

CHAPTER 4

PSYOP Campaign Planning



PSYOP campaign development and Implementation are used to modify the behavior of various target audiences in support of U. S. objectives. In practice, the scope of PSYOP campaigns is determined by national goals: political, economic, social, military, Idealoglcal, or religious. PSYOP are just another means of the informational Instrument of national power by which a nation may seek to maintain or enhance its power.

Considerations

PSYOP campaigns prepared in support of the CINC's theater campaign plan require a series of decisions related to policy at the national level and to techniques at the tactical level. From policy to techniques, however, basic planning considerations are the same: What should the PSYOP campaign accomplish? With what target? When? How? PSYOP campaign planning must not only be done at all echelons and within national policy but also within the limits of OPLANs, capabilities, and intelligence.

The PSYOP planner must choose products and actions that are most likely to induce the desired behavior in the target audience. To reach this decision, the PSYOP planner considers available intelligence about the target audience, knowledge of the proposed PSYOP campaign, and the PSYOP unit's capabilities. He reaches his decision by seeking answers to these questions: What has the opponent been telling the target audience? What does the target audience know and think about the topic of the proposed PSYOP campaign? At what time should the PSYOP campaign be launched to receive the most favorable results? Will the proposed PSYOP campaign address the perceived needs of the target audience? Will it gain and hold the initiative? Has the opponent succeeded in building up a resistance to this particular kind of PSYOP campaign? Will the desired change require a long or a short PSYOP campaign? (Panic, for example, can be brought about in a relatively short time, but habits of cooperation can be instilled only by a sustained effort.) Finally, is the desired outcome achievable? Can the desired

change be influenced by channeling existing attitudes (relatively easy), or must the PSYOP campaign reverse stoutly held beliefs (very difficult)?

The PSYOP planner uses several worksheets as tools in answering these and other questions. The work sheets listed below allow him to structure the PSYOP campaign development and implementation.

- Target audience analysis work sheet (MAWS).
- Product/action work sheet (P/AWS).
- Program control sheet (PCS).
- Campaign control sheet (CCS).

PSYOP campaign planning begins with an analysis of the supported unit's mission. From this analysis, the PSYOP planner derives the PSYOP mission. Once the PSYOP mission has been derived, he then determines who (target audience) by doing what (PSYOP objective) can help accomplish the mission. He prepares a list of target audiences and PSYOP objectives. He then prepares a TAAWS for each target audience-PSYOP objective combination.

NOTE: If there are multiple objectives for a particular target audience, then a separate TAAWS must be prepared in respect to that target audience.

Once a TAAWS is completed, the PSYOP planner then uses the P/AWS to develop various PSYOP products and actions that will elicit the desired behavior in the target audience. Upon approval, the P/AWS are then consolidated and transferred to a PCS that reflects all the PSYOP products and actions contemplated to influence that particular target audience.

As PSYOP programs dealing with particular target audiences are approved, they are posted on the CCS, which reflects all the current and future PSYOP programs for the campaign. Figure 4-1, page 4-3, shows the development sequence of the various work sheets. Figure 4-2, page 4-4, which is essentially an inverted Figure 4-1, shows how control works once the basic PSYOP campaign plan is approved.

NOTE: PSYOP planning worksheets are designed in an 8½-by 11-inch format for easy use.

Target Audience Analysis Work Sheet

The TAAWS serves two functions. First, it forms a logical framework for the analysis of a target audience, ensuring all major areas of analysis are covered. Second, it also serves as an executive summary for later reference when developing PSYOP products and actions. An in-depth analysis of a target audience may take more than one sheet of paper to complete. The following paragraphs are keyed to match the numbers circled on the sample TAAWS. (See Figure 4-3, page 4-6.) These paragraphs describe the information required for the TAAWS.

