Counterinsurgency, Consequences for Swedish and Austrian Infantry Companies’ Organization

By

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Wiener Neustadt, June 2011
Declaration of honour

I solemnly declare that; the work was made entirely by me, any use of other’s work has been cited and referenced correctly, the thesis has not been submitted to any other university or institute, and that I have not violated any third person’s rights.

Wiener Neustadt, June 2011

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Abstract

This thesis explores organizational features, which facilitate counterinsurgency operations on a company level. The framework used is the infantry company. Two factors were found through literature studies to be extra important for conducting successful counterinsurgency operations: intelligence and presence. Regarding intelligence, the results show beneficial effects from organizing a company level intelligence cell. The recommended size is three individuals. The next factor, presence, originates from the concept of maintaining a persistent presence as opposed to conducting raids in the assigned area of operations. Here, a force structure of four subordinates at both company and platoon level was found to be effective.

Further, a Swedish and an Austrian European Union Battlegroup company was studied and compared to each other from the previously found aspects. Next, the two companies receive suggestions for how to reorganize themselves with the already existing personnel and equipment available.

In the final part, the thesis discusses the structural rigidity of military organizations evident in the lack of organizational adaption to counterinsurgency even though such operations have been conducted in the past, present and most certainly will be a part of the future.

Key terms: Counterinsurgency, company, organization, structure, Austria, Sweden, company intelligence, decentralization.
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Foreword

This thesis was a good opportunity for the author to personally explore the impacts of counterinsurgency theories on infantry (Inf) companies of Austria and Sweden. The author chose the Inf company as it is the most probable frame for a deployment for the author’s colleagues and himself. The thesis was written in Austria, at the Theresan Military Academy, because Austria and Sweden both share a recent history of neutrality, the involvement in the North Atlantic Treaty Organization’s (NATO) Partnership for Peace (PfP), the European Union (EU), the Organization for Security and Co-operation in Europe (OSCE) and lastly the in Sweden executed, and in Austria probable transformation from conscription to a professional armed force.
1. Preface

The world of today is in a constant change; all aspects are evolving and devolving themselves in some way or the other. War is no exception. Since the peace at Westphalia in 1648, western militaries and their strategic cultures have focused on war fighting as Clausewitz knew it and the World Wars demonstrated. Conflicts in the 21st Century seem to manifest the advent of warfare where the state once again as William S. Lind puts it; “loses its monopoly on war.”¹

Hand in hand with globalisation, the local and regional conflicts fought in distant countries affect Europe more and more for each day.² The abundant use of low-tech weaponry and traditional tribal tactics defy the normal western concepts of warfare to which firepower equates victory.³ In this environment, Austrian and Swedish forces operate on missions abroad. Both countries’ armed forces have had and still have the integrity of their respective national territory as one of the main constitutional tasks and international security as one of the means to accomplish it.⁴ It is evident throughout history that no unit can be optimized for every task. It is not possible for dismounted Inf to achieve high speed and manoeuvrability while loading up on an abundance of firepower and personal protection. Traditional interstate wars have required other tactics, equipment and mentalities than counterinsurgency (COIN).

This thesis analyzes the organizational prerequisites of comparable Inf companies from respective nations for conducting COIN. Further, it provides suggestions for changes to improve effectiveness of COIN.⁵

² Author’s own conclusion.
⁵ Author’s own conclusion.
2. Introduction

Among the challenges presented to a military force of today is the ability to cope with and become successful in a COIN operation. Much of the existing material deals with strategies and methods, but the actual strategies are in the end implemented and enforced by companies, platoons and squads on the ground. The aim of this work is therefore to provide an insight into how theories and experiences available can be distilled into the context of an infantry company, and thereafter study the extent of conformity to these guidelines of existing Swedish and Austrian infantry companies.

Everything in this thesis refers to both male and female gender even if only male gender is mentioned.

The thesis you are now holding in your hand was created through three main phases; collection, processing and distillation.

As the creative concept, the work was mainly done through comparative studies of literature and open sources dealing with organization for COIN as well as expert interviews in order to provide actual data on the infantry companies studied. The overall goal of the thesis was to provide a comparison of Austrian and Swedish infantry companies and suggest improvements to these in order to improve the respective nations’ war fighting capabilities. Due to a bachelor’s thesis lower ambition as opposed to a master’s or doctor’s thesis existing sources instead of new research was used in order to gain the results.

In the collection phase the author gathered information through the local Theresan Military Academy library, the internet and through expert interviews. The collection aimed at providing a suitable and preferably abundant array of articles, books, webpages and interviews from which to embark upon in the second phase.

The processing phase was where the author read through the material, took notes and made sketches of possible linkages between different sources. During this phase the results section

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6 The whole chapter: Author’s own conclusions.

7 Author’s remark: For the remainder of this thesis the American system is used when referring to sections, squads and teams.
was written and where the most hours of work were put in. The work started with a review on current research status regarding the thesis’ topic. Here the author found that the research available mostly dealt with American company organizations. Different experiences and opinions on company organization were found and related to the studied Austrian and Swedish companies’ organizations and their features. Various approaches to reduce or eliminate the found incoherence between an optimized company and the current status of the studied ones were thereafter presented and discussed. The last phase, distillation provided the discussion and conclusive parts of the thesis. Here the author connected the various trains of thought and established coherence in the thesis’ layout to produce the concentrated dose of research this work is.

2.1 Preview

This thesis takes its starting point in chapter “2.3 Current research” by describing how COIN is characterized, how it relates to a traditional interstate war and the most important general aspects concerning COIN. This was compiled out of an array of literature concerning irregular warfare, insurgency and COIN. Furthermore, contemporary experiences and concepts of organizational aspects in COIN are presented.

In the next larger chapter, “3. Results”, the previously gathered knowledge is discussed and refined into an organizational concept usable for Inf companies. Next, an Austrian and a Swedish Inf company from currently ready EU Battlegroups are presented and compared. Thereafter, suggestions were made to the companies’ organization within the existing personnel framework in order to better facilitate COIN operations as the first parts in the results chapter concluded.

In the next chapter, “4. Discussion”, the author discusses the results and determines in which settings and for which conditions they are valid.

8 The whole chapter: Author’s own conclusions.
The last two chapters, “5. Summary” and “6. Preview” for further research, summarize the thesis with a review of the work and lastly, point out the questions discovered but unanswered by the work.

2.2 Disciplinary connection

This thesis applies to officers and NCOs (Non-Commissioned Officers) from platoon to battalion levels due to deploy in COIN operations, as well as infantry officers and NCO’s at the same levels without a deployment in a foreseeable future.

Further, the thesis may have appeal to officers concerned with the evolvement of company level organization.

2.3 Current research

2.3.1 What is counterinsurgency?

In order to analyze an infantry company’s condition for successful COIN operations, one must first define the particular environment and its different relevant aspects.

Irregular warfare is characterized by the fact that the struggle is against the relationship between the state, or state-like organization, and the population in contrast to the regular wars in which the focus is directed at the state and its armed forces.

The means used in the former type of conflict are attributed by cheap and light weaponry. There are not many vehicles involved and those that are used are often of an ordinary civilian make; pick-up trucks, ambulances, buses etc. The most proliferated weapons in these conflicts are Kalashnikov assault rifles and RPG-7 rocket propelled grenades. Mines, IEDs (Improvised Explosive Device) and mortars are used as well because of their low cost, low

9 The whole chapter: Author’s own conclusions.

weight and high potential.\textsuperscript{11} Examples of conflicts where such weapons and vehicles are or were used are Afghanistan, Iraq, and during ‘The Troubles’ in Northern Ireland. In contrast to what the Western war fighting tradition calls a regular war between the forces of nations where an entire country’s arsenal with its material diversity is brought to bear on the enemy, irregular wars are often fought with a relatively simplistic arsenal. Equipment requiring a somewhat larger chain of logistics is often, if at all available, left unused because of the difficulties involved with getting the necessary supply chain running and/or acquiring the needed spare parts and fuel.\textsuperscript{12} With this backdrop, it is important to be reminded that the materials used are not an attribute to differentiate regular from irregular warfare; the Northern Alliance in Afghanistan had heavy armour and the Taliban used MANPADS (Man-Portable Air Defence System) during the Afghan-Soviet war.\textsuperscript{13}

The methods differentiating irregular from regular warfare are best described as a shift in the centre of gravity from the enemy forces to the support of the population. This means that both parties main centre of gravity essentially is the same thing and that the population is the target of the efforts.\textsuperscript{14} In order to secure the population’s support the least frictious route is often through violence, which escalates as children and undisciplined or untrained soldiers take active part in the conflicts.\textsuperscript{15}

Research states that any COIN mission’s main objective should be to secure the support of the population. It is primarily through them that the insurgents may receive active and passive support.\textsuperscript{16} It cannot be overly stressed how important the interaction between the COIN forces

\begin{thebibliography}{99}
\item Ref.: Münckler 2002, loc. cit., p 92.
\item Ref.: Münckler 2002, loc. cit., p 36-37.
\end{thebibliography}
and the population is. The COIN forces are always perceived as the strong force and the insurgents are viewed as the weaker one. This presents a moral issue where the COIN forces are scrutinized in every possible way. Because they are supposed to impose order and are the strong one, they cannot commit unjust actions and every use of force can be seen as an unjust outburst of violence. Therefore, the use of force must be very restricted and economical so as to not lose the population’s trust. Furthermore, the deaths of insurgents will further the insurgent’s cause, whereas the death of a member of the COIN forces will incline the forces of order to ask themselves whether or not the casualty could have been prevented and thus promote a decrease in morale.17

