

Facing and Fixing USA's Systemic Vulnerabilities

Situation. Today USA faces four essential tasks in countering Chinese Communist Party advantage and aggression.

- Adjusting to The New Dark Ages as open-ended era of No-Rules Unrestricted Competition
- Taking decisive action in the face of diverse CCP threats, as well as those of its allies
- Securing enduring allegiances
- Correction of USA's systemic vulnerabilities

This report focuses on the last point, because this is foundational for accomplishing the first three. The Chinese Communist Party is the world's leading expert on exploiting America's vulnerabilities. Small details become strategic in this context.

For all its strengths, US public and private sector flawed mentalities, concepts, laws, policies, strategies, operations, processes, programs, practices and strategic outcomes continue to make USA a target for easy exploitation.

The Challenge. US Government, politicians and big business calculated amiss for decades. They relied on overwhelming military, nuclear and fiscal power to compensate for significant flaws from tactical to strategic. Today USA seeks to work from a basis for moral authority in "taking down China" for good reasons. However, it may attempt this without attending to a super-accumulation of American errors, now turned into dangerous vulnerabilities. The problem is that the Chinese Communist Party is not the only threat exploiting these. One has but to consider Russia's various aggressions below the threshold of war:

<https://www.fpri.org/article/2020/08/the-role-of-russian-private-military-contractors-in-africa/>

The Good News? After the Chinese Communist Party (CCP) exposed its global dominance intensions, there has been an abundance of damning information. There has subsequently been a backlash from certain nations in tandem with USA. This indicates that CCP will have difficulty regaining its past immunity from scrutiny and retaliation. Despite this, the CCP remains adept and aggressive in expanding its many advantages, since targeting US vulnerabilities is it's stock and trade: <https://fas.org/sgp/crs/row/IF10964.pdf>

Key Points. USA: Big Machine. Easy to get lost in profit, politics, process and perceptions. A sharp accumulation of critical vulnerabilities now begs attention. The American vessel ladders, lists, and leaks too much, given that it must navigate daunting seas in this young century in the unfolding American Experiment. This is a matter of making internal fixes with a clear focus, unity of purpose, disciplined organization, decisive action, and continuity of advantage in the following six areas. This is Americans' business, not just US Government's:

- Strategic Context
- Modern Competitive Focus

- Learn Old Lessons
- Learn New Lessons
- Isolate Gray Men
- Address Accumulated Afflictions

Strategic Context. The strategic game is one of attending to the urgent aggressions of the CCP, while also addressing CCP's renewed vigor in "crippling USA" by any and all means. America's accumulation of below-the-waterline leaks have the potential to sink it no matter the improvements made in speed and unified purpose. *The boat must float.* See narrative at this link: <https://thechinafactor.org/wp-content/uploads/2020/08/Strategic-Context-013.pdf>

Intent. Focus on systemic corrections of America's and American's vulnerabilities as the sure foundation for enduring solutions and advantage against the CCP and its allies in the 21st Century. These must be pursued by Americans in both public and private sectors.

Trust is the Strategic Must. The challenge USA faces is not only one of addressing many vulnerabilities, but, more importantly, rebuilding trust. The London Times captured the essence of this a few months ago: <https://www.thetimes.co.uk/edition/comment/for-russia-and-china-bribery-is-just-a-decoy-pldl36qtn>

USA has a "Vulnerabilities + Trust Building Focus" defining the detailed work to be done in for decades to come. The imperative here will be one of maintaining continuity of effort and emphasis on both.

Macro Questions.

1. What is it about US diplomacy, US Economics, and the American Way of War, that has blinded it to the larger challenge of Unrestricted Competition for strategic advantage?
2. What are the fundamental differences in American and Chinese communist mentalities that have contributed to this blindness?
3. What is the strategic relationship between correcting USA's systemic vulnerabilities and securing strategic allegiances?
4. What is the full range of strategic allies, partners and friends that USA needs for enduring success?
5. Can USA progress, even with good allies, without critical corrective action of its own systemic vulnerabilities?
6. Does US Government and US business have the courage and wherewithal to focus on this in the face of pressing urgencies?
7. What will generate the conviction to seriously pursue such corrective action?
8. In the face of jarring evidence, who will impede critical corrective action?
9. What are the consequences of avoiding corrective action?
10. What will be prioritized over critical corrective action?
11. Who and what will prevent corrective action?

12. Who are devastating gray actors pulling strings behind the scenes?
13. What corrective action can government not accomplish?
14. What corrective action lies in the private sector to accomplish?