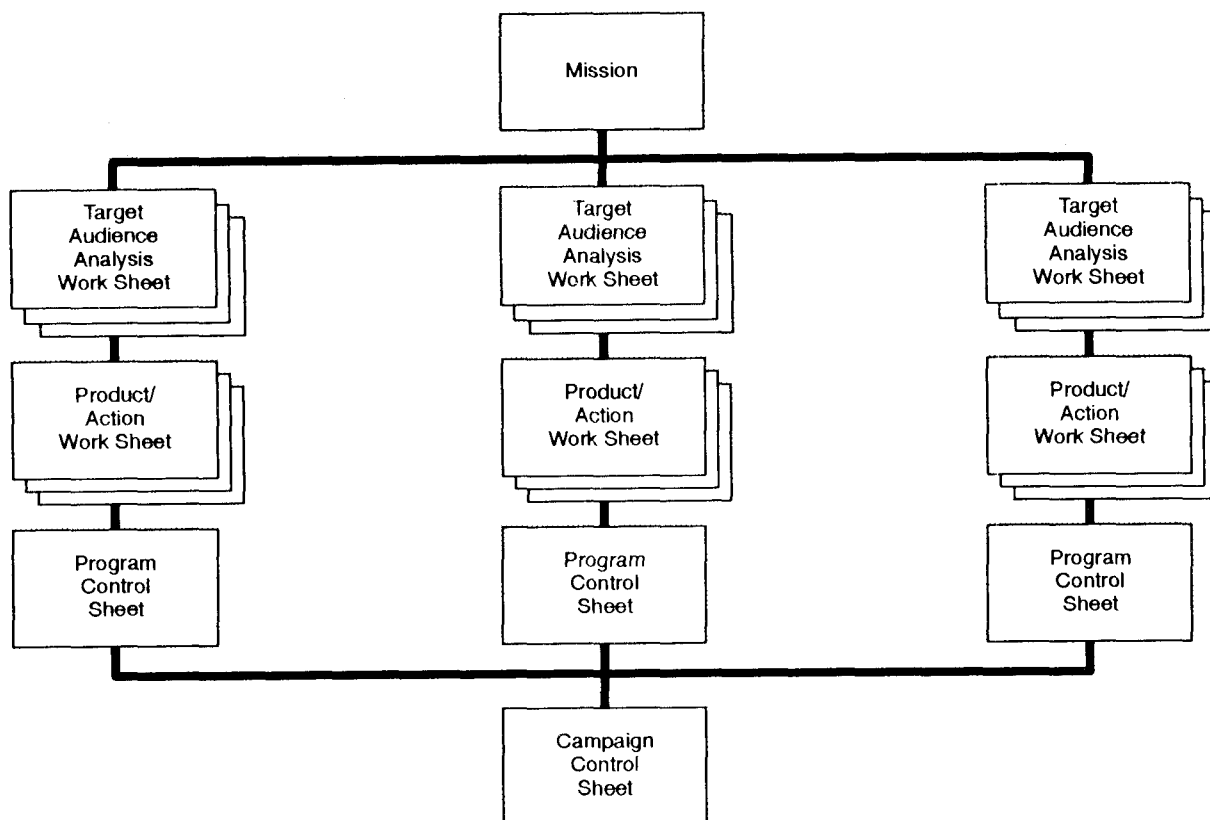


Figure 4-1. Work sheet development sequence.

National Objective

In block 1, enter the primary U.S. objective in the AO. Depending on the level of conflict and the level the PSYOP staff officer is working, this block may be modified. The following are examples of national objectives:

- A PSYOP staff officer working on a CINC staff involved in a Desert Storm-type scenario might enter the following as a national objective: "Remove the Iraqi forces from Kuwait."
- A PSYOP officer working under the control of the U.S. country team in a military operation short of war would insert one of the country team's three to five objectives, such as the following: "Enhance country X's defense capabilities."