Self-control and discipline of the COIN forces are paramount to a successful COIN operation. The COIN forces need to be perceived as a permanent, trustworthy and capable force so as to gain the population’s trust.18 When that trust is established, or high enough for a given individual of the civilian population, information will follow, and further down the road individuals may even take active part on the COIN side. This, however, is scarcely the case for the population at large. The population can be said to constitute of three groups. Firstly, we have the hard-core insurgency supporters who actively seek to support the insurgents and coerce the population into assisting the insurgent’s cause. Secondly, we have those who support the COIN forces in the same manner and lastly, we have the majority which by large is neutral and lends its support to the side which by their perception is the most beneficial side.19

Unfortunately, not much has ever been written regarding the platoon or company level COIN.20

What has been written with the company level in mind is mainly Kilcullen’s21 publication “Twenty-Eight Articles”. The publication contains a set of general guidelines, or „folklore“22

providing a basic understanding of the requirements of a company in a COIN environment. In addition to this, the Small Wars Journal has released a compilation of comments voiced by US (United States (of America)) military servicemen at different levels of command regarding each of the 28 articles. These comments by active and formerly active American military leaders and commanders largely support the notions and ideas laid out by Kilcullen.23

2.3.2 Kilcullen’s Twenty-Eight Articles

Kilcullen’s publication, the “Twenty-Eight Articles” is a piece of writing containing guidelines for COIN on a company level that should be applied with a deal of skepsism. The articles deal with four phases that translate into preparation, deployment, performing and the closing phase of a deployment. For the sake of the thesis, the author will here only present the articles relevant to organization. These are for good reason mostly found in the preparatory phase.24

The third article is the first one relating to organization. In it, Kilcullen states the need of a company intelligence section, and is open to even having platoon intelligence and operations sections because intelligence will most often come as a result of the company’s own operations rather than provided from the battalion HQ (headquarters). Furthermore, in the

21 Author’s remark: Kilcullen, David, has served as Senior Counterinsurgency Advisor to General Petraeus in Iraq and as an advisor to General McChrystal in Afghanistan. He was one of the key figures behind the Surge strategy in Iraq. Ref.: Webpage of Oxford University Press: http://www.oup.com/us/catalog/general/subject/Politics/?view=usa&ci=9780195368345#Author_Information; [15 April 2011].


24 Ref.: Kilcullen 2006, loc. cit., passim.
fourth article he stresses the COIN force’s interaction with civilian agencies and indigenous personnel as a crucial component in winning the war. Further down along the route, Kilcullen writes in the sixth article about the necessity in having a political or cultural advisor. The eighth article deals with the issue of rank versus skill, where skill and talent should be the only thing that counts when assigning duties to soldiers, NCOs and officers. If someone is proficient, or has a talent for COIN, then that is the person to put in a position where he or she can use his or her skills to deliver effect. The tenth article marks the transition from preparation to deployment and its content deals with the importance of maintaining a presence.25

2.3.3 Organizing for intelligence

The idea that a company should create its own intelligence section has been put to practical use, among other places, in Iraq by land-owning company commanders.26 In two different articles authored by different servicemen, the organization of aforementioned section is highlighted and from the articles they are apparently providing a big advantage.28 In the articles’ settings the section is mainly constituted of members of the US Army Inf company’s organic fire support teams.

The first one, “COIN and company Fusion Cell Operations” is co-written by different leaders in the company as well as by the company commander. In it, the different valuable aspects of having a dedicated intelligence section are highlighted. Among others are the benefits of it being able to liaise with other junior intelligence sections of neighbouring units as well as

25 Ref.: Ibid, article 3-4, 6, 8, 10.

26 Author’s remark: The term refers to when a unit is assigned a geographical area to operate within for an extended period of time.


with the battalion intelligence section. Furthermore, the company section provided a useful natural processing unit for the big amount of data originating from a census. ²⁹

In the next article, “Organize for Intelligence: company Intelligence Cells in COIN”, the author explores the different tasks handled by an intelligence section on company level; among others tracking significant acts, analyzing patterns and behavioural changes are mentioned. He also discusses to a limited extent the usefulness of including platoon representatives into the intelligence section. ³⁰

Acquiring intelligence can also be a matter of which gender you have. In some societies it is impossible to acquire the whole picture by only speaking to the male population, and in some societies that is difficult unless you are a woman. ³¹

In the master’s thesis “Organizing for Irregular Warfare: Implications for the Brigade Combat Team” the author, Kenneth J. Burgess, argues with the help of Mr. van Creveld that decentralization is preferable over centralization. Decisions should be made at the lowest level of hierarchy as possible and it should be able to process its own information. The more overall flexibility an organization strives for, the more centralized it might become and less specialized or customizable at lower levels. ³² Furthermore, the amount of information needed to process is getting increasingly larger as the connectivity and military networking is taken further. The revolution in military affairs might, according to Burgess, be an obstacle in acquiring efficient and streamlined information processing. The reason is that the large information-flow requires more labour to process it, and the many people involved slow it

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down due to the managerial requirements. The information flow may also encourage micro-
management and centralization.33

Burgess recommends the evolvement of a US Army Inf company in COIN by attaching the
following components: A company intelligence section of seven individuals with HUMINT34
(Humanitarian Intelligence), analysis and UAV35 (Unmanned Aerial Vehicle) capabilities.
Further the company should contain an EOD (Explosive Ordnance Disposal) squad (Sqd), a
medical section (Sec), an MP (Military Police) squad, a trade platoon (Plt) for construction
work and training indigenous craftsmen, IO (Information Operations) and PsyOps
(Psychological Operations) capability, a CA (Civilian Affairs) expert and lastly organic fire
support in the form of mortars. The company would then according to Burgess be organized
as follows:36

34 Author’s remark: When using the term HUMINT in this thesis, the author does not mean specifically trained
tactical HUMINT teams but rather as the expression for intelligence through interpersonal interaction.
35 Author’s remark: It is assumed that a small, man-portable UAV is being suggested.
Figure 1: Burgess’ augmented US Army Infantry company.37

37 Figure made by the author according to Burgess 2007, loc. cit., p 120.
2.3.4 Organizing for presence

Prior to the Vietnam War, the US Army Inf battalions were organized with three Inf companies each. One of the biggest organizational changes during that war was the establishment of a fourth company in order to have one company provide base security while still maintaining a triangular company structure on operations.\(^{38}\)

Since the purpose of COIN is to win the support of the population and in the process undermine the people’s support for the insurgents and their activities; protecting the people becomes paramount. This can be done in a manner of ways, but a consistent presence is the most successful method. In order to accomplish this, the COIN forces must be perceived as dedicated and disciplined. Raids are not very successful as a method for protecting population centres; protection must be available at all times. This is possible to do through setting up safehouses, forward operations bases or similar permanent installations. This does of course not rule out the possibility to use existing infrastructure and buildings. If possible, the presence should be based at the population centres.\(^{39}\) Caution must though be exercised regarding local customs, the intensity of conflict in the local area, and unwritten rules. As an example, the Soviets alienated many civilians in Afghanistan through their practice of garrisoning troops in the middle of population centres and the Mujahideen fighters were careful to place their camps away from the villager’s daily lives.\(^{40}\)

2.4 Lack of research\(^{41}\)

The blank area on the map of knowledge is how the organization of a company should be restructured for operations in a COIN environment if no extra personnel can be acquired. Because especially the company intelligence cell is not an organic entity in a standard Inf


\(^{41}\) The whole chapter: Author’s own conclusions.
company, research needs to be done to see if there are organizational units within an Inf company especially suited or if the manpower needs to be drawn from the ordinary platoons. Further, a comparison between Austrian and Swedish infantry companies’ organizational aspects in such a setting has not been done yet. How are the companies organized for the deployment and work in a COIN setting? However, more importantly is to find out how the Austrian and Swedish company organizations can be streamlined for a successful COIN.

2.5 Research questions

How should the infantry companies of the Austrian and Swedish armed forces be organized in order to enhance the ability to conduct counterinsurgency for a land-owning company?

- Which organizational features are important for a company in a counterinsurgency environment?
- How are these features implemented at Austrian and Swedish company levels?
- What can be suggested for improvement?

2.6 Method

In order to synthesize a relevant answer to the research questions, a number of methods could be used. First off, a quantitative study could be made through sending out questionnaires to company commanders of different nations engaged in COIN. These nations could be from all over the globe as long as they have lessons learned and experiences in COIN as to what works and what does not work on a company level. This would of course be a very tedious and demanding work and would probably require greater scope than a bachelor’s thesis allows. It would though have been a very interesting study to do. Earlier research does

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42 The whole chapter unless otherwise noted: Author’s own conclusions.
however stress the importance of understanding the insurgency at hand and all of its aspects as there is no panacea to COIN.43

Another avenue of approach to crack open the questions posed could be to do in-depth interviews with a selection of company commanders just returned from theatres. This would provide a solid base of lessons learned from fresh experiences. This could though prove to be difficult to accomplish in practice as it would require the author to find commanders with experiences of using organizations that are not standardized in order to gain knowledge of how the company could reorganize itself for successful COIN.

A third alternative would be to only consult literature and do a qualitative or quantitative comparative study. This could help present a good thesis out of a purely scientific point of view but the author would like the thesis to also rest upon actual conditions of companies in the Austrian Bundesheer and the Swedish Army in order to do a comparative study with relevance to the reality in which the respective armed forces’ operate.

Therefore, the author chose to use a mixture of qualitative literature study and expert interviews.

The thesis’ process can be followed through four phases. In the first phase the goal was to research a concept for a company conducting COIN. The second phase was to acquire data on an Austrian and a Swedish company and how they relate to COIN in the organizational aspect. Thirdly, a comparison was made between the two studied companies to see what each nation can learn from another and what kind of different attributes and features are present. Lastly, the fourth phase is a synthesis of the above phases where suggestions for improvements are made to both the Austrian and the Swedish company. These suggestions were of course made within the already existing framework of personnel and to some extent, equipment.

