

# Business Is Now War.™

## We're here to help.

### **INVICTUS™ Enhanced Wargaming: Advantage In A New Strategic Environment**

#### **Why Wargaming is Essential Today**

The business world has changed dramatically during the past few years. An environment that was traditionally characterized by competition within a well-regulated framework is now characterized by competition that is more similar to military combat, under no rules, and all companies in Capitalist Democracies are under attack. China, led by the Chinese Communist Party (CCP), Russia, and other nations lend the full weight of their intelligence services, regulatory agencies, treasuries, and R&D resources to support favored "champion" companies and actively undermine foreign competitors using a model that Assistant Attorney General John Demers characterized as "rob, replicate and replace." The magnitude of this risk was recently highlighted:

"FBI Director Wray: China is 'Most Significant' Threat to U.S."

"China is the Broadest, Most Challenging, Most Significant Threat We Face as a Country"  
Business Insider and Newsweek, 07.19.2018

Theft or corruption of intellectual property and data is at catastrophic levels. International criminal cartels are stronger and further reaching. Asymmetric threats ranging from espionage, theft of innovation and intellectual property, terrorism, to cyber to electromagnetic pulse can disrupt regions, supply chains, distribution networks, infrastructure, finance, markets and more; threats that once required the resources of a nation to produce or employ are now in the hands of individuals. These changes continue to multiply, magnify and accelerate going forward.

"Make no mistake, American companies are squarely in the cross-hairs of well-financed nation-state actors, who are routinely breaching private sector networks, stealing proprietary data, and compromising supply chains." The National Counterintelligence and Security Center

NCSC Director William Evanina  
The Hill, 01.07.2019

Survival and success in this more complex, dangerous and dynamic business environment requires military-style techniques adapted to business metrics. Since the 1870's, wargaming has arguably been the most successful tool used by the world's premier militaries to identify, evaluate and reduce risk.

What makes wargames different is the inherently competitive, dynamic environment in which decision-making takes place. All aspects of execution are simultaneously tested, allowing leaders to assess their organization's communications, coordination, capacity and agility under stress. Environmental factors ranging from trade policy to the affects of climate change can be evaluated. The wargame environment forces decision-makers to deal with important external

factors – in particular what intelligent competitors would do – under conditions of time pressure, stress and imperfect information...precisely as they will have to in reality. The players see their own company, their competition, and the world as they actually are, not as they may wish or hope them to be.

*Wargames allow leaders to experience potential futures now and at very low cost.* The decisions that will be needed later can be anticipated and tested in advance. Leading indicators of risk, change or disruption can be identified before they manifest in the real world. Organization, technology and training can be adjusted to best handle both ‘most likely’ and ‘most challenging’ environments. Hindsight from wargames becomes critical foresight in the real world.

In addition to evaluating risk and testing strategy, gaming offers several collateral benefits. Naming a few, it helps leaders understand their business in the context of modern threats; it trains the players in critical thinking; it helps both players and their superiors evaluate their decision making under stress; it draws out input from junior levels of the organization which might not normally have the mechanism, incentive, or “permission” to contribute; it reveals where either risk or opportunity are greater than believed due to a scattered distribution across several parts of the organization; it draws out unstated assumptions, and cultural “group-think” that might otherwise remain hidden; and it helps to align teams toward a shared course of action based on shared experiential learning.

In short, wargaming must be a key tool for any organization that seeks to survive and thrive in the modern business environment. It may also be used to test any strategic decision or issue before a decision is required.

“The war with Japan had been enacted in the game rooms at the War College by so many people and in so many different ways that nothing that happened during the war was a surprise – absolutely nothing, except the kamikaze tactics toward the end of the war.  
We had not visualized those.”

*Admiral C. W. Nimitz to the President of the Naval War College, 1945*

**INVICTUS**  
W A R G A M E

*To learn more, contact a BlackOps senior manager at: [contact at blackopspartners dot com](mailto:contact@blackopspartners.com)*