Checklist: The Principles of War

	Principle	Definition	Austerlitz Checklist
	<b>Selection and maintenance of the aim</b> <i>(the master principle)</i>	A single, unambiguous aim is <b>key to successful military operations</b>	<ul style="list-style-type: none"> <li>Decide what <b>outcome</b> you want from the campaign before you embark on it.</li> </ul>

	Principle	Definition	Austerlitz Checklist
	Maintenance of morale	Enables a positive state of mind derived from political and military leadership	
★	<b>Offensive action</b>	The way in which a commander seeks to gain advantage, sustain momentum and seize the initiative	<ul style="list-style-type: none"> <li>• Whilst you may be forced onto the operational defensive temporarily, you must always look for opportunities to take the offensive.</li> </ul>
★	<b>Security</b>	Providing and maintaining freedom of action	<ul style="list-style-type: none"> <li>• What is the worst that could happen? Mitigate it. Escape routes and supporting columns should be planned.</li> </ul>
★	<b>Surprise</b>	The consequence of confusion induced by <b>introducing the unexpected</b>	<ul style="list-style-type: none"> <li>• Try and be unpredictable; do something unexpected. But don't take foolish risks, and consider <b>Security</b> (above).</li> </ul>
★	<b>Concentration of force</b>	Involves decisively <b>synchronising fighting power</b> to realise effects, when and where required	<ul style="list-style-type: none"> <li>• Bring your full combat power to bear against the enemy in order to gain a numerical advantage.</li> </ul>
	Economy of effort	Judiciously exploiting manpower, materiel and time	
	Flexibility	The ability to change readily to meet new circumstances – it comprises agility, responsiveness, resilience and adaptability	<ul style="list-style-type: none"> <li>• Unforeseen opportunities and threats will arise: be prepared to meet them.</li> </ul>
★	<b>Cooperation</b>	Incorporates <b>teamwork</b> and a sharing of dangers, burdens, risks and opportunities	<ul style="list-style-type: none"> <li>• A coordinated coalition is much greater than the sum of its parts.</li> <li>• Consider how to sequence battles with your allies, noting that you are in contact with the enemy.</li> </ul>
	Sustainability	The means by which fighting power and freedom of action are maintained.	<ul style="list-style-type: none"> <li>• Consider how you might sustain your combat power, either through reinforcements or extraction.</li> </ul>

## What next?

77. You have decided upon a campaign plan to deliver your chosen strategy and have brought the enemy to battle – or have *been brought* to battle. You must now fight. The next chapter will cover **tactics**.

## Annexes

A. The Italian campaign, September 1813.

- B. Sim 274, October 1813.
- C. Sim 278, November 1813.
- D. The Italian campaign plays out.