In the three following sub chapters the methods used for each sub question are presented.

43 Ref.: Kilcullen 2009, loc. cit., p 115-185. Author’s remark: This footnote refers only to the previous sentence.
2.6.1 Which organizational features are important for a company in a counterinsurgency environment?

This question was answered through comparing available literature on COIN theories with real lessons learned and experiences from the modern battlefield. The full range of literature used can be seen through a quick look in the chapter “7.2 Bibliography”. Nevertheless, most notoriously used are the authors David Kilcullen and Kenneth Burgess. Further, interviews with US Army Major (MAJ) Douglas Ralph, who has been deployed to Afghanistan and Iraq three times, and Austrian Bundesheer MAJ Rupert Hütter, who was a company commander for an Austrian company in NATO’s operational reserve force for Kosovo, were used to get hold of lessons learned regarding COIN and Inf company structure.

The headlined question was then answered through reasoning about pros and cons of different organizational entities and how they should, or should not, be organized.

2.6.2 How are these features implemented at Austrian and Swedish company levels?

This question was answered through interviews with Inf company commanders of Austrian and Swedish companies in the current EU Battlegroups. The company organizations were then compared to each other.

2.6.3 What can be suggested for improvement?

The last sub question’s answer was derived from the earlier work and was done through prioritizing the different organizational features identified earlier in the results section. These were then discussed with the current organization as a starting point. The focus was on how the existing companies should reorganize their existing personnel in order to maximize their output in a COIN setting. In an organization without economical restraint or lack of manpower the company structure would be on a different level as opposed to how to put the existing troops into use. As is the case with both companies, they do not have a special dedicated intelligence cell organically tied to it and therefore it has to be created through reallocation of existing troops.
3. Results

If a company has no organic assets of the kind presented earlier, and wishes to create these functions with manpower from the own company there is no standard solution as to where to draw the manpower from. American forces have as previously stated used the organic fire support team as an intelligence cell. However, the selection of that team is not an obvious choice for reasons that will follow. The conclusions and suggestions found in this chapter must be reviewed in the light of the actual company at hand with its different personalities and talents among the personnel. The person who best understands the intricate fabric of culture, history, religion and practice found in the area of operations might as well be a driver or a machinegunner. The important part is to assign the most talented and skilful individuals to the in COIN potent combat multipliers reviewed further down in this thesis.44

Understanding the area of operations (AO) and its events is extremely important as the events prior to the ‘Surge’ in Iraq showed. The coalition forces did not understand what was happening or about to happen while the Iraqis were fully aware of the situation and direness. Despite the possibilities to do otherwise, the coalition forces did not perceive the warnings, or rather; prophecies, of their Iraqi counterparts and a wave of mass killings spread throughout Iraq.45 The right people in the right positions may or may not have stopped the mass killings, but it would most probably not have made the situation worse.46

Later in the thesis two Inf companies will be described. One is the current Austrian component of the EU Battlegroup 107, and the other is the Swedish Inf company based at P4 regiment, Sweden, as a part of the EU Nordic Battlegroup 2011. They are both in a state of readiness to deploy.

44 Ref.: Kilcullen 2006, loc. cit., article 8, and the author’s own conclusions.


46 Author’s own conclusions.
3.1 Optimizing a counterinsurgency-force

It might seem as though a force, which can fight conventional wars against another state, is in fact capable of handling a multitude of situations where the overall risk is lower than in a interstate war.47 This notion has been around for some time but it has not proved its worth. As mentioned earlier, the organization intended to battle a state enemy is not optimized for conducting COIN.48

COIN is without doubt conducted on a political and strategical level. Some may argue that COIN is not something a company is attempting.49 Others mean that the actual COIN is conducted mainly on platoon and company level.50 Whichever is true, companies are heavily involved in conducting operations in a COIN environment.51 As previous research states there is efficiency to be found through decentralization of command, decision, intelligence and resources.52

3.1.1 Optimizing for intelligence

One of the most common factors of the studied material is the positive outcome of having a company intelligence cell. This outcome goes hand in hand with the notion that “Counterinsurgency is an intelligence war”53. The intelligence cell can be formed out of any

48 Author’s own conclusions.
49 Author’s own conclusions.
51 Author’s own conclusions.
52 Ref.: Burgess 2007, loc. cit., p 85 and van Creveld 1985, loc. cit., p 270-274. Author’s remark: This footnote refers only to the previous sentence.
number of people depending on the commander’s requirements. Kilcullen argues that it together with a reconnaissance and surveillance (R&S) team should be squad sized. This should leave the actual dedicated intelligence cell at between four and eight individuals.

MAJ (Major) Douglas Ralph had two soldiers under the supervision of the company deputy as a dedicated intelligence cell during operations in Iraq. If given trained intelligence officers for the company, no more than two would be needed according to MAJ Ralph’s experiences.

Austrian MAJ Rupert Hütter had during deployment in Kosovo an Inf company where the HQ squad processed intelligence under the supervision of the company deputy. MAJ Hütter also identified a need for more personnel in the processing of intelligence. Both McGovern and Liebmann et al. advocate the use of the fire support team as the core of the intelligence cell. McGovern further enhances the intelligence cell by using the company HQ squad. Both McGovern and Kilcullen are inclined to letting the platoons have their own share of intelligence cells. In McGovern’s case, the platoon should have a representative to the company intelligence cell whereas Kilcullen states that a platoon S-2 may be needed.

Burgess wants to expand the company intelligence cell to include UAV and HUMINT teams, and an effects squad to handle PsyOps/IO, civilian affairs as well as including forward observation teams and organic mortar support in the company.

54 Author’s own conclusions.


56 Author’s own conclusions.

57 Ref.: Author’s expert interview with MAJ Douglas Ralph, US Army, 14 April 2011. The interview transcript is in the research collection of the author.

58 Ref.: Author’s expert interview with MAJ Rupert Hütter, Austrian Armed Forces, 14 April 2011. The interview transcript is in the research collection of the author.

59 Author’s remark: S-2 is the staff section responsible for intelligence. Usually found on battalion and higher echelons.


61 Ref.: Burgess 2007, loc. cit., p 120.
When it comes to the intelligence side, it seems however to be an unnecessary measure. Liebmann et al. had their intelligence cell handle indigenous personnel such as interpreters, and the Iraqi militia called Sons Of Iraq. Further, they were responsible for the distribution of aid funds and projects within a civilian affairs context. Moreover, since PsyOps, IO and civilian affairs all are intelligence driven, and require interaction with the local nationals in the area; it seems that it may be an obstacle to efficiency to arrange these functions separated from the intelligence cell. CPT (Captain) Jeremy Gwinn of US Army argues that even a platoon should have a soldier responsible for handling civilian affairs. But he does not put any stress on a dedicated platoon level intelligence cell. The reason for having platoon level civilian affairs is to be able to quickly assess needs of the population and then be properly able to know what to request and through which channels, as well as knowing how to track the request. He adds that if such a need is discovered in an area with good support for the insurgency, “a good assessment conducted at the platoon level with rapid follow-through of support may deal a harsher blow to the enemy than any tactical victory.”

Kilcullen advises in his sixth article that the company commander should assign someone as a cultural advisor. This could be done by the intelligence cell because of the close relationship between cultural knowledge and a thorough intelligence preparation of the battlefield as well as because conducting analysis over time is most likely to demand a high cultural awareness by the analyst.

The intelligence cell should therefore contain individuals with the company main responsibility for HUMINT, intelligence analysis, UAV, PsyOps/IO, civilian affairs and cultural advisory. In addition, an R&S team should be included. This is, of course in an

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63 Author’s own conclusions.


66 Author’s own conclusions.
organization where resources available present no obstacle. The intelligence cell should during operations be staffed 24/7 in order to over time plot and analyze events so the company and its neighbouring units do not get caught lagging behind in knowledge of the area. If the situation permits, this work might be done by the company operations section during nights. The size of the intelligence cell depends on the environment at hand, but should contain at least three individuals. A baseline could be one cell leader and two analysts to facilitate plotting, processing of the information from patrol reports, liaison with battalion S-2 and other company intelligence cells, and if that is the case, platoon intelligence cells, all in order to create actionable and relevant intelligence.67

If the threat in the AO warrants it, or the terrain; both human68 and geographical, in the area is complex enough, the cell could be squad sized. The size should not be written in stone, it should rather be adapted to fit the operational environment. One solution to doing this is to assign talented infantry soldiers a be-prepared-to order to reinforce the intelligence cell and/or reconnaissance element. These soldiers should where possible also act as the platoon representatives to the company intelligence cell in order to further include the platoons in the intelligence cell’s work. This then opens up the possibility to reinforce or weaken the intelligence cell as the situation changes.69

Regarding women, the ideal would be to have females in each of the squads to facilitate interaction with the females in the AO. If that cannot be arranged, it would be good to have at least one woman per manoeuvre platoon, and one as a HUMINT resource. If there only is one, she should be assigned as a HUMINT resource directly under command of the intelligence cell leader and accompany platoons and squads on patrols in order to collect information from the female population.70

67 Author’s own conclusions.

68 Author’s remark: Cultural, religious, economical, societal, ideological, tribal and any other factor affecting how the local population is and behaves.