Modern Competitive Focus

USA has started to wake up to the matter of Unrestricted Competition capably demonstrated by the Chinese Communist Party. However, being suddenly “woke” by a bug-on-the-loose-from-Wuhan, does not equate to being competitively proficient at this, nor does it mean USA yet grasps, let alone will address, all vital points of CCP’s advantage. USA has a half a century of slumber to overcome concerning the nature of advanced irregular warfare by any and all means (No-rules Unrestricted Competition). This means the mental and conceptual atrophy in American leadership, strategy, and modern “street savvy” is considerable. Potentially fatal debilitations abound. This is not a death sentence, because the American giant has a tradition of rising once finally aroused. <https://thechinafactor.org/wp-content/uploads/2020/08/Modern-Competitive-Focus-013.pdf>

This is more of a grassroots’ attitude of its citizens than anything else. Today, US Government and American Big Business are plagued by internal treachery unimaginable in 1941. And so it is that the leaking, listing Ship of State with embattled helmsmen must avert the subversion of purpose, direction and speed of the enduring American Revolution. This takes “Unrestricted Competition” to a whole new level of complexity and danger.

In addressing this contest, the information below is provided in bulletized outline formats. Menus of details provide possible points of omissions, neglect, corruption, lack of prioritization integration, oversight, as well as other deficiencies. USA is bedeviled by such details.

Questions. Modern Unrestricted Competition

1. What does USA still not understand about the nature of No-Rules Unrestricted Competition in the 20th and 21st Centuries going back to the Vietnam War?
2. How has this diminished its ability to unify, integrate and optimize all possible elements of national power, international allegiances, like-minded partners, and surrogates?
3. What are the fundamental conceptual differences between CCP and US leadership concerning unrestricted competition across the operational spectrum?
4. What are the fundamental differences between CCP-led China and USA?
5. What advantages accrued to whom by these differences?
6. Who has best exploited advantage and how?
7. What are the major advantages that CCP consequently enjoys?
8. Which specific US vulnerabilities were best exploited?
9. What are the essential building blocks for CCP’s advantages?
10. What are the critical enablers for each these building blocks?
11. What kind of systemics aided CCP in creating these enablers?
12. What prevented USA from preventing CCP’s advantages?

13. What are the major disadvantages that US now faces with CCP?
14. Ask the same questions regarding resurgent Russia, as well as Iran, Pakistan, Islamic Extremism, and unassailable “Gray Men” multi-billionaires who weaponize economics as strategic wild card players.
15. What were the major failings in building block development for USA’s advantage?
16. What critical enablers were flawed or missing for building block development?
17. What lack of integration hindered USA’s advantage?
18. What lack of oversight hindered USA’s advantage?
19. To what extent was subversion a causal or contributing factor?
20. Who made the most devastating decisions and omissions that put USA at unnecessary risk?
21. What exactly did hinder us that we did not “attend to things” for the good of the nation?
22. Who will seek to impede needed corrective action? How will they attempt this?

Learn Old Lessons. USA has spent the nation’s blood and money for decades, finding itself today with decreasing evidence of durable strategic gains, as well as with diminished national capacity to secure future gains. This represents systemic omission of introspection and retrospection on a grand scale. Something is strategically wrong when China essentially controls the Panama Canal on both ends, Russia wins Germany’s favor as an economic ally, Iran thumbs its nose at USA, and Pakistan and other UN members take US Government to the cleaners without showing any solidarity. See narrative at this link:

<https://thechinafactor.org/wp-content/uploads/2020/08/Learn-Old-Lessons-013.pdf>

Since the end of the Korean War, USA’s abundance of power and experience has not adequately delivered durable strategic results, chief among which are durable allegiances. This is evidenced by a range of troubling disadvantages today. There is no quick fix to this. It will involve a broad-based effort driven to learn from the past. This will be resisted because it is hard and involves self-criticism.

This effort will take time and continuity of effort, as well as organized consolidation of insights and bottom lines. To do otherwise, means repeating mistakes in modern contexts much more unforgiving than those of the past. Can Americans really afford such risk today?

- Purpose. Avoid future loss of strategic advantage by understanding past mistakes where such gains were not realized.
- Theme. American Super Power calculus adjusts to modern competitive realities or otherwise risks failure.
- Focus. America’s military operations and interventions since the Korean War provide a pattern of US Government’s systemic failure to secure strategic gains.

- Reliance on the military element of national power has not been complemented with effective blending of the other elements of national power, as was effectively done during and following World War II.
- There is also the implication that the military element itself may have been flawed in premise and application.
- US Military Operations (focal points)
 - Vietnam War
 - El Salvador
 - Columbia
 - Grenada
 - Panama
 - Libya
 - Iraq 1
 - Bosnia
 - Haiti
 - Somalia
 - Serbia
 - GWOT
 - Afghanistan
 - Iraq 2
 - Philippines
 - Syria
- Method.
 - Use multiple public and private sector working groups addressing the following matters:
 - Pre-War
 - Establishing holistic concepts for future US competitiveness in unrestricted, no-rules competitive environments across the spectrum of peace-engagement-competition-war
 - US Government vision of success in strategic regions and unrestricted competitive contexts
 - US Government establishment of success, fail and abort criteria for modern unrestricted competitive contexts
 - Translation of vision into policy
 - Translation of policy into holistic Whole-of-Nation strategic doctrine
 - Translation of holistic doctrine into competitive concepts, Whole-of-Nation power structures and formations adequate to dominate competitors and threats
 - Translation of strategy into condition setting requirements