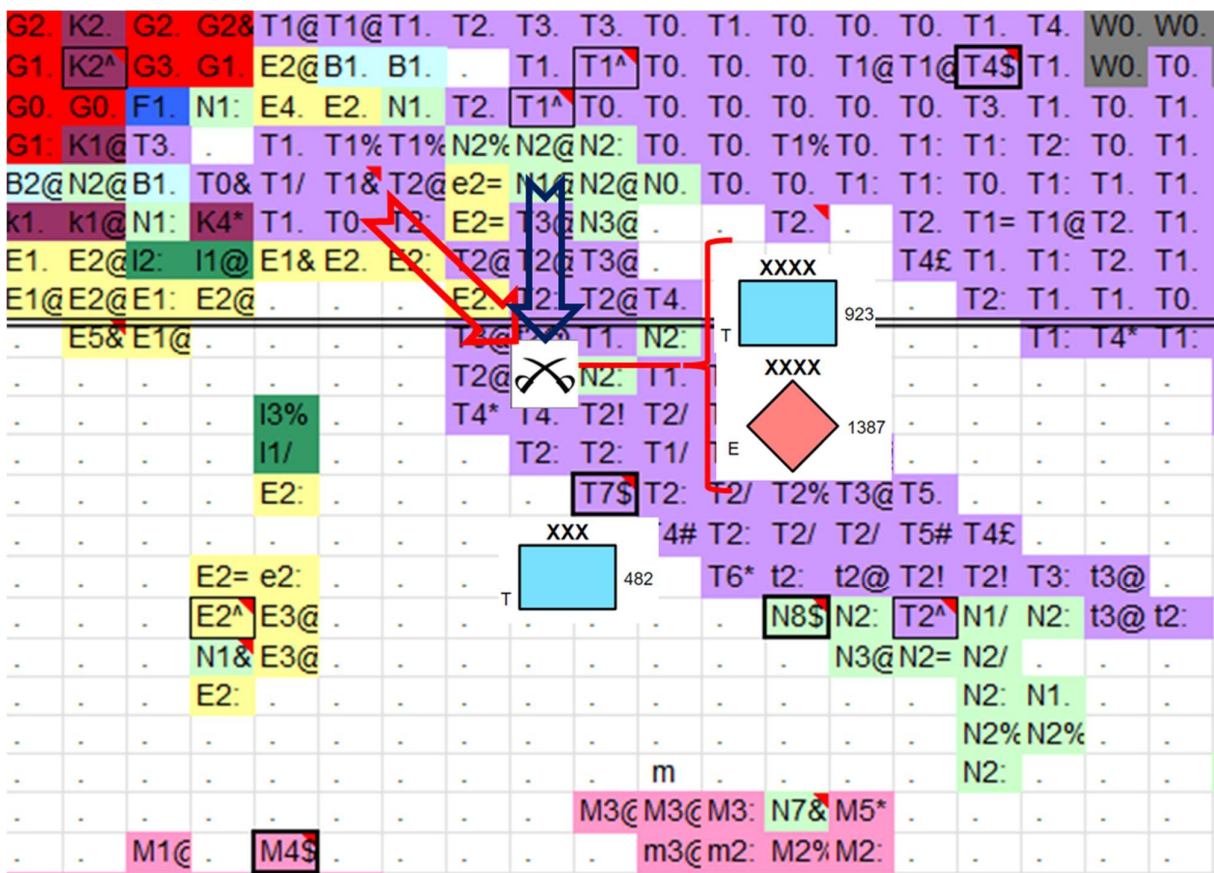


Figure 18. AU326T, the Italian campaign, September 1813

### AU326T. The Italian campaign, September 1813.

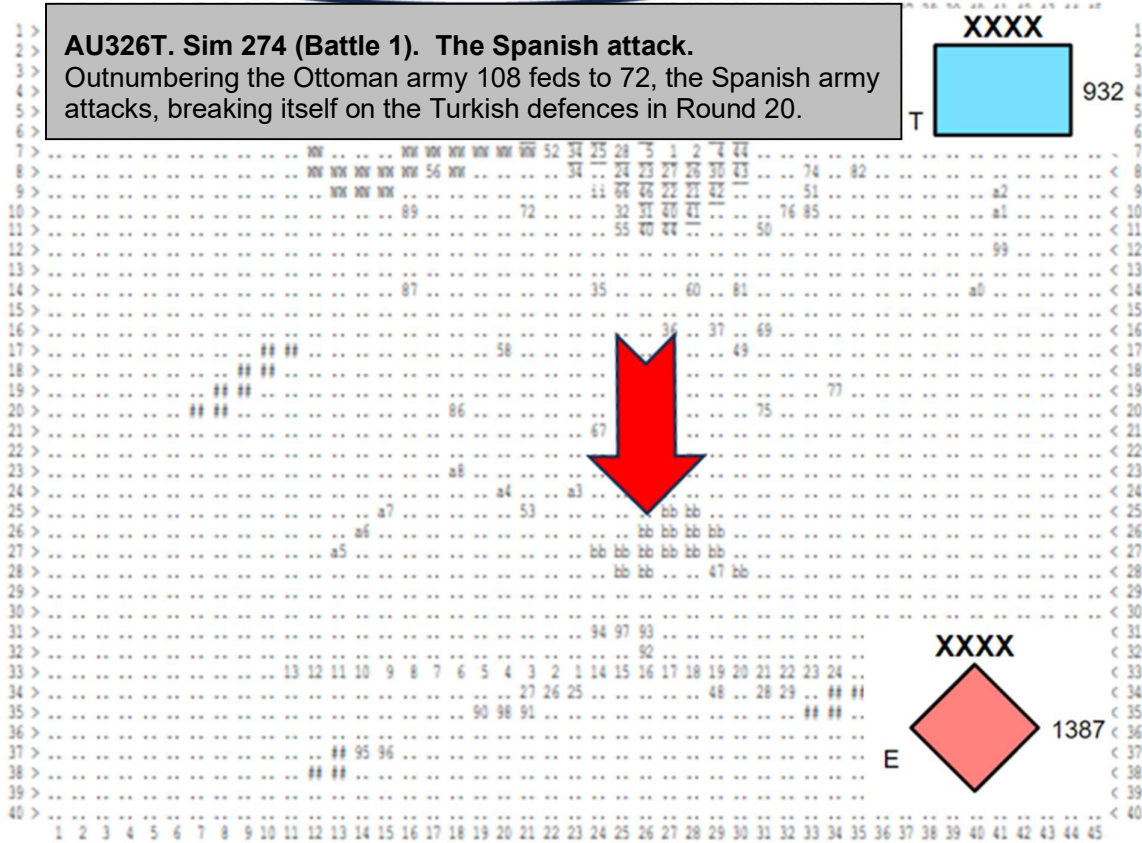
My ploy had worked: the Spanish army had been drawn out of its fortress and, in August, had marched southeast seeking to engage me. It was now at 34/37, an arable coordinate with no fortress and a population of 2. Not ideal for defence, but good for a deliberate attack. It would suffice.

The following month, September, I struck. I won the initiative, pinning his forces at that location whilst also cutting them off. Battle was joined.

Meanwhile I had brought the rest of my fighting army in Naples to Rome. Here they would refit and be ready to join my subsequent counter-attack.

Simulated battle No. 27 Round: 20 Morale level: T: 9% E: 54%

**AU326T. Sim 274 (Battle 1). The Spanish attack.**  
Outnumbering the Ottoman army 108 feds to 72, the Spanish army attacks, breaking itself on the Turkish defences in Round 20.



**Federations of Ottoman Empire**

Note the Spanish cavalry kept in reserve to deal with any Ottoman attack. The presence of so much cavalry in the Ottoman Order of Battle was a threat that Spain could not ignore.