69 Author’s own conclusions.

70 Author’s own conclusions.
The cell should, if it knows where it is to deploy, as early as possible contact the unit they are supposed to relieve in order to get to know the area as well as possible. They should, if it is possible, try to get all of the existing unit’s reports and raw intelligence. This would promote their knowledge and understanding of the area’s human terrain, train their processing and analysis. Further, it would allow them to brief the other individuals in the company of the upcoming AO. All of this would give the company the benefit of not having to learn everything from scratch during the first months of deployment.71

3.1.2 Optimizing for presence

A solid presence over time is as previous research has stated very important to success.72 As the US Army concluded during the Vietnam War, the structure with four subordinates is superior to the triangular one when tasks such as base security must be kept functioning while still maintaining a presence outside of the camp walls.73 To have a structure with four subordinates grants the commander or leader a freedom of action with his/her unit as well as a higher availability over time.74 Therefore, there should be four manoeuvre platoons with four squads each.75

Because the platoons might be land-owners, they should also be organized to be able to sustain a presence over extended periods. One of the prerequisites is the above-mentioned structure. Further, the platoons would possibly need an operations section to be staffed and they may need a dedicated intelligence cell.76 For the platoon level these two may, due to an anticipated low workload, very well be incorporated into one individual in order to conserve

71 Ref.: Author’s interview with MAJ Douglas Ralph, US Army, 14 April 2011.


74 Author’s remark: Physical and psychological readiness and sustainability of the troops.

75 Author’s own conclusions.

76 Ref.: McGovern 2008, loc. cit., p 1 and Liebmann 2010 et al., loc. cit., p 3 and Kilcullen 2006, loc. cit., article 3. Author’s remark: This footnote refers only to the previous sentence.
manpower. This requires, however, that the platoons in their default configuration have enough strength without being allocated further manpower.\footnote{Author’s own conclusions. Author’s remark: This footnote refers to the entire paragraph.}

Regarding vehicles, they should be organically tied to each manoeuvre platoon. This enhances the commander’s freedom of action. Additionally, it allows a platoon to continually have means to establishing mobile checkpoints and conduct long-range patrols. In addition, if a platoon is assigned an own area with its own safehouse/FOB (Forward Operations Base) and the situation deteriorates; it can reinforce friendly forces quickly or use the vehicles to manoeuvre or regroup.\footnote{Author’s own conclusions.}

3.1.3 Other capabilities

A capability that can prove useful in both COIN and interstate wars is the sniper capability. Snipers allow the commander to access a resource that can eliminate targets without the collateral damage derived from 250lbs laser-guided bombs or Hellfire air-to-ground missiles. Further, a sniper team can make for a good asset in riot control and reconnaissance missions.\footnote{Author’s own conclusions.}

If a company should conduct operations in a high-risk COIN environment, it is good to be able to call for heavy fire support if the need arises.\footnote{Ref.: Kilcullen 2006, loc. cit., article 5.} In American experiences, their company fire support team has constituted the intelligence cell.\footnote{Ref.: Liebman et al. 2010, loc. cit., passim, and McGovern 2008, loc. cit., passim.} However, when operating in a high-risk environment the ability to call for fire can be paramount to the own unit’s survival. In many instances the AO can be too big for the commander to rely on indirect fires from mortars or artillery. And, in many cases, these are not even available anywhere in the assigned AO. When that is the case there is often close air support (CAS) to call upon instead.

\footnote{Author’s own conclusions. Author’s remark: This footnote refers to the entire paragraph.}

\footnote{Author’s own conclusions.}

\footnote{Author’s own conclusions.}

\footnote{Ref.: Kilcullen 2006, loc. cit., article 5.}

\footnote{Ref.: Liebman et al. 2010, loc. cit., passim, and McGovern 2008, loc. cit., passim.}
Because of this, a company should have a tactical air control party (TACP) with the ability to call for indirect fire as well.\textsuperscript{82}

A trade platoon\textsuperscript{83} as Burgess suggests might be a good idea, but for the sake of creating a self-sustaining society it might be a lot better to fund civilian aid projects employing local inhabitants and contractors. Arguments regarding educating craftsmen and encouraging businesses in the AO should also be done through civilian contractors, preferably from the AO in order to infuse the local market with funds and give the population a viable alternative to joining forces with the insurgents. Therefore, the concept of the trade platoon does not need to be used. The projects referred to should be handled through the intelligence cell’s individual who is handling CA.\textsuperscript{84} Using local labour to construct buildings, roads and other things has been successfully done in Afghanistan. For instance have paved roads constructed by local indigenous personnel reduced the risk for IEDs, and greatly improved both governmental influence and economic growth. The IED risk subsided because of the local populations will to maintain the road after they had built it. They took pride in their work and reported therefore in planted IEDs, to either coalition forces or the local Afghani ad-hoc highway police established to guard the road, before they were triggered. The mentioned road construction is also an example of showing the local people a commitment of the COIN forces to maintain a presence over time.\textsuperscript{85} This example is from Kunar province, eastern Afghanistan, where as of April 3 this year the Da-Afghanistan Bank has established itself in a permanent building.\textsuperscript{86}

\textsuperscript{82} Author’s own conclusions.

\textsuperscript{83} Author’s remark: In this context: A platoon of craftsmen and engineers used to erect buildings, build roads and teach craftsmanship to local people.

\textsuperscript{84} Author’s own conclusions.

\textsuperscript{85} Ref.: Kilcullen 2009, loc. cit., p 89f, 97-100.

EOD resources are in shortage in many COIN theatres even though insurgents often fight using explosives, mines and IEDs. Combined with the often abundant amount of ammunition, unexploded ordnance, and mines in many third world countries such as Afghanistan or Angola this renders the usefulness of having an organic EOD squad or EOD trained individuals in the company very high.

Any vehicle should due to the IED and hand-held anti-tank weaponry threat have room for additional passengers in order to be able to rescue the occupants of another ambushed and disabled vehicle out of the enemy’s kill zone. There is for obvious reasons no big deal if the crew or transport compartment becomes cramped and unergonomical if this should be required.

The last of the other capabilities covered will be the MP squad Burgess suggests. The squad is suggested to be a part of an Inf company in order to secure evidence, performing administrative station duties, educating indigenous security forces in how to secure evidence, handle the administration and handling prisoners. Further, the MPs would track prisoners through the juridical system. Burgess does also argue that the MPs need to be the technical experts of choice when it comes to anything related to law-enforcement, so they need to hone their skills in police-work.

3.1.4 Conclusions

A concept for a COIN-oriented company might from the previous argumentation be organized as follows.

The company intelligence cell is staffed by three to eight individuals depending on which capabilities are included and the complexity of the AO. All of the intelligence cell’s staff


88 Author’s own conclusions.

89 Author’s own conclusions.


91 The whole chapter unless otherwise noted: Author’s own conclusions.
frequently needs to be out in the field and not only being inside of the camp gates. This is in order to better gain an understanding of the locales and people in the AO. The intelligence cell’s leader is not the company commander or his deputy in order to allow them to focus on ongoing operations. A UAV, should it be used, draws one to three individuals for operation, maintenance, and analysis. The analysis can be outsourced to the company intelligence cell's analysts reducing the UAV personnel to a maximum of two persons. The platoon intelligence and operations cell might be comprised of one individual from an infantry squad. He or she should also be responsible for having the platoon’s main focus on civilian affairs.

The company should have four platoons with four squads each in order to facilitate a freedom of action on both company and platoon level. Each squad, for the same reason, should have their own organic vehicle or vehicles.

The company has its own TACP, which can call for indirect fire as well. This party can when not used in a TACP or forward observation roles be used to either constitute or strengthen the R&S element, or reinforce the Inf platoons when they have soldiers away on leave.

In addition, there is also an EOD squad to neutralize encountered ordnance.

The suggested MP squad might be incorporated but it would be preferable if the Inf squads themselves could secure evidence and train indigenous security forces the same. There is, however, no reason as to why one MP should not be attached organically in order to educate and train the indigenous security forces in not only the collection of evidence but also in the other disciplines involved in law-enforcement. HQ and CSS (Combat Service Support) are organized under one platoon in order to make it easier for the company commander. The most notable thing about the concept is the amount of decentralized special resources. Note that the company intelligence cell consists of abilities:
Figure 2: Concept for a COIN-oriented company.\textsuperscript{92}

\textsuperscript{92} Figure made by the author according to the previous argumentation.
3.2 The Austrian European Union Battlegroup 107 infantry company

The studied Austrian Inf company used for the duration of this thesis is the Austrian force in the EU Battlegroup 107. A normal Austrian Inf company contains three Inf platoons and one anti-tank platoon and has a higher platoon strength than the actual, studied company has. The studied company consists of two Inf platoons with four squads each, one anti-tank platoon with two anti-tank squads, one sniper squad comprising of three sniper teams, a CSS squad and an HQ squad. The company is mounted on Pandur 6x6 armoured personnel carriers and softskinned off-road cars for the anti-tank platoon leader, the sniper teams and one for the HQ squad. The anti-tank platoon consists of two squads with two Pandurs each. The anti-tank guided missile systems, PAL-2000 also known as BILL-2, have to be deployed on the ground prior to engagements. The HQ squad has in addition two Pandurs, and the CSS squad uses softskinned trucks except for one Pandur ambulance. Manpower is indicated in the following organizational chart:

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93 Ref.: The whole chapter unless otherwise noted: Webpage of the Theresan Military Academy, URL: http://campus.milak.at/campus/iep/ppt/2011-01-11-A-Gell-Org_Charts-of-Units-MNB-SE_LCC.ppt; [31 March 2011], and the author’s personal correspondence and an expert interview with the studied company’s commander, Captain (CPT) Georg Pilz, conducted on 11 April 2011. The original documents are in the research collection of the author.
3.2.1 Organization for intelligence

In the studied Austrian Inf company it is the Inf company deputy’s task to compile and process the patrol reports from conducted patrols and operations. The HQ squad leader is updating the company situation map.