Supported Unit's Mission

In block 2, enter the supported unit's mission. This information is used at the operational or tactical level. It is taken directly from the supported unit's OPLAN or OPORD. For example "3d Brigade, 2d Division, attacks to seize the high ground vic GL213314 NLT 020500JAN92."

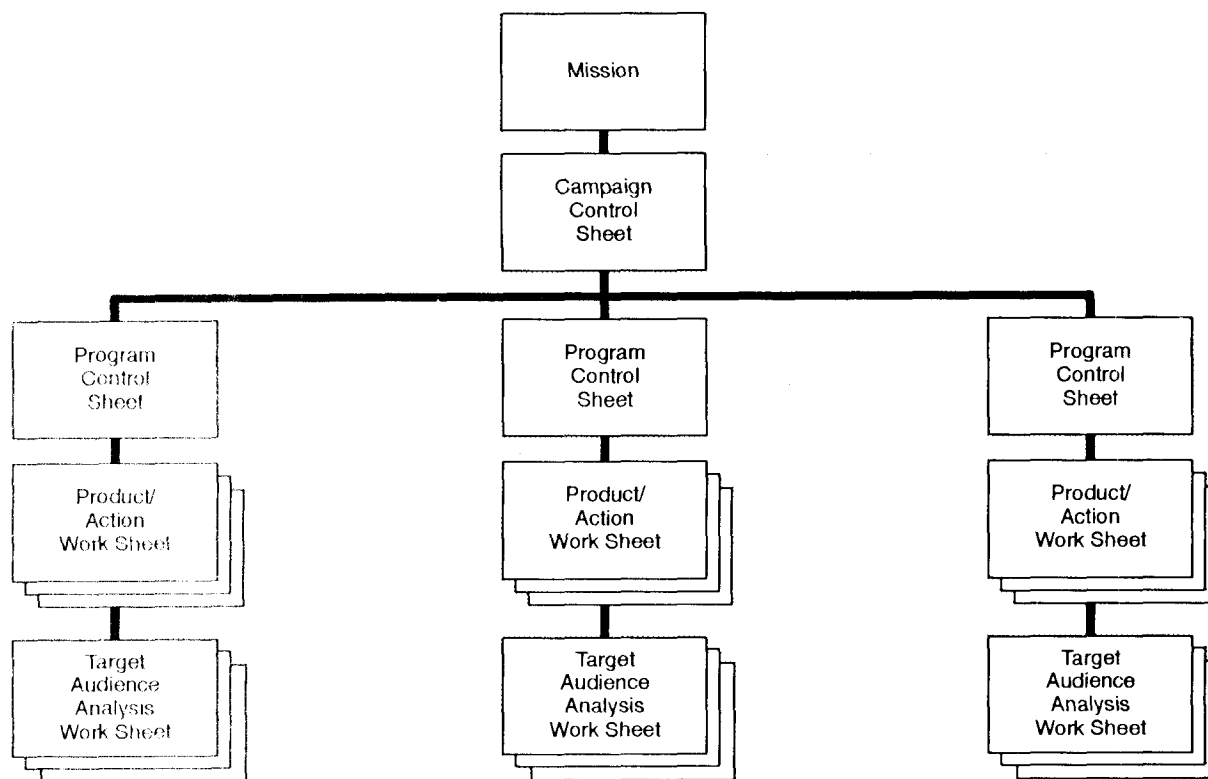


Figure 4-2. Control after PSYOP campaign approval.

PSYOP Mission

In block 3, enter the PSYOP mission derived from the supported unit's mission and restate in PSYOP terms what PSYOP will do to support that mission. For example: "PSYOP supports the 3d Brigade by executing a deception operation to enhance the brigade's attack."

Target Audience

In block 4, briefly describe the target audience. For example: "Company grade officers of the 44th Shock Division."

PSYOP Objective

In block 5, briefly describe the behavior PSYOP desire to elicit in the target audience. For example: "Officers of the 44th Shock Division will deploy their forces toward the southwest."