38 34/ 3 Ha 33 3073-82-a2	39 36/ 3 Ha 33 2955-99-a1	40 27/10 PG 33 k 991 44 44	41 28/10 PG 33 k 1466 -76	42 29/ 9 PG 51 k 734 -50
43 30/ 8 PG 33 k 2394 80-76	44 30/ 7 PG 33 k 1875-51-51	45 30/ 6 PG 33 k 2243-85-85	46 26/ 9 PG 33 k 2905-66+66	49 22/ 5 PG 33 k 1387 52
50 21/ 6 PG 33 k 1502	51 35/ 3 PG 33 k 2986-a2-a2	52 35/ 2 PG 33 k 3184	53 34/ 1 PG 33 k 3184	54 31/ 5 PG 51 k 2949-85-50
55 32/ 5 PG 51 k 2078+74-82	56 33/ 3 PG 33 k 2599-82	57 34/ 4 PG 52 k 2446-82-82	58 35/ 4 PG 52 k 2407-82-a2	60 18/ 2 PG 33 k 3163
61 18/ 1 PG 33 k 3182	62 19/ 4 PG 33 k 2446	64 21/ 4 PG 33 k 2403	65 22/ 4 PG 33 k 3034	66 23/ 6 PG 33 k 2526
67 23/ 5 PG 33 k 3184	68 30/ 5 PG 33 k 3170-85-74	69 19/ 3 Ma 33 3076	70 19/ 2 La 33 3184	71 19/ 1 La 33 3184
72 20/ 3 Ma 33 3166				

**Federations of Spain**

1 23/33 Cu 12 F 3176	2 22/33 Cu 12 F 3176	3 21/33 Cu 12 F 3176	4 20/33 Cu 12 F 3176	5 19/33 Cu 12 F 3176
6 18/33 Cu 12 F 3176	7 17/33 Cu 12 F 3176	8 16/33 Cu 12 F 3176	9 15/33 Cu 12 F 3176	10 14/33 Cu 12 F 3176
11 13/33 Cu 12 F 3176	12 12/33 Cu 12 F 3176	13 11/33 Cu 12 F 3176	14 10/33 Cu 12 F 3176	15 25/33 Cu 12 F 3176
16 26/33 Cu 12 F 3176	17 27/33 Cu 12 F 3176	18 28/33 Cu 12 F 3176	19 29/33 Cu 12 F 3104	20 30/33 Cu 12 F 3176
21 31/33 Cu 12 F 2831	22 32/33 Cu 12 F 2585	23 33/33 Cu 12 F 2611	24 34/33 Cu 12 F 2290	25 23/34 Cu 12 F 3170
26 22/34 Gr 12 F 3158	27 21/34 Ha 12 F 3176	28 21/34 Ha 12 F 3176	29 32/34 Ha 12 F 3174	32 25/10 GR 12 F 224 31 31
34 23/ 8 GR 12 F 457 34 34	35 24/14 GR 12 F 1352	36 27/16 GR 12 F 1233 -41	37 29/16 GR 12 F 800	40 26/11 GR 12 F 1913 31 31
44 27/11 GR 12 F 1368 40 40	47 29/28 GR 12 F 2041	48 29/34 GR 12 F 1445	49 30/17 GR 12 F 1330	50 31/11 GR 12 F 453
51 33/ 9 GR 12 F 1910	52 22/ 7 GR 12 F 2144 49 34	53 21/25 GR 12 F 756	55 25/11 GR 12 F 796-23	56 17/ 8 GR 12 F 2003
58 20/17 GR 12 F 1563	60 28/14 GR 12 F 708-42	66 25/ 9 GR 12 F 0-24-24	67 24/21 GR 12 F 2248	69 31/16 GR 12 F 837
72 21/10 GR 12 F 687 -24	74 33/ 8 GR 12 F 1070 55	75 31/20 GR 12 F 111	76 32/10 GR 12 F 755-58-43	77 34/19 GR 12 F 756
81 30/14 GR 12 F 2195-21	82 35/ 8 GR 12 F 334-37	85 33/10 GR 12 F 1322	86 18/20 GR 12 F 793	87 16/14 GR 12 F 1272
89 16/10 GR 12 F 868	90 19/35 GR 33 F 3176	91 21/35 GR 33 F 3176	92 26/32 GR 33 F 3176	93 26/31 GR 33 F 3176
94 24/31 GR 33 F 3176	95 14/37 GR 33 F 3176	96 15/37 GR 33 F 3176	97 25/31 La 33 F 3176	98 20/35 La 33 F 3078
99 41/12 La 33 F 2459-58-57	a0 40/14 La 33 F 1026	a1 41/10 La 33 F 387	a2 41/ 9 La 33 F 1165-37-58	a3 23/24 Ha 33 F 3176-42-42
a4 20/24 Ha 33 F 3176 -41	a5 13/27 Ha 33 F 2166	a6 14/26 Ha 33 F 2642	a7 15/25 Ha 33 F 2964	a8 18/23 Ha 33 F 2987-24-41

Figure 19. AU326T, Sim 274, T v E, Round 20

**AUSTERLITZ** Game: AU-326 Ottoman Empire  
 The Rise of the Eagle Month: October 1813

**Battalion Federations of Ottoman Empire (Losses: 36072)**

Fd Type	Men	EF	Men	EF	Men	EF	Men	EF	Fd Type	Men	EF	Men	EF	Men	EF
217	Ha	712	9	712	9	712	9	712	9	219	Ha	796	8	796	8
220	Ha	794	9	794	9	794	9	794	8	221	Ha	796	8	796	8
223	Ha	446	8	446	7	446	7	446	7	224	Ha	476	7	476	7
226	Ha	448	8	448	7	448	8	448	8	227	Ha	793	7	793	7
229	Ha	564	7	564	7	564	8	564	7	230	Ha	768	7	768	7
232	Ha	769	9	769	9	769	9	769	9	233	Ma	792	8	792	8