The commander or leaders responsible for patrols or operations are designated to talk to people of interest. The commanders and leaders have had very little formal training in interviewing and talking to the local population other than one classroom lesson and some practical training.

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Figure 3: The studied Austrian European Union Battlegroup company.  

Note: Figure made by the author according to the sources cited in the previous footnote.
The company provides the battalion S-2 with the company intelligence assessment as well as their patrol reports. Intelligence flow is mainly in a hierarchical way to and from the battalion S-2.

According to the company commander, the sniper squad could be used for R&S even though it is not their main task.

The company has one female soldier employed and she is working in 1 Inf platoon. It is merely a coincidence that the studied company contains a female soldier as there are no organizational charts or diagrams referring to gender.

The anti-tank platoon is equipped with man-portable anti-tank guided missiles. The sights use thermal imaging technology and can be used to detect activity during day and night. 95

3.2.2 Organization for presence

The studied Inf company is organized with three manoeuvre platoons. Two of these are Inf platoons with four squads each and the third is an anti-tank platoon with two squads of two teams each. The anti-tank platoon’s teams are four men strong. All squads and teams in the company have organic vehicles assigned. The platoons are not trained or organized to create organic intelligence and operations cells.

The company’s dismounted strength is not optimal. The Inf squads lack one soldier each, and the Pandur armoured personnel carriers have no organically assigned gunners in the organization. Therefore the dismounted strength of each Inf squad is reduced to five soldiers.

3.2.3 Other capabilities

The Austrian company has three organic sniper teams organized into a squad. They are carried by 3.5t off-road softskinned vehicles, and each team has its own means of transport. Regarding forward observation and close air support, the sniper squad contains soldiers, which are able to call for indirect fire, without it being their main task. Furthermore, the

95 Author’s own experience with the BILL-2 sight.
officers in the company have received basic, rudimentary training in calling for artillery and mortar support as well as close air support. They are though not NATO certified FACs.\textsuperscript{96}

With the anti-tank platoon, the company has to a limited extent the ability for precision engagements on distances up to and exceeding 2,000m. The preferred targets are of course armoured vehicles, but the warheads have effect also against buildings and softskinned vehicles.\textsuperscript{97}

### 3.3 The Swedish European Union Nordic Battlegroup 2011 infantry company\textsuperscript{98}

The Swedish Inf company studied is composed of three Inf platoons and one HQ/CSS platoon. Each Inf platoon has four squads with nine soldiers each. The HQ/CSS platoon contains nine teams composed of between three and six soldiers each. The whole company uses the Bv309 in different versions. The Bv309 is an over-snow tracked waist articulated lightly armoured vehicle.\textsuperscript{99} On the vehicles pintle-mounted 7.62mm machineguns are mounted for self-defence. The company has a fire support squad with sophisticated targeting equipment. The company has three HQ teams and two medical teams. This promotes redundancy and the ability to over time conduct operations with the company in more than one location simultaneously.\textsuperscript{100} The Inf platoons have two sharpshooters\textsuperscript{101} each organized into the squads. They can either be used as an integral part of their assigned squads or be used

\textsuperscript{96} Ref.: Author’s discussion with LtCol Harald Gell of the Theresan Military Academy, [13 May 2011].

\textsuperscript{97} Author’s own conclusion.

\textsuperscript{98} Ref.: The whole chapter unless otherwise noted: The author’s expert interview and personal correspondence with CPT Jesper Sparre, company commander in Nordic Battlegroup 2011. The interview was conducted on 6 May 2011. The original documents are in the research collection of the author.

\textsuperscript{99} Ref.: Webpage of the Swedish Armed Forces, URL: http://www.forsvarsmakten.se/sv/Materiel-och- teknik/Fordon/Bandvagn-309/; [28 April 2011], and the author’s own experiences. Author’s remark: The footnote refers only to the previous sentence.

\textsuperscript{100} Author’s own conclusion. Author’s remark: The footnote refers only to the previous sentence.

\textsuperscript{101} Author’s remark: They are no snipers, as they operate as an organic part of the platoon. They are used to increase the platoon’s lethality at longer distances.
directly under the platoon leader. The company features one logistics team and one POL (Petrol, Oil, Lubricants) team.

Manpower is indicated in the following chart:

![Figure 4: The studied Swedish European Union Battlegroup company.](image)

3.3.1 Organization for intelligence

The company has no specific intelligence cell and has no organization for own intelligence processing. There is an intelligence and liaison officer in the company. His duties are to liaise between the company and the battalion S-2 in order to ensure fresh and updated intelligence is available to the company and to the battalion. The company itself is not dimensioned and has no organic ability to process other intelligence than patrol reports before forwarding to
the battalion S-2. Due to the Battlegroup’s lack of a predestined deployment, it cannot tailor itself to an AO and therefore there are no established company-to-company channels for intelligence. The lack of a predestined deployment and the mission that comes thereof is also the reason that the company has focused on high-intensity kinetic warfare as it is the most difficult situation to handle.

Each Inf squad is trained in low level HUMINT that here constitutes of attaining information from locals during patrols.

The company has two female soldiers. One NCO in the company staff and one rifleman. They are in the company by chance, as there are no organizational charts or diagrams referring to gender.

The company has high-powered thermal imaging cameras in the fire support squad for calling indirect fire. They are also usable for surveillance.

3.3.2 Organization for presence

The studied company has three identical Inf platoons, which in turn comprises four squads each. The platoons are trained and able to conduct operations away from their company for an extended period of time. They are also able to maintain a 24/7 presence outside of an own FOB or safehouse.

The three HQ squads and two medical teams promote an ability to divide the company over greater distances in order to achieve a simultaneous presence in at least two different locales within the AO.

The platoons have no own intelligence and operations sections.

102 Ref.: Lindstrom [sic], Gustav 2007: Enter the EU Battlegroups. Condé-sur-Noireau: Corlet Imprimeur, p 17ff. Author’s remark: The footnote refers only to the previous sentence.

103 Author’s own conclusion. Author’s remark: The footnote refers only to the previous sentence.
3.3.3 Other capabilities

The Swedish company has two sharpshooters organically organized to each platoon. They are members of the squads but may of course be used directly under the platoon leader.

Regarding indirect fire, the company has a qualified fire support squad with sophisticated equipment for engagements with indirect fire. Furthermore, the officers in the company have received basic, rudimentary training in calling for artillery and mortar support if the need should arise.\(^{104}\)

The company’s ability to engage targets at long range is at a maximum of 800m for soft targets using high explosive airburst grenades with the Carl Gustav recoilless rifle\(^ {105}\) and over 600m against armoured targets using the Rb57.\(^ {106}\) These distances are under favourable conditions.

Regarding vehicles the platoons have organically tied vehicles to its squads and there is an extra capacity of one Bv309 at each platoon.

3.4 Comparison\(^ {107}\)

The companies differ from each other in a number of ways. Among the most notable is the lack of snipers in the Swedish company and the presence of an anti-tank platoon in the Austrian one. Further, the Swedish company has its HQ and CSS elements organized in a separate HQ/CSS platoon. In reality, the two companies are structurally reasonably alike. While the Austrian company has an ability to engage armoured targets at long distances but is

\(^{104}\) The author’s own officer training.

\(^{105}\) Ref.: Försvarsmakten 2009: Markstridsreglemente 8, 2009 8:1 Vapenprestanda, p 9. Author’s remark: The document is only available in digital form.


\(^{107}\) The whole chapter unless otherwise noted: Author’s own conclusions.
not as anti-tank focused in the Inf platoons, the Swedish company’s Inf platoons have three different hand-held anti-armour weapons available. Similar comparisons and contrasts can be found when it comes to the sniper or sharpshooter capability. While the Austrian company has snipers in an own squad under the company commanders command, the Swedish counterparts are sharpshooters, found inside of the Inf platoons themselves. Furthermore, the Swedish company has full strength platoons instead of an under-strength organization. Even further, the Austrian assault rifle features a bull-pup design, offering a relatively long barrel, with a scope; while the Swedish assault rifle is of regular design with a red dot sight. The Austrians also feature pintle-mounted 12.7mm heavy machineguns on the Pandur vehicles, whereas the Swedish use pintle-mounted 7.62mm machineguns. With that said, it seems that the Austrian company is better suited for engagements at longer distances and that the Swedish company might be organized and carries armaments better suited for close quarters.

Regarding intelligence, the two companies could be considered quite equal. The Austrian company has two individuals more or less concerned with intelligence whereas the Swedish company contains an intelligence and liaison officer. Both companies are geared towards providing reports and receiving intelligence updates to and from the battalion S-2.

When it comes to maintaining a presence, the studied Swedish company has an advantage due to its three full-strength platoons.

The Swedish company has the advantage of containing a dedicated fire support squad.

### 3.5 Suggestions for improvement

Prior to a deployment as a COIN force the companies should both, to some extent, organize themselves for the task at hand. This will be proposed as a limited reorganization in order to gain or create some of the most important features as identified earlier in the thesis in chapter “3.1 Optimizing a COIN-force”. It would, of course, be good if it was possible to get all resource and personnel-related wishes fulfilled for a company. Those wishes are not possible to realize without external resources added, but should be considered for future development.

108 The whole chapter unless otherwise noted: Author’s own conclusions.
of the company structure in the Austrian and Swedish armed forces. The following suggestions are the author’s own views and should only be applied with the skills of each of the company’s individuals in mind.