Conditions

In block 6, briefly describe the conditions affecting the target audience over which it has little or no control. All aspects of the environment that affect the target audience are considered. Some examples are:

- Low pay for company grade officers.
- Faulty communications equipment.

- Little or no resupply.
- No professional noncommissioned officer (NCO) corps.
- Absentee senior leadership (battalion/brigade commanders).
- Tradition of the military as “guardians of the people.”
- Lack of initiative in junior officers.

Effectiveness

In block 7, evaluate the ability of the target audience to perform the PSYOP objective. Rank this ability low, moderate, or high. For example: The effectiveness of the company grade officers of the 44th Shock Division to “orient their forces toward the southwest” would be ranked “low to moderate.” The lack of initiative cited in block 6 would indicate that such a decision would have to be made at a level higher than company grade officers.

Vulnerabilities

In block 8, enter vulnerabilities. These vulnerabilities are unfulfilled needs as perceived by the target audience. These needs are determined from an analysis of the target audience’s conditions.

Themes and Symbols

In block 9, enter themes and symbols. Themes and symbols are items that have some type of significance for the target audience. They may include themes related to family or home, the uselessness of the struggle, or the overwhelming power of the force facing them. Themes and symbols that portray the target in a humiliating or degrading fashion should be avoided.

Susceptibility

In block 10, evaluate the degree to which the target audience will be affected by and respond to a given theme or symbol. This evaluation is based on analysis of the conditions and vulnerabilities of the target audience and is rated low, moderate, or high.

Accessibility

In block 11, describe which medium or media are used to reach the target audience and why. For example: “The company grade officers are easily targeted by leaflets, tactical frequency modulated (FM) radio, and loudspeakers. The target audience has little access to television.”

Impact Indicators

In block 12, enter impact indicators. These indicators are observable behavior that will indicate success or failure to achieve the PSYOP objective. For example Increased patrolling in the southwest sector; decreased activity in the southeast sector; movement of troops into the southwest sector; extensive efforts at fortification of the southwest sector.

TARGET AUDIENCE ANALYSIS WORK SHEET		
National Objective	Supported Unit Mission	PSYOP Mission
Target Audience	PSYOP Objective	
Conditions		Effectiveness
Vulnerabilities	Themes & Symbols	Susceptibility
1.	1. A. B. C.	1. A. B. C.
2.	2. A. B. C.	2. A. B. C.
3.	3. A. B. C.	3. A. B. C.
Accessibility		
Impact Indicators		

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Figure 4-3. Target audience analysis work sheet.

Product/Action Work Sheet

The next step in the PSYOP campaign development is designing prototype products and actions by using the P/AWS. PSYOP planners use the P/AWS in much the same manner as the TAAWS. The P/AWS provides a structure for developing PSYOP products and actions and, once the product or action is fully developed, serves as an executive summary. The following paragraphs are keyed to match the numbers circled on the P/AWS. (See Figure 4-4, page 4-9.) These paragraphs describe the information required for the P/AWS.

NOTE: Information for blocks 1 through 5 for the P/AWS is transcribed from the corresponding blocks in the TAAWS. This repetition ensures that planners maintain mission focus throughout the PSYOP campaign development.

Themes and Symbols

In block 6, enter themes and symbols. Take themes and symbols from the TAAWS and modify them to fit the product and/or action being developed. Enter only the themes and symbols used in the product and/or action.

Product Concept

In block 7, describe the product and/or action. Show how the themes and symbols are integrated to elicit the desired response in the target audience.

Dissemination

In block 8, detail how this product and/or action is to be disseminated. Specify the media to be used and the frequency, timing, and location of dissemination.

Impact Indicators

In block 9, describe the behavior that this product and/or action should elicit. For example: A leaflet designed to elicit surrender of enlisted soldiers may result in their officers threatening death to any soldier in possession of such a leaflet.

NOTE: These indicators may not always be the same as on the TAAWS.