**Battalion Federations of Spain (Losses: 186697)**

Fd Type	Men	EF	Men	EF	Men	EF	Men	EF	Fd Type	Men	EF	Men	EF	Men	EF
1	---	---	---	---	---	---	---	---	3	---	---	---	---	---	---
4	---	---	---	---	---	---	---	---	6	GR	338	10	338	10	338
7	GR	301	10	311	9	311	9	311	9	9	---	---	---	---	---
10	---	---	---	---	---	---	---	---	11	GR	413	9	413	9	413
13	---	---	---	---	---	---	---	---	14	---	---	---	---	---	---
16	---	---	---	---	---	---	---	---	17	---	---	---	---	---	---
19	GR	325	9	325	9	325	9	325	20	GR	333	9	333	9	333
22	GR	189	9	189	9	189	9	189	23	---	---	---	---	---	---
25	---	---	---	---	---	---	---	---	26	---	---	---	---	---	---
28	---	---	---	---	---	---	---	---	29	GR	389	9	389	9	389
31	GR	177	8	177	8	177	8	177	32	---	---	---	---	---	---
34	---	---	---	---	---	---	---	---	35	---	---	---	---	---	---
37	---	---	---	---	---	---	---	---	38	GR	506	8	506	8	506
40	GR	209	8	209	8	209	8	209	41	---	---	---	---	---	---
43	GR	3	8	3	8	3	8	3	44	---	---	---	---	---	---
46	GR	25	8	25	8	25	8	25	47	GR	10	8	10	8	10
49	---	---	---	---	---	---	---	---	50	---	---	---	---	---	---
52	GR	549	8	549	8	549	8	549	53	---	---	---	---	---	---
55	---	---	---	---	---	---	---	---	56	GR	241	8	241	8	241
58	GR	277	8	277	8	277	8	277	59	---	---	---	---	---	---
61	GR	714	8	714	8	714	8	714	62	GR	714	8	714	8	714
64	GR	714	8	714	8	714	8	714	65	GR	714	8	714	8	714
67	GR	714	8	714	8	714	8	714	68	GR	794	8	794	8	794
70	GR	794	8	794	8	794	8	794	71	GR	794	8	794	8	794

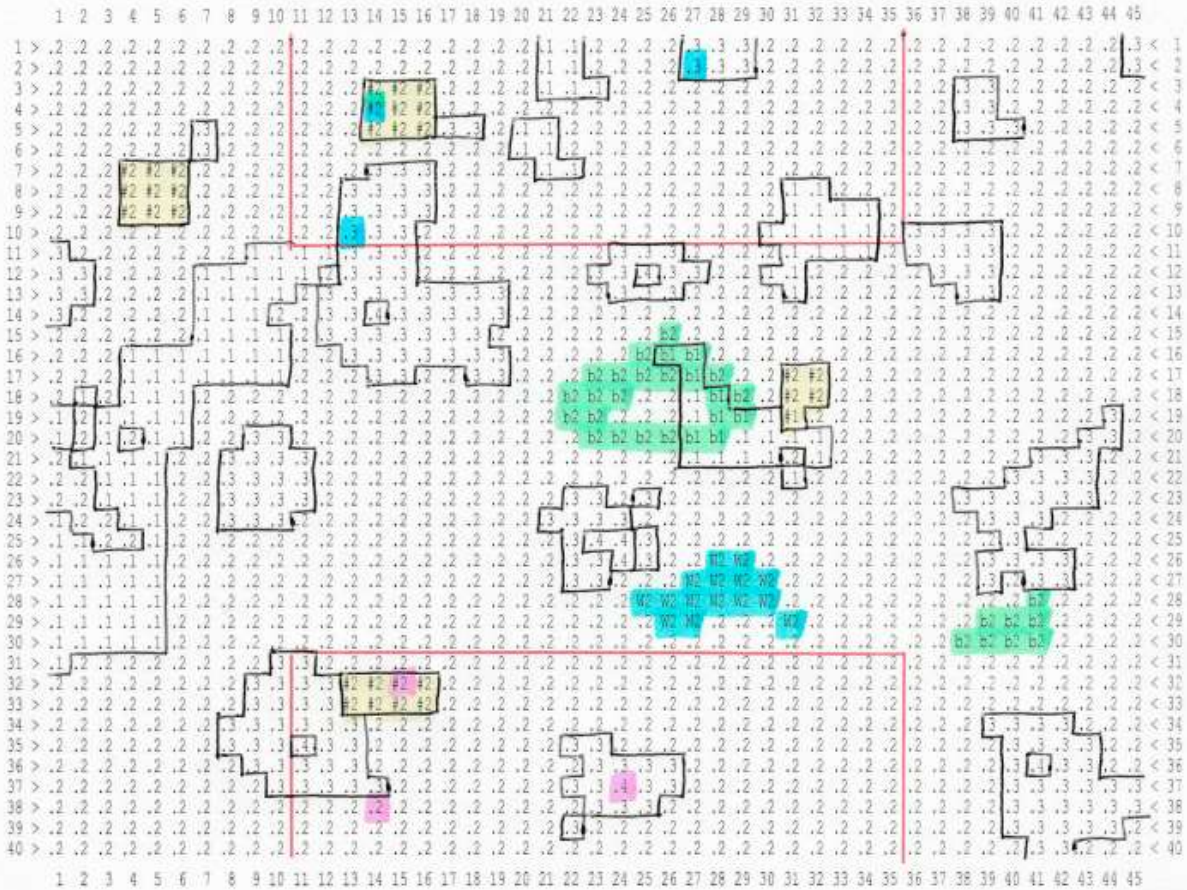
**AU326T. Sim 274 (Battle 1). The Butcher's Bill.**  
 The Spanish attack had been delivered with vigour, but it could not shift the Turks from their position. Ottoman shot, canister and musket fire would rip ragged holes in the Spanish lines. 187,000 Spaniards lay dead or wounded, with 39 feds destroyed outright.  
 Both armies were in the open, unable to refit. Far more significant, however, was the fact that the Ottoman army had succeeded in its first aim of fixing the Spanish. With nowhere to run, the Spanish would have to face the Turks once more.