3.5.1 Austria

According to the reasons found in chapters “2.3 Current research” and “3.1 Optimizing a counterinsurgency-force”, the Austrian EU Battlegroup 107 company should reinforce its existing intelligence processing with at least one individual. This individual should be purely dedicated to intelligence. As of now, the intelligence is handled through the company deputy and to some extent the HQ squad leader. The intelligence processing should be detached from the deputy and be laid with an experienced NCO in the company who can act as the intelligence cell leader. This will allow the deputy to focus his efforts on the current operations and administrational duties for the company. The cell would answer directly to the company commander and his deputy. He should have two talented and capable soldiers assigned to him for the sake of processing and analysing intelligence. If possible, they should receive formal training either adapted to the company level intelligence, or at least informal training done by the battalion S-2 officer or similar. This organizational change would require three individuals from an already under-strength organization. However, the forming of an intelligence cell which can in a timely manner process and deliver actionable intelligence to the company’s operations may be a huge enhancement in the company’s operational speed. With Colonel John Boyd’s OODA-loop\textsuperscript{109} in mind, the increase in operational speed should be a combat multiplier greater than the three soldiers represent as infantrymen. This notion is also supported by the principles of manoeuvre warfare outlined by William S. Lind, which are applicable in COIN as well as in interstate wars.\textsuperscript{110}

The intelligence cell could be constituted mainly of individuals of one of the anti-tank teams. The anti-tank platoon should in order to facilitate the reallocation of manpower be reorganized into three teams and with no platoon leader vehicle. This will ensure that no

\textsuperscript{109} Author’s remark: Observe, Orient, Decide, Act.

leader is left without troops, as the now redundant team or squad leader from the anti-tank platoon will be in charge of the intelligence cell. Instead of having their own vehicle, the platoon leader and the deputy should travel with the teams. This will allow the intelligence cell to have two vehicles available should they wish or need to travel with their own. Both a Pandur and the 3.5t off-road vehicle from the anti-tank platoon would be made available to the intelligence cell or for other needs in the company. This will also give the platoon leader the freedom of action associated with having more than two manoeuvre units available. Further, the dismounted strength of each vehicle will be stronger although the overall strength of the entire platoon is reduced, especially if hard targets are to be engaged. However, as previous research shows, armoured vehicles are not very plausible to encounter in a COIN operation. Main battle tanks are even less probable as targets in this setting. As this arrangement removes one of the PAL-2000 from active service in a manoeuvre platoon, the sighting device could be put to good use for surveillance missions by other units in the company. Whether it is for camp protection, border policing or detecting abnormal activity it could be used with success. The resulting low strength of the anti-tank platoon is a problem, but should be seen in the light of the platoon’s tasks in an environment where anti-tank engagements are quite unlikely. If the platoon would be used as a reduced Inf platoon, then it could be very possible to reinforce it with either elements from the sniper squad, or a squad from either Inf platoon. It would not be a very good idea to reinforce the existing anti-tank teams with soldiers from the Inf platoons permanently as this would render the Inf platoons weaker, and the anti-tank teams with soldiers unused to the anti-tank weaponry and tactics. If the anti-tank platoon is to be used as an Inf platoon, then it might of course be a useful addition of manpower. This would, however, render the original Inf platoons even weaker, suggesting that this might not be a clever solution. Further, this would cause avoidable group dynamics evident in newly formed groups.111

Regarding the intelligence cell, its tasks should be well defined and discrete. To include among other things; civilian affairs, information operations, cultural advisory and HUMINT. As previously noted, HUMINT here is not in the essence of creating a tactical HUMINT team

111 Ref.: Webpage of Chimera Consulting, URL: http://www.chimaeraconsulting.com/tuckman.htm; [4 May 2011]. Author’s remark: The footnote refers only to the previous sentence.
but rather to administer and where applicable liaise with indigenous leaders and population. To have someone available who handles civilian affairs is also important at platoon level, and therefore the platoon leaders should appoint one soldier to be responsible for those activities. The same individual will also handle platoon intelligence and operations if the platoon is assigned to land-ownership. Note that the soldier would be part of his ordinary squad until the special skills would be needed. The reason is that the importance of the intelligence and operations duties is nonexistent until the platoon itself is land-owning and the already mentioned low dismounted platoon strength. Note though that the civilian affairs duties still need to be performed despite the platoon not being a land-owner.

The one female soldier serving in the company, presently in 1st platoon, could because of the low strength of the company still be with 1st platoon. However, she should be extensively used during patrols and operations to gather information from the local females. As such, it is important that she can be on patrols etc. as much as possible even though 1st platoon is not used for tasks in which the platoon is outside in contact with the local population. Therefore, she should be with the intelligence cell and be attached to units conducting patrols and operations in order to maximize intelligence. A big disadvantage with only having one female is the low availability due to sleep and other basic human needs. With two or more female soldiers, it would be possible to devise a shift-system. Unfortunately, this is not possible as there only is one female in this particular company.

The advocated reconnaissance and surveillance element should not be created due to the low company strength. However, the sniper squad could because of the endurance found in sniper teams be used to conduct R&S. They also have, because of their line of work, powerful optics and the capability to use their sniper rifles to eliminate targets with a minimum of collateral damage, if the need should arise.

The lack of a qualified TACP or forward observation officer in the company cannot be redeemed, but by training the existing forward observers found in the sniper squad as well as training the whole command chain up to battalion level, the situation can be alleviated to a limited extent.

In order to further the platoon leaders’ freedom of action the squads in the Inf platoons should be as equal as possible in strength. This will allow the platoon leader and the platoon deputy to have four squads with quite equal abilities providing for an easier rotation and presumably less things to think of when planning and executing missions.
So the author’s recommendation is for the studied Austrian company to reorganize itself into the following:

Figure 5: Suggested reorganization of the Austrian company.¹¹²

- The intelligence cell consists of four persons. One NCO and two analysts drawn from the restructuring of the anti-tank platoon. The restructuring also provides the

¹¹² Figure made by the author in accordance with the previous argumentation.
intelligence cell with two vehicles; a Pandur and a 3.5t off-road vehicle. Further, one PAL-2000 is freed up to be available for use by the company as a surveillance aid.

- The last person for the intelligence cell is the company’s only female soldier, used to gain information from local women. She is in the intelligence cell in order to be able to free-flow and be at the location and unit where she can collect the most intelligence.
- One soldier per platoon being responsible for civilian affairs and intelligence & operations on platoon level when the special skills are needed.
- Instead of a dedicated R&S element, the sniper squad can be used.
- The sniper squad’s soldiers trained in forward observation as well as the whole chain of communication up to battalion level needs training to at least help the company get some capability of using indirect fires.
- The Inf squads’ strength should be equalized within the platoons.

3.5.2 Sweden

The studied Swedish company should in the light of chapters “2.3 Current research” and “3.1 Optimizing a COIN-force” establish its own intelligence cell. The company has enough manpower to create it without affecting the overall strength as much as it is the case with the Austrian company. As opposed to the Austrian company, there is a relatively easy way of organizing an intelligence cell. The already organic intelligence and liaison officer could take charge of the intelligence cell. Assigned to him there should be two analysts and, if possible, a female soldier for collecting information. The cell’s individuals should receive as much training as possible tailored to the company level from both the company intelligence officer and the battalion S-2. The intelligence cell’s ability to see the AO would be guaranteed by the company’s vehicular over-capacity. Note that they would though most probably not travel alone in any situation at all. The intelligence cell would have well-defined tasks including civilian affairs, information operations, cultural advisory and HUMINT.

It would be advisable that the two analysts are selected from different platoons in order to preserve as much strength as possible for the affected platoons. It would, of course, be preferable if the two analysts already knew each other very well because of their work in the
same platoon and maybe even squad. If that is the case, then they should be assigned to the intelligence cell anyway, because of the extra effect induced by having a good intelligence cell.

The intelligence cell’s tasks should be well defined and contain functions such as liaison with other companies regarding intelligence, low-level HUMINT, civilian affairs, cultural advisory and low-level PsyOps/information operations. Note that the goal is not to create or perform the tasks of a tactical HUMINT and/or PsyOps team. They are highly qualified and potent combat multipliers, but not always available when needed and therefore a lesser derivate of these abilities should be available at company levels.

The company has no unit better suited for reconnaissance and surveillance than any other, and the fact that the company in its composition lacks high-powered optics apart from the fire support squad is a constriction to conducting surveillance operations. To alleviate this within the company, additional material would be beneficial. This is not a very reliable way to solve the problem because material always lacks. Instead, one squad or team might need to be assigned as an R&S element. There are two ways of doing this, either the R&S element is reorganized directly under the intelligence cell, or the platoons support the R&S element with an element when it is needed. In order to have continuity for the soldiers comprising the R&S element, it should be directly under the intelligence cell. However, when not needed, it could very well support its former platoon. This would for obvious reasons cause friction for both the platoon leader and the intelligence officer. Because the only unit better suited for the R&S tasks is the fire support squad that might be very valuable in its original role, the intelligence cell should instead ask for the support of an available Inf platoon when it has R&S tasks. This does of course not rule out the possibility to use the fire support squad as an R&S element, given that the company commander deems it more important at that given moment.

In spite that the company contains two females, only one should be assigned to the intelligence cell. This is due to the other female being an NCO. Even though this is the case, she could still be a valuable resource for HUMINT if the need and her workload permit it. As discussed for the Austrian company, the availability is very low when there only is one individual usable for these duties.

All of the three Inf platoons should have one individual designated as an intelligence and operations section at platoon level. The same person will also have the platoon’s responsibility for civilian affairs. The intelligence and operations function would only be
activated if the platoon becomes a land-owner. Civilian affairs is though always useful to have as an ability.

So the author’s recommendation for the Swedish company is to reorganize itself into the following:

Figure 6: Suggested reorganization of the Swedish company.\textsuperscript{113}

\textsuperscript{113} Figure made by the author in accordance with the previous argumentation.
The intelligence cell is comprised of four individuals. The company intelligence and liaison officer is the officer in charge. He is assigned two soldiers of the company.