Related Programs

In block 10, note other products/actions or programs that this product and/or action supports. Also note the impact these products/actions or programs have on this product and/or action.

Approval

In block 11, use as an audit trail for approval of the product and/or action. Each level in the chain of command up to the final approving authority should initial this block.

Program Control Sheet

Once PSYOP products and actions are developed to elicit a certain behavior in a target audience, these products and actions are consolidated into a single PSYOP

program by using the PCS. As its name implies, the PCS is an administrative tool for monitoring all the products, actions, and media used in a specific PSYOP program. PSYOP planners fill out a PCS for each target audience and its associated PSYOP objective. The following paragraphs are keyed to match the numbers circled on the sample PCS. (See Figure 4-5, page 4- 10.) These paragraphs describe the information required for the PCS.

NOTE: As with the P/AWS, information for blocks 1 through 5 for the PCS is taken directly from the corresponding blocks in the TAAWS.

Dissemination

In block **6**, enter one-line descriptions of all PSYOP products and actions supporting this particular program. Consolidate and condense the dissemination descriptions from the individual P/AWS. The size of the dissemination block allotted to each medium may vary.

NOTE: Only the media actually used in this particular program are included in this block.

Impact Indicators

In block **7**, enter impact indicators supporting this particular program. Consolidate and condense the impact indicators from the individual P/AWS and align them with their corresponding items in block **6**. The size of the impact indicators block allotted to each medium may vary.

Campaign Control Sheet

PSYOP planners use the CCS to maintain control of numerous PSYOP programs in support of the mission. Like the PCS, the CCS is primarily an administrative tool that the PSYOP planners use to graphically depict the entire PSYOP campaign. They can use the CCS to resolve conflicts and to manage development, production, and dissemination resources. The following paragraphs are keyed to match the numbers circled on the sample CCS. (See Figure 4-6, page 4- 11.)

Program

In block **1**, enter the program identification code. This code is determined by the target audience (identified by a letter) and the PSYOP objective (identified by a number). The letters and numbers are then combined to identify specific programs as shown in the following example

Target audience: “**A**” - “Company grade officers.”

PSYOP objectives: “**1**” - “Orient forces toward the southeast.”

“**2**” - “Surrender their forces.”

NOTE: Program A-1 would be the PSYOP program designed to influence the company grade officers to orient their forces to the southeast.

PRODUCT/ACTION WORK SHEET		
National Objective	Supported Unit Mission	PSYOP Mission
Target Audience	PSYOP Objective	
Themes and Symbols		
Product Concept		
Dissemination		
Impact Indicators		
Related Programs		Approval