73	GR	794	8	794	8	794	8	794	74	GR	794	8	794	8	794
76	GR	794	8	794	8	794	8	794	77	GR	794	8	794	8	794
79	GR	794	8	794	8	794	8	794	82	GR	794	8	794	8	794
85	GR	794	8	794	8	794	8	794	88	GR	794	8	794	8	794
91	GR	794	8	794	8	794	8	794	94	GR	794	8	794	8	794
97	GR	794	8	794	8	794	8	794	100	GR	794	8	794	8	794
103	GR	794	8	794	8	794	8	794	106	GR	794	8	794	8	794
109	GR	794	8	794	8	794	8	794	112	GR	794	8	794	8	794
115	GR	794	8	794	8	794	8	794	118	GR	794	8	794	8	794
121	GR	794	8	794	8	794	8	794	124	GR	794	8	794	8	794
127	GR	794	7	794	7	794	7	794	128	GR	794	7	794	7	794
130	GR	794	7	794	7	794	7	794	131	GR	794	7	794	7	794
133	GR	794	7	794	7	794	7	794	134	GR	794	7	794	7	794
136	GR	794	7	794	7	794	7	794	137	GR	794	7	794	7	794
139	GR	794	7	794	7	794	7	794	140	GR	794	7	794	7	694
142	GR	792	7	792	7	792	7	792	143	GR	792	7	792	7	792
145	GR	665	8	665	8	665	8	664	146	GR	663	8	621	8	794
148	GR	794	6	794	6	794	6	794	149	GR	794	6	794	6	792
151	GR	792	6	792	6	792	6	792	152	GR	792	6	792	6	762
154	GR	794	5	794	5	794	5	794	155	GR	794	5	794	5	792
157	GR	792	5	792	5	792	5	792	158	GR	792	5	792	5	792
160	GR	792	5	792	5	792	5	792	161	GR	792	5	792	5	788
163	GR	788	5	788	5	788	5	788	164	GR	788	5	788	5	788
166	GR	788	5	788	5	788	5	788	167	GR	788	5	788	5	788
169	GR	788	5	788	5	788	5	788	170	GR	788	5	788	5	788
172	GR	788	5	788	5	788	5	788	173	GR	788	5	788	5	788
175	GR	788	5	788	5	788	5	788	176	GR	788	5	788	5	788
178	GR	788	5	788	5	788	5	788	179	GR	788	5	788	5	788
181	GR	788	5	788	5	788	5	698	182	GR	888	5	794	6	794
184	Li	794	7	794	7	794	7	794	185	Li	794	7	794	7	794
187	Li	794	6	794	6	794	6	794	188	Li	794	6	794	6	794
190	Li	794	6	794	6	794	6	794	191	Ln	794	8	794	8	794
193	Ln	794	7	794	7	794	7	794	194	Ln	794	7	794	7	794
196	Ln	794	7	794	7	794	7	794	197	Ln	794	7	794	7	794

Figure 20. AU326, Sim 274, T v E, Butcher's Bill

Simulated battle No. 278

The Battle field



Opponents: Ottoman Empire vs Spain

Battlefield coordinates: 34 / 37

Deployment area A, 79 Federations (Maximum): Ottoman Empire

Deployment area B, 101 Federations (Maximum): Spain

Strategic points A: 14/4 27/2 13/10

Strategic points B: 15/32 24/37 14/38

Main terrain: B

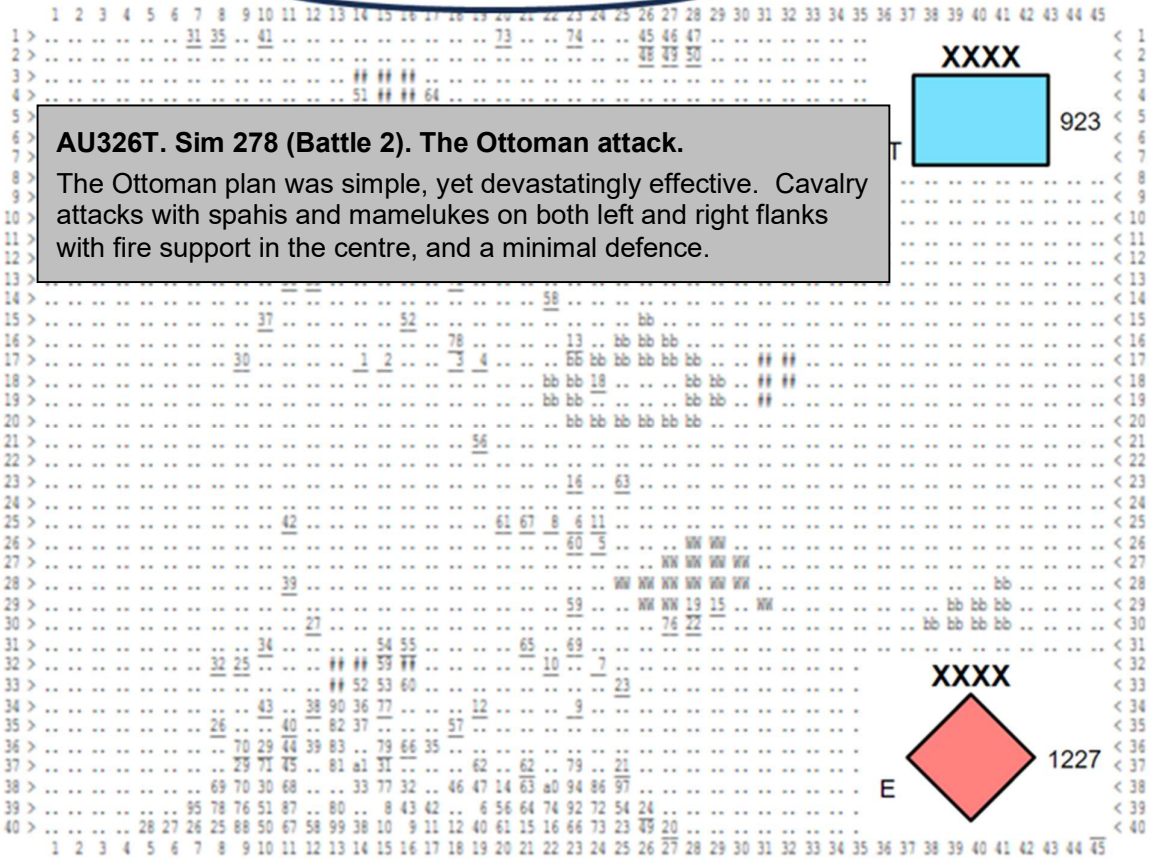
Figure 21. AU326T, Sim 278, T v E, Battlefield