The last individual in the intelligence cell is the female rifleman. She is to be a free-flowing interviewer in order to effectively reach the female half of the AOs population as much as possible.

Instead of forming a discrete R&S element, allow the intelligence cell to call upon the Inf platoons’ or the fire support squad’s support when it is needed and make sure that the intelligence cell gets priority for resources.

One soldier per platoon as responsible for civilian affairs and intelligence & operations on platoon level when the special skills are needed.

The Inf platoons and their squads should equally strong.

3.6 Answers to the research questions

The research question was as follows.

“How should the infantry companies of the Austrian and Swedish armed forces be organized in order to enhance the ability to conduct counterinsurgency for a land-owning company?”

It was broken down into three sub questions in order to create a satisfactory answer to the question mentioned above. The three sub questions will be answered in the three following sub chapters.

114 Quote from the thesis, p 15.
3.6.1 Which organizational features are important for a company in a counterinsurgency environment?

The most important features are having a company level intelligence cell; four platoons with four squads each and as many decentralized resources as possible. For details, see chapter “3.1 Optimizing a counterinsurgency-force”.

3.6.2 How are these features implemented at Austrian and Swedish company levels?

For the studied companies, these were not implemented at large. They were geared towards conducting high-intensity kinetic warfare and not COIN, organization-wise. For details, see chapters “3.2 The Austrian European Union Battlegroup 107 infantry company”, “3.3 The Swedish European Union Nordic Battlegroup 2011 infantry company” and “3.4 Comparison”.

3.6.3 What can be suggested for improvement?

The studied companies were among other things proposed to create own intelligence cells containing four individuals where one was a female. For details, see chapter “3.5 Suggestions for improvement”.

4. Discussion\textsuperscript{115}

The results were surprising for the author. It seems that the Austrian and Swedish armed forces have not adapted very much to the tasks of COIN. It is understandable that the companies are geared towards fighting high-intensity kinetic warfare. But at the same time it is interesting that the adaptation towards COIN has not come any further. It should be noted that this lack of adaptation the author is referring to, only regards organization and, to some extent, weaponry. This seems to be peculiar given the respective nations’ governments will to engage more and more in international missions. The cause of this organizational rigidity

\textsuperscript{115} The whole chapter unless otherwise noted: Author’s own conclusions.
could depend on a number of things. The first and maybe least plausible reason is that the armed forces simply did not and have not understood the politicians’ issued focus. Due to the military culture of orders and military hierarchy, this seems to be quite improbable. The second reason might be that the respective military organizations themselves understand but do not want to adapt. This could very much depend upon the traditional use of the armed forces as the warranty for the country’s territory. A third reason, which might be a combination of the two above, is that the organization itself has a slow decision-making process and/or rigid structure that inherently resists changes.

It is in the eyes of the author notable that while the concept of manoeuvre warfare and leadership through mission command instead of command guidance are supposed to be the basis of how operations are conducted, the concept of company intelligence cells has not begun to see the light of day in Sweden until now. Further, the concept has to the knowledge of MAJ Ralph not yet been put into American doctrines.116 This is despite the fact that the concept has been in writing since at least 2006117 and that COIN has been conducted for many years prior to the currently in-focus operations in Afghanistan and Iraq.118

The proposed changes have not been implemented and studied earlier. The author’s research collection and the results thereof presented in the thesis suggests that the proposed concept for a COIN company, and the suggestions provided for the Austrian and Swedish companies are in fact in the direction of an efficient starting point for the company level COIN operations. The theories and experiences point towards this organizational development of which the author thinks that most militaries are only in the beginning of grasping.

116 Ref.: Interview with MAJ Douglas Ralph of US Army, 14 April 2011, the original document is in the research collection of the author. Author’s remark: The footnote refers only to the previous sentence.

117 Ref.: Author’s conclusion based upon the publication of Kilcullen’s Twenty-Eight Articles, 2006.

118 Ref.: Nagl 2002, loc. cit., passim. Author’s remark: The footnote refers only to the previous sentence.
4.1 Conclusions

The challenge for the Swedish and Austrian company commanders as well as the respective nation’s armed forces is to commit and drive through a change where it is able to fight a state aggressor on its own and other nations’ soil, while still being able to adapt into fighting a non-kinetic war for a foreign population’s trust. If the armed forces of a nation are to increase their efficiency for conducting COIN, then they should not only change their techniques, tactics and procedures, and approaches to COIN at operational and strategic levels, but also consider which organizational changes that could or should be realized. The changes should be reversible for the companies and this is facilitated with a professional army where there is time to train the company and its individuals for both extremes of the conflict scales and the grey-scale that exists in-between.

Further, the lessons learned-process needs to be reinforced in order to quicker implement and evaluate new concepts and notions. The lessons-learned process should be faster because of the previously mentioned OODA-loop and the principles of manoeuvre warfare.

4.2 Limitations on validity

The results and conclusions drawn are not to be seen as hard facts. COIN is conducted in such fluid and unique environments that it is impossible to prescribe a panacea. Every insurgency is unique. If the thesis’ suggestions and notions are followed without regard to the individuals in the company, it may turn out to be snake oil. Every infantry company is composed of its own individuals with their own unique blend of experiences and skills. To utilize these wisely may probably be more important than any formal reorganization can be.

The first part of the results section is applicable on infantry companies, which are going to or are conducting COIN. The concepts and notions originate from COIN experiences but should be subjected to further testing and empirical studies. Moreover, the concepts and suggestions presented in this thesis are tailored for a land-owning infantry company and do not apply to companies used for conducting high-intensity kinetic warfare in uninhabited areas as part of a COIN effort. Furthermore, the comparison is only valid for the studied companies or companies exactly like them. When it comes to the suggested changes, they are only valid for the studied companies and companies with a structure very similar to the ones studied. A tank company would not be a very good structure to apply the proposed changes to. This is
because a tank company has inherent limitations when it comes to COIN. They are not very ideal for interacting with population, and the dismounted strength is obviously very low as opposed to an Inf company.

4.3 The lost symmetry of war

This thesis holds value because of the changes, or rather, reversion that war fighting is going through.119

We are now seeing an evolution that is drawing nearer to how and by whom wars were fought during the Thirty Years’ War.120 In addition, the right to wage war, the ius ad bellum, as the Westphalian treaty defined it, is becoming less important; the right to wage war is rather leaning towards the theories of Just War as originally outlined by Augustine of Hippo and Thomas Aquinas.121 This is among other factors shown through the rhetoric used in the Global War on Terror.122 William S. Lind argues that the fourth generation of warfare is more or less drawing close if it not already has seen daylight. This would be the biggest change in warfare since the Westphalian treaty and is therefore nothing to be taken lightly.123

The changes in warfare mean that the wars being fought at the present day suggest that the state actors’ armed forces need to adapt. The fact that insurgencies and COIN operations are active on a majority of the world’s continents but very few of these conflicts are being won by the states indicates at least two things. Firstly, the state needs a good strategy for dealing with insurgency. Secondly, the organization responsible for carrying out the tasks stipulated by the government need to adapt and evolve a more effective way of countering its insurgent adversaries. The armed forces of today are in many respects organized in the same way as was designed for countering what the Westphalian treaty defined as a state and its forces.

119 Author’s conclusion.
121 Ref.: Ibid, p 100-103.
122 Ref.: Ibid, p 211f.
Fighting amongst the population for its population’s support and goodwill is not an inherent organizational strength of these forces. It seems therefore evident that a change should be carried out if any greater efficiency in COIN is to be achieved. Neither attrition, attacking the supply bases nor destroying the leadership are viable approaches in COIN, even though they might be successful and for the first one, costly, in interstate wars. Despite this, the organizations have not changed and adapted themselves enough.

A nation’s armed force is often hierarchal, and often ultimately ruled by the government or a dictator. The many levels of command and officers available who want to have a say in the development of the armed forces means that changes often come slowly, if at all. The decision-making process can be very sluggish. This might become worse when the officer’s corps is professional and more considerations are taken into account. Of course, the result will probably be better but the decisions have a longer cycle before being taken. Further, military culture is laden with traditions, good ones and bad ones. The organizational structure is part of this tradition. It is a proven tradition, which has been tested repeatedly in many wars. But these were and are interstate wars. The hierarchy and structure has not proven itself as successful in COIN where if, the fourth generation of warfare is applicable, decentralization and fluidity could be a key to success. To change an organizational structure is not easy to do, and should not be taken lightly. Organizational changes are, of course, more often in some aspects when new commanders take charge and want to implement his or her own ideas. This might be in conflict with tradition. The suggested changes delivered in this thesis are in some cases conflicting with the traditions of military organization. They are, however, in compliance with the trend of a rising degree of decentralization of command seen throughout the history of warfare.124

This thesis therefore holds value to all officers and policymakers concerned with how to counter insurgencies. Mostly for those at levels up to battalion, but the ideas and notions could also be of use for higher levels. The author’s assessment in chapter “2.2 Disciplinary connection” was therefore partially correct.

124 Ref.: van Creveld 1985, loc. cit., passim. Author’s remark: The footnote refers only to the previous sentence.
4.4 Resume

The author studied literature in order to establish a concept of how an Inf company should be organized for the conduct of COIN. Further, two companies were studied through interviews with their respective company commanders. One Austrian EU Battlegroup company and its Swedish counterpart. This gave a platform for devising a reorganization of the companies to accommodate a greater capability at COIN. This was then done and the results were discussed.