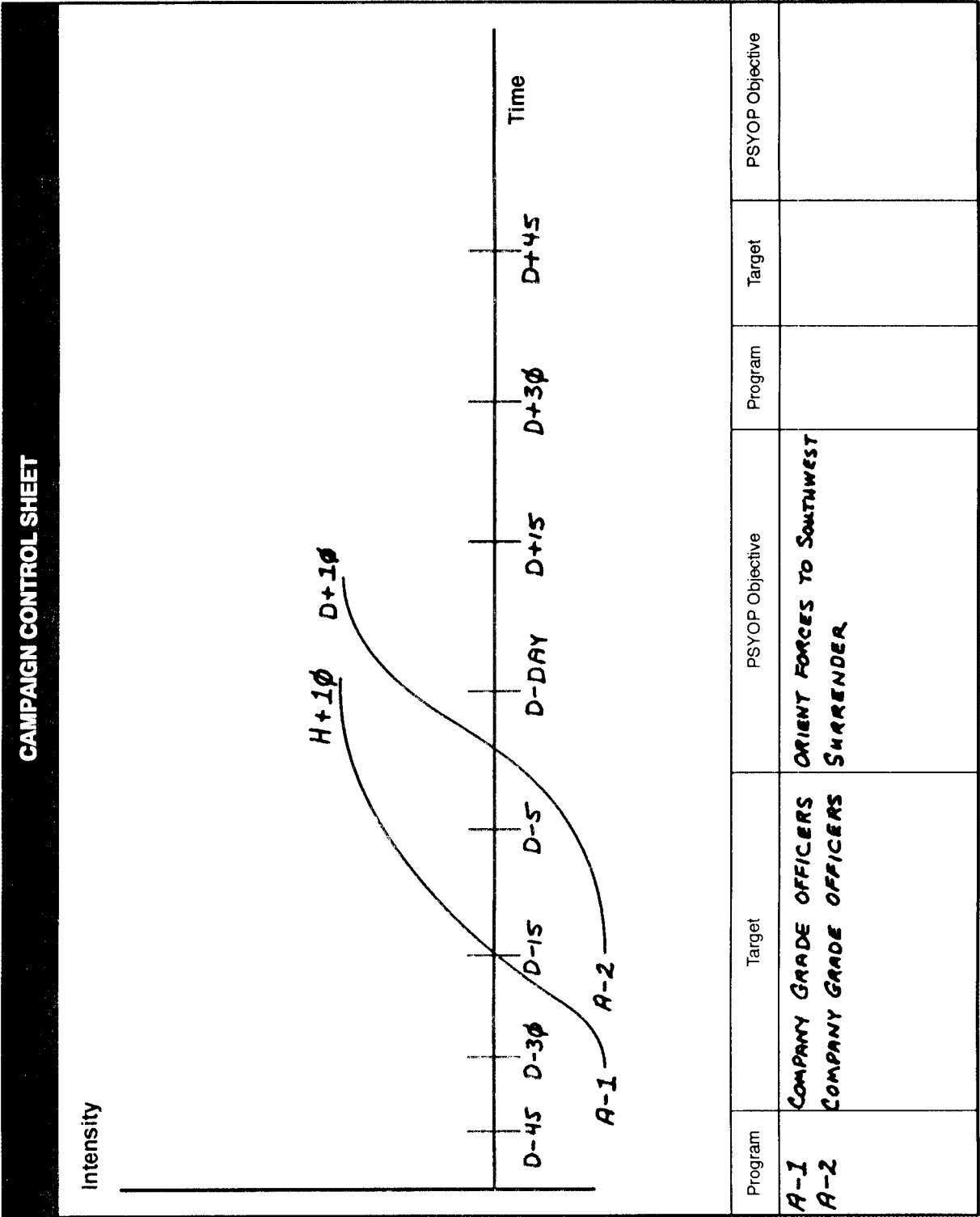
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Figure 4-4. Product/action work sheet.

PROGRAM CONTROL SHEET		
National Objective	Supported Unit Mission	PSYOP Mission
Target Audience	PSYOP Objective	
Media	Dissemination	Impact Indicators
TV		
Radio		
Print		
Loudspeaker		
Face-to-Face		

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Figure 4-5. Program control sheet.



THIS IS A SAMPLE OR SUGGESTED FORMAT.

Figure 4-6. Campaign control sheet.

Target

In block 2, enter the target audience “Company grade officers.”

PSYOP Objective

In block 3, enter the PSYOP objective: “Orient forces toward the southeast.”

Intensity

In block 4, enter a graphic depiction of the intensity of the different PSYOP programs in the overall campaign over time. For example: Program A-1 starts development and production at D-30 (below the horizontal time line). Dissemination starts at D-15, peaks rapidly, and stops at H+10 on D-Day. program A-2 starts its development at D-15 and finishes at D+10.

Summary

PSYOP campaign planning is a logical step-by-step process that combines national objectives, target audience analysis, and the supported unit's mission into a workable PSYOP campaign. The planning identifies the objectives and through the CCS provides a historical record of the total PSYOP campaign and its impact on military operations. It also helps the planner allocate and control PSYOP resources in the AO.