AU326T. Sim 278 (Battle 2). The battlefield.

Despite their losses, the Spanish still had a significant numerical advantage. However, having been bloodied once, I reasoned that he would not attack again, and instead would retire to lick his wounds.

To exploit my first battle, I needed to fix him again. Since I couldn't guarantee winning the initiative, this meant that I would need to attack. I was outnumbered but had a lovely open battlefield for my cavalry. More importantly, I felt I had the element of surprise: whilst *he* would not attack, he would also never dream that *I would*, given the odds.

Simulated battle No. 278 Round: 15 Morale level: T: 28% E: 77%



Federations of Ottoman Empire

1 14/17	Ha 33	3180-59	2 15/17	Ha 33	3178-59	3 18/17	Ha 33	3126-59	4 19/17	Ha 33	3052-59	5 24/26	Ma 33	2980-57-35
6 23/25	Ma 33	3164-57-60	7 24/32	Sp 11	L 2523	8 22/25	Sp 11	L 2172	9 23/34	Sp 11	f 2205	10 22/32	Sp 11	L 2912
11 24/25	Sp 11	L 2412	12 19/34	Sp 11	L 2911 62	13 23/16	Sp 11	L 2202	14 23/ 9	Sp 11	f 2500	15 29/29	Sp 11	f 2998
16 23/23	Sp 11	f 2931	17 21/10	Sp 11	f 3062	18 24/18	Sp 11	f 3148	19 28/29	Sp 11	L 2793	20 27/40	Sp 11	L 2845 49 49
21 25/37	Sp 11	L 1734 97 97	22 28/30	Sp 11	f 2623	23 25/33	Sp 11	L 2234	24 26/39	Sp 11	L 2325 49 54	25 9/32	Sp 11	L 2906
26 8/35	Sp 11	L 2888	27 12/30	Sp 11	L 2444	28 23/23	Sp 11	L 2123	29 28/28	Sp 11	L 2888 71 71	30 21/22	Sp 11	L 2829
31 7/ 1	Sp 11	L 855	32 11/13	Sp 11	L 389 4	33 10/ 1	Sp 11	L 180	34 27/ 1	Sp 11	L 992	35 14/ 4	Sp 11	L 951-59
36 11/13	Sp 11	L 447	37 20/25	Sp 11	L 587 14	38 16/36	Ma 11	K 1718 8 35	39 21/25	Ma 11	K 1704	40 20/11	Ma 11	K 2221
41 10/ 1	Ma 11	K 1777	42 45/40	Ma 11	K 426	43 20/ 1	Ma 11	F 2053	44 23/ 1	Ma 11	K 3180	45 22/10	Ma 11	K 3180
46 27/ 1	Ma 11	K 2708	47 15/34	Ma 33	P 133 36 36	48 18/16	Ma 33	K 2706	49 15/36	Ma 33	K 1896 31 31	50 9/36	Ma 11	K 2120 29 29
51 14/ 4	Ma 11	K 2708	52 7/ 1	Ma 11	K 2708	53 14/ 4	Ma 11	K 2708	54 7/ 1	Ma 11	K 2708	55 14/ 4	Ma 11	K 2708
56 19/21	Ma 11	K 2708	57 20/25	Ma 11	K 2708	58 16/36	Ma 11	K 2708	59 21/25	Ma 11	K 2708	60 20/11	Ma 11	K 2708
61 20/25	Ma 11	K 2708	62 16/36	Ma 11	K 2708	63 21/25	Ma 11	K 2708	64 20/11	Ma 11	K 2708	65 9/36	Ma 11	K 2708

Note the Spanish Order of Battle. So confident was he that the Ottoman army wouldn't attack, that he deployed only grenadiers in a half-hearted defence. He would be punished mercilessly for his oversight.