The outcome of the work is that there is a need for decentralization of resources and command when conducting COIN. Companies should organize organic intelligence cells to process intelligence, liaise with neighbouring units and local personnel and make sure that the operations conducted at the company level are fed by actionable intelligence. The size of the cell should be at least three individuals with an option on increasing the strength if or when deemed necessary by the company commander. Further, a four platoon and four squad structure is beneficial in order to over time maintain a presence outside of the camp. The two studied companies can create these cells without any additional resources. The Austrian company is proposed to reorganize its anti-tank platoon into three teams instead of two squads. The author’s proposal for the Swedish company’s intelligence capability is to reinforce its organic intelligence and liaison officer with talented soldiers.
5. Summary

Firstly, the reasons for writing the thesis and why it is of importance are addressed. Thereafter, the basis for the readers understanding is firstly built by presenting what differs an interstate war from an irregular war or insurgency. Next, the article “Twenty-Eight Articles” written by David Kilcullen, which is one of the most famous or widespread writings regarding company level COIN, is presented. These 28 articles outline the approaches a company should take into consideration prior to deployment, during the initial phases in deployment, the deployment’s main phase and lastly the handover and redeployment out of theatre. Then at the end of that chapter, the author presents two of the most important factors for a successful COIN; intelligence and presence. Next, the lack of research and the corresponding research questions needed to fill this gap is presented to the reader. That is to say, “How should the infantry companies of the Austrian and Swedish armed forces be organized in order to enhance the ability to conduct counterinsurgency for a land-owning company?” The methods used for answering this question and its relevant sub questions are literature studies and interviews. The results of the research shows a need of creating company level intelligence cells and decentralizing resources to the company level. As a company in COIN has to react to activities and changes on a short notice, intelligence should be processed within the company. This will also help the quality of the intelligence, as the responsible analysts will have a closer geographical location to where the actual intelligence originates. The intelligence cell should constitute of three individuals, if possible a female soldier should be added in order to extract information from the female half of the AOs population. The intelligence cell’s tasks would among others be; intelligence processing, low-level HUMINT, cultural advisory, civilian affairs and liaison with neighbouring units and local forces regarding intelligence. A company recon and surveillance element should also be created, even though it might not always be used, to make sure that the intelligence cell gets the information it requires. The next large capability found beneficial to COIN efficiency is the ability to over time maintain a presence in the AO. In order to efficiently do this, a four

125 The whole chapter unless otherwise noted: Author’s own conclusions.

126 Quote from the thesis, p 50.
platoon structure with four squads each is efficient as it allows the commander to over time have base security while still conducting larger operations with a triangular force structure. Additionally, presence is helped by making sure the company’s units have organic vehicles, which if possible should have an over-capacity as this will allow for quick evacuation of personnel out of a through enemy action disabled vehicle. Furthermore, at a platoon level the presence of an operations and intelligence section would help the platoons if they would become land-owners. This small cell should consist of only one individual and only be active when the platoon is land-owning. The individual should be the platoon’s civilian affairs person at all times. Other capabilities deemed useful to integrate into an Inf company for COIN purposes are: Snipers, TACP, EOD and MP.

Thereafter, two companies, an Austrian and a Swedish Inf company from the EU Battlegroup 107 respectively EU Nordic Battlegroup are studied and compared to each other. The most notorious finding from this is that the Austrian company is better suited to long distance engagements and has more specialized units such as snipers and an anti-tank platoon. The Swedish counterpart has a higher strength, more anti-armour weapons at the Inf platoons and seems to be better suited for fighting in close quarters.

The two companies receive thereafter suggestions on how to partially reorganize themselves in order to better accommodate the abilities covered earlier. The most important aspect is the intelligence cell, which for the Austrian company is proposed to be created out of the anti-tank platoon. For the Swedish company it should be done by reinforcing the existing intelligence and liaison officer with soldiers from the company. Paramount in these reorganizations is of course to assign talented and skilful individuals. Rank means nothing and talent means everything in order to create a capable COIN force. For the recon and surveillance element, the Austrian company’s organic sniper squad could be used. The Swedish company has no unit better suited than any other, except maybe its fire support squad. This should, however, be available for its main duty instead if not the company commander deems it necessary to do otherwise. The recon and surveillance element should therefore be constituted of Inf squads or teams on a per-requirement basis. The company commander must therefore make sure that the intelligence cell receives its support from the platoons when requested.

The results briefly mentioned above shows a lack of adaptation in the two countries’ armed forces. It is something evident also in American forces. Despite that insurgencies have been
fought on almost every continent of this world and that in most places the states lost or are losing, the organization used for COIN stays the same as it was designed for countering a state threat.

6. Preview for further research

The following questions are the author’s suggestions for further research. The questions were discovered but due to limitations of space and time not possible to explore in the limited amount of room found in a bachelor’s thesis.

- How does the company intelligence cell affect operations in interstate wars?
- How does the suggested structure really fare when conducting counterinsurgency?
7. Annexes

7.1 List of Abbreviations

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<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AO</td>
<td>Area of Operations</td>
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<tr>
<td>CA</td>
<td>Civilian Affairs</td>
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<td>CAS</td>
<td>Close Air Support</td>
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<td>COIN</td>
<td>Counterinsurgency</td>
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<td>CPT</td>
<td>Captain</td>
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<tr>
<td>CSS</td>
<td>Combat Support and Service</td>
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<tr>
<td>EOD</td>
<td>Explosive Ordnance Disposal</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>FOB</td>
<td>Forward Operations Base</td>
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<tr>
<td>HQ</td>
<td>Headquarters</td>
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<tr>
<td>HUMINT</td>
<td>Humanitarian Intelligence (i.e. Intelligence from human interaction.)</td>
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<tr>
<td>IED</td>
<td>Improvised Explosive Device</td>
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<tr>
<td>Inf</td>
<td>Infantry</td>
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<tr>
<td>IO</td>
<td>Information Operations</td>
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<tr>
<td>MAJ</td>
<td>Major</td>
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<tr>
<td>MANPADS</td>
<td>Man-Portable Air Defence System</td>
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<td>MP</td>
<td>Military Police</td>
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<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
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<tr>
<td>NCO</td>
<td>Non-Commissioned Officer</td>
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<tr>
<td>OSCE</td>
<td>Organization for Security and Co-operation in Europe</td>
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<tr>
<td>PfP</td>
<td>Partnership for Peace</td>
</tr>
<tr>
<td>Plt</td>
<td>Platoon</td>
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<tr>
<td>POL</td>
<td>Petrol, Oil, Lubricants</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<td>--------------</td>
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<tr>
<td>PsyOps</td>
<td>Psychological Operations</td>
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<tr>
<td>R&amp;S</td>
<td>Reconnaissance &amp; Surveillance</td>
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<tr>
<td>Sec</td>
<td>Section</td>
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<tr>
<td>Sqd</td>
<td>Squad</td>
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<tr>
<td>TACP</td>
<td>Tactical Air Control Party</td>
</tr>
<tr>
<td>UAV</td>
<td>Unmanned Aerial Vehicle</td>
</tr>
<tr>
<td>US</td>
<td>United States (of America)</td>
</tr>
</tbody>
</table>
7.2 Bibliography

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7.2.3 Interviews

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Author’s interview with CPT Georg Pilz, 11 April 2011. CPT Pilz is the company commander of the Austrian Inf company in the EU Battlegroup 107.

Author’s interview with CPT Jesper Sparre, 6 May 2011. CPT Sparre is the company commander of the Swedish Inf company based at P4, Sweden as one of the Swedish components of the EU Nordic Battlegroup 2011.

Author’s interview with MAJ Douglas Ralph, 14 April 2011. MAJ Ralph is currently the assistant professor in military leadership at the United States Military Academy, West Point, New York. He has been deployed to Iraq and Afghanistan as a company commander.

Author’s interview with MAJ Rupert Hütter, 14 April 2011. MAJ Hütter is currently the officer in charge of the S-2 and second in command at the S-3\(^\text{127}\) in PzGrenB 35, Austrian Bundesheer mechanized infantry battalion 35. He was the commanding officer of a NATO operational reserve force which was deployed to Mitrovica, Kosovo, for three months. The force was an Austrian infantry company.

\(^\text{127}\)Author’s remark: S-3 is the staff section responsible for operations. Usually found on battalion and higher echelons.
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7.4 Sources in Swedish

The following short excerpts are translated by the author and his understanding of the original text, note that long references to Swedish sources have not been translated for the annex.


„Characteristically for the new wars is to the contrary that they foremost are waged with light weapons and that the deployment of disciplined units seldom are decisive to the outcome."

„There are no longer any frontlines, and therefore battles are seldom fought and almost never any major battles; the military forces do not attrit and destroy each other, but mutually spares one another and instead the violence is directed against the civilian populace."

„[...] for the adolescent is the possession of a firearm often the only means of attaining food and clothing, or the simplest way of acquiring the desirable commodities and symbols of status.

One of the new wars’ most important driving factors has its roots in the combination of structural unemployment and an unproportional amount of adolescents of the general population, which by large are shut off from the peace time economy."

„ [...] the escalating cruelty and rawness in the new wars are essentially retraceable on these armed minors increasingly dominant role."
“Today the interstate war is becoming an obsolete historical model, and the same could possibly be said about the norms in the contemporary humanitarian law regarding these wars because they mainly adhere to states. While the Europeans now are trying to develop the current humanitarian law and adapt it to the changing world-political constellations, the Americans have begun to incrementally estrange themselves from it. The refusal of USA to officially acknowledge an international war crime tribunal is an indicator for this, as well as the fact that American intellectuals from different political standpoints are propagating for the idea of Just War.”


„The Armed Forces are used to [...] defend the country against armed aggression, in whatever form it may be, wherever it occurs.“