Federations of Spain

6 19/39	GR 33	f 2641	8 15/39	GR 33	f 638-66	9 16/40	GR 33	f 1939	10 15/40	GR 33	f 1545	11 17/40	GR 33	f 1461
12 18/40	GR 33	f 2961	14 20/38	GR 33	f 1877 65	15 21/40	GR 33	f 1887	16 22/40	GR 33	f 518	17 25/40	GR 33	f 1232
25 8/40	GR 33	f 718	26 7/40	GR 33	f 1091	27 6/40	GR 33	f 2638	28 5/40	GR 33	f 2112	29 9/37	GR 33	f 2882 70 70
30 10/38	GR 33	f 3176	31 15/37	GR 33	f 2972-79 79	32 16/38	GR 33	f 3176-57-66	33 14/38	GR 33	f 3176	34 17/36	GR 33	f 1517 -66
36 14/34	GR 33	f 3136 77 77	37 14/35	GR 33	f 3176-79-57	38 14/40	GR 33	f 2940	39 12/36	GR 33	f 764 -64	40 19/40	GR 33	f 2577
42 17/39	GR 33	f 3174 -66	43 16/39	GR 33	f 3168	44 11/37	GR 33	f 2205-44 44	45 18/38	GR 33	f 2850-66-66	46 19/38	GR 33	f 2855-66- 7
49 26/40	GR 33	f 202 24 24	50 10/40	GR 33	f 3138	51 10/39	GR 33	f 3104	52 14/33	GR 33	f 3085	53 15/33	GR 33	f 2974-57-57
54 25/39	GR 33	f 949 24 24	55 20/39	GR 33	f 2571	56 12/40	GR 33	f 2090	57 15/32	GR 33	f 661 54 54	58 16/33	GR 33	f 1551-79-57
61 20/40	GR 33	f 1916	62 19/37	GR 33	f 811-57	63 21/38	GR 33	f 1881 62 62	64 21/39	GR 33	f 707	65 23/40	GR 33	f 371
67 11/40	GR 33	f 1076	68 11/38	GR 33	f 879	69 8/38	GR 33	f 2289	70 9/38	GR 33	f 2729	71 10/37	GR 33	f 2462 29 29
72 24/39	GR 33	f 2564	73 24/40	GR 33	f 2000	74 22/39	GR 33	f 2926-62-66	75 9/39	GR 33	f 66	76 15/38	GR 33	f 3176 -66
78 8/39	GR 33	f 2696	79 23/37	GR 33	f 2821	80 13/39	GR 33	f 1767	81 13/37	GR 33	f 3168-44	82 13/35	GR 33	f 3168-38-40
83 13/36	GR 33	f 3168-44-12	84 24/38	GR 33	f 1787	85 11/39	GR 33	f 1265	86 9/40	GR 33	f 3176	87 13/34	GR 33	f 1443-38 38
92 23/39	GR 33	f 2341	93 23/38	GR 33	f 1588	94 7/39	GR 33	f 1037	95 25/38	GR 33	f 1607 21 21	96 13/40	GR 33	f 2774
a0 22/38	GR 33	f 2523	a1 14/37	GR 33	f 3168-79									

Figure 22. AU326T, Sim 278, T v E, Round 15

**Battalion Federations of Ottoman Empire (Losses: 50701)**

Fd Type	Men	EF	Men	EF	Men	EF	Men	EF	Fd Type	Men	EF	Men	EF	Men	EF
217 Ha	781	8	682	9	682	9	682	9	218 Ha	682	9	740	8	738	8
220 Ha	767	7	767	7	740	7	740	7	221 Ha	740	7	738	7	738	7
223 Ha	563	7	563	7	557	7	557	7	224 Ha	475	8	475	8	447	8
226 Ha	447	7	445	7	445	7	445	7	227 Ha	745	9	745	9	745	9
									228 Ma	791	8	791	8	791	8

**Battalion Federations of Spain (Losses: 184142)**

Fd Type	Men	EF	Men	EF	Men	EF	Men	EF	Fd Type	Men	EF	Men	EF	Men	EF
1									2						
4									5						
10 GR	347	8	347	8	347	8	347	8	8 GR	143	8	143	8	143	8
13									11 GR	438	8	438	8	438	8
16 GR	117	8	117	8	117	8	117	8	14 GR	422	8	422	8	422	8
19									17						
22									20						
25 GR	162	8	162	8	162	8	162	8	23 GR	277	8	277	8	277	8
28 GR	475	8	475	8	475	8	475	8	26 GR	246	8	246	8	246	8
31 GR	669	8	669	8	669	8	669	8	29 GR	219	8	219	8	219	8
34									32 GR	714	8	714	8	714	8
37 GR	714	8	714	8	714	8	714	8	35 GR	51	8	51	8	51	8
40 GR	580	8	580	8	580	8	580	8	38 GR	662	8	662	8	662	8
43 GR	713	8	713	8	713	8	713	8	41						
46 GR	641	8	641	8	641	8	641	8	44						
49 GR	45	8	45	8	45	8	45	8	47 GR	642	8	642	8	642	8
52 GR	525	8	525	8	525	8	525	8	50 GR	713	8	706	8	705	8
55									53 GR	514	8	514	8	511	8
58 GR	470	8	470	8	470	8	470	8	56 GR	579	8	579	8	579	8
61 GR	432	8	432	8	432	8	429	8	59						
64 GR	159	8	159	8	159	8	158	8	62 GR	183	8	183	8	183	8
67 GR	242	7	242	7	242	7	242	7	65						
70 GR	614	7	614	7	614	7	614	7	68 GR	86	7	86	7	86	7
73 GR	450	7	450	7	450	7	450	7	71 GR	507	7	507	7	507	7
76 GR	15	7	15	7	15	7	15	7	74 GR	658	7	658	7	658	7
79 GR	517	7	517	7	517	7	517	7	77 GR	714	7	714	7	714	7
82 GR	713	7	713	7	713	7	713	7	80 GR	410	7	410	7	359	8
85									83 GR	713	7	713	7	713	7
88 GR	714	6	714	6	714	6	714	6	86 GR	91	8	85	8	83	8
91									89						
94 GR	442	6	329	8			318	8	92 GR	527	6	527	6	527	6
97 GR	46	8	46	8	46	8	46	8	95 GR	205	8	205	8	261	6
100 GR	510	5	510	5	510	5	510	5	98						
103 GR									101 GR	655	5	655	5	655	5

**AU326T. Sim 278 (Battle 2). The Butcher's Bill.**

184,000 Spanish casualties. Another 32 federations destroyed. The Spanish army had been badly mauled, with its best troops either dead or perilously reduced in headcount.

More significantly, my gamble had paid off: the Spanish army was still isolated, and unable to either run or – now - cut its way out. With no relief army to march to its rescue, all I had to do now was keep up the pressure.

103 GR									103 GR						
106 GR									106 GR						
109 GR									109 GR						
112 GR									112 GR						
115 GR									115 GR						
118 GR									118 GR						
121 GR									121 GR						
124 GR									124 GR						
127 GR									127 GR						
130 Li									130 Li						
133 Li									133 Li						
136 Li									136 Li						
139 Ln									139 Ln						
142 Ln									142 Ln						
145 Ln									145 Ln						
148 Ln	794	6	794	6	794	6	794	6	148 Ln	794	6	794	6	794	6
151 Ln	794	6	794	6	794	6	794	6	151 Ln	794	6	794	6	794	6
154 Ln	794	6	794	6	794	6	794	6	154 Ln	794	6	794	6	794	6
157 Ln	794	6	794	6	794	6	794	6	157 Ln	794	6	794	6	794	6
160 Ln	794	6	794	6	794	6	794	6	160 Ln	794	6	794	6	794	6
163 Ln	794	6	794	6	794	6	794	6	163 Ln	794	6	794	6	794	6
166 Ln	794	6	794	6	794	6	794	6	166 Ln	794	6	794	6	794	6
169 Ln	794	6	794	6	794	6	794	6	169 Ln	794	6	794	6	794	6
172 Ln	794	6	794	6	794	6	794	6	172 Ln	794	6	794	6	794	6
175 Ln	794	6	794	6	794	6	794	6	175 Ln	794	6	794	6	794	6
178 MI	794	5	794	5	794	5	794	5	178 MI	794	5	794	5	794	5
181 MI	794	5	794	5	794	5	794	5	181 MI	794	5	794	5	794	5
184 MI	794	5	794	5	794	5	794	5	184 MI	794	5	794	5	794	5
187 MI	794	5	794	5	794	5	794	5	187 MI	794	5	794	5	794	5
190 MI	794	5	794	5	794	5	794	5	190 MI	794	5	794	5	794	5
193 PI	794	6	689	4	636	4	636	4	193 PI	794	6	794	6	794	6
196 Rm	794	8	794	8	794	8	794	8	196 Rm	794	8	794	8	794	8
199 Rm	794	8	794	8	794	8	794	8	199 Rm	794	8	794	8	794	8
202 Rm	794	8	794	8	794	8	794	8	202 Rm	794	8	794	8	794	8
205 Rm	794	7	794	7	794	7	794	7	205 Rm	794	7	794	7	794	7
208 Rm	794	7	794	7	794	7	794	7	208 Rm	794	7	794	7	794	7
211 Rm	794	7	794	7	794	7	794	7	211 Rm	794	7	794	7	794	7
214 Rm	794	7	794	7	794	7	794	7	214 Rm	794	7	794	7	794	7

**Figure 23. AU326, Sim 278, T v E, Butcher's Bill**

### AU326T. The Italian campaign plays out.

Not only did I win the second battle, but with it the campaign – and the war. The Spanish player fought on valiantly but in vain. It would take another six battles to destroy his army, but the end could no longer be in doubt. The enemy had lost its largest, most potent weapon.

Round	Month	Battle	Spain		Ottoman Empire	
			Casualties	Feds Destroyed	Casualties	Feds Destroyed
1	Oct 1813	Sim 274	186,697	39/108	36,072	2/72
2	Nov 1813	Sim 278	184,142	32/101	50,701	0/79
3	Dec 1813	Sim 281	125,548	32/73	54,168	0/107
4	Jan 1814	Sim 283	160,406	43/70	42,775	0/110
5	Feb 1814	Sim 288	126,541	34/70	36,182	0/110
6	Mar 1814	Sim 294	143,944	57/70	24,244	0/110
7	Apr 1814	Sim 298	83,717	33/36	6,468	0/110
8	Apr 1814	Math 301	53,335	-	4,845	-
<b>TOTAL</b>			<b>1,064,330</b>		<b>255,455</b>	
			<b>1,387 bns</b>		<b>8 bns</b>	

You will note how the casualty ratio worsened in the third battle; the tip of my spear – my spahis – had been well and truly blunted. Which brings me on to one of the principles of war: **sustainability**. From January 1814 I started cycling divisions out of the line to refit. To do this I had to make the conscious decision to move them as my first movement order; if I failed to defeat the Spanish that month – or thereafter – they would escape. However, this calculated risk meant that I was able to send reinforced divisions back into the fight, and thereby sustain my combat power.

Meanwhile I still had a blocking force between the battlefield and the French border. If a relief force tried to march to the sound of the guns, or I failed to defeat him in battle, the Spanish army would still be trapped. I was also able to send in fresh divisions arriving along my lines of communication from Constantinople.

There would still be more fighting, not least with a second Spanish army. However, with the main Spanish army destroyed, the road to Iberia was open to my Polish ally to flood through (see **Figure 24** below). Moreover, by the August, the Ottoman army stood at over 2000 bns. The enemy had no answer to this, and Spain and Portugal bowed to the inevitable. Britain continued to fight on for another six months, alone; however, he graciously admitted defeat rather than drag it out to the bitter end.

What I have endeavoured to demonstrate in this chapter is how a campaign at the operational level can win – or lose – an entire war. No battle is fought in isolation; context is everything. Each battle is but a single movement in a symphony of violence, with you as the conductor.