- Senior decision-makers experience in strategic regions and contexts
- Strategist experience in these regions and contexts
- Strategic and operational commanders' experience in these regions and contexts
- Competency of advisors to strategic and operational leaders + commanders
- US private sector experience in these regions and contexts
- Strategic condition setting before crisis
- Final preparation of the environment for full spectrum unrestricted competition
- Confirmation of the types of likely competition and warfare to be faced
- Confirmation of threat strategies, competencies, capabilities and capacities
- Understanding of threat allies, supporters and surrogates
- Confirmation of societal imperatives and imperatives
- US DOD readiness for likely competition and warfare to be faced
- Adequacy of tactical, technical and operational expertise for the likely competition and warfare to be faced
- US inter-agency readiness for likely competition and warfare to be faced
- US business interests in the region
- US society preparedness for likely unrestricted competition, including warfare to be faced
- Post-war aims established before the commencement of war
- Post-war aims fully validated and war-gamed for sufficiency
- War
 - Superior understanding of threats, challenges and opportunities
 - Full appreciation of power brokers on all sides
 - Adjustment of strategy based on running Ground Truth
 - Translation of strategy and strategic metrics into operational design and campaigns
 - Operational campaigns enabled by appropriate laws and policies
 - Integrated support of national elements of power
 - Integrated support from defense contractors
 - Integrated support of allies and their elements of power
 - Integrated support from surrogates and proxies
 - Integrated support from local populations

- Translation of operational campaigns into tactical action
- Support tactical success with superior intelligence
- Support tactical success with superior technology
- Support tactical success with appropriate ROE
- Adjustment to policy per Ground Truth
- Adjustments to strategy per Ground Truth
- Adjustments to operational campaigns per Ground Truth
- Adjustments to tactics per Ground Truth
- Coherent decision making from strategic to tactical levels
- Political interference
- Understanding of power brokers in post-war period
- Success criteria for post-war period
- Failure criteria for post-war period
- Abort criteria for post-war period
- Adequate whole of US Government planning for post-war
- Wargaming post-war scenarios
- Post-war planning
- Continuous condition setting for post-war during war
- Adjustment made to post-war aims and related plans
- Integration of national elements of power for post-war success
- Resources for post-war period success
- Allegiance development plan for post-war period
- Adequate IPB in place to accomplish post-war aims
- Perception management of war's outcome
- Perception management of post-war period
- Transition of security and stability into the post-war period
- Post-War
 - Align and adjust operations per post-war realities on the ground as they actually are, not as they are hoped for.
 - Leverage adequate security and force structure to implement post-war plans and operations
 - Sustain optimal use of defined responsibilities, authorities and capacities among US Government departments and organizations for integrated post-war success
 - Leverage adequate US, allied and host nation whole-of-nation commitment for post-war operations
 - Win the war of perceptions continually
 - Integrate adequate assessments at all levels of society to ensure harmonious progress. No surprises.

- Protect strategic US and host nation gains and advantages against threats and opportunists⁷

- Considerations.

- Reorient all US Government departments, agencies and commands on modern unrestricted competitive realities to be faced and mastered in this century
- Make adjustments to joint and interagency doctrine regarding a holistic approach to “all guns in the fight” in unrestricted competitive contexts. This includes the preparation for war, war’s conduct and post-war stabilization, and strategic exploitation under an umbrella of unrestricted competition.
- Make adjustments to policy and strategy development principles, concepts and practices to inculcate a strategic shift to holistic approaches to modern unrestricted competitiveness across the operational spectrum from peace to war.
- Conduct top-to-bottom house-cleaning in US Govt and DOD professional development institutions to align with the realities with the modern competitive environment that USA and its allies must succeed in.
- Reorient Centers of Excellence charters and authorities accordingly.
- Institute experiential development for officers, official and specialist in the real world of unrestricted competition as it is, as well as for what it may become in this century.
- Fix what is broken in DOD command selection so that the best and savviest command bloodline evolves attuned to 21st Century battle space - market place - cyber space - outer space - human space realities.
- Reorient USG and DOD Research and Development accordingly.
- Empower quality assurance and quality control structure and processes for this broad-based, results-driven change management or needed change will not likely happen.

- Conclusion.

- USA is strategically late and most dangerously so in waking up to the realities of the modern no-rules unrestricted competitive environment that characterizes the 21st Century.
- USA, however, has sufficient appreciation of the existential danger that it is starting to face. Any notion that US Government and America’s Private Sector can return to “business as usual” should be harshly disciplined.
- The greatest danger to be faced is rigid thought among status quo leaders in government and the private sector who got us into the strategic mess we are now in.
- Change Management, therefore, emerges as the most primal strategic imperative to be mastered and optimized. USA is out of room and time to

dither any longer. This is the No Risk Zone to be diligently managed. CCP leadership has clearly demonstrated that this can be done.

Learn New Lessons. US Congressional leaders, government department and agency leadership, as well as American private sector leaders past and present, have strategically faltered as one since 1972 when America opened up to Chinese communist exploitation. They have been either so befuddled, ham-strung or corrupted in national purpose, as to not take effective action against CCP as a clear and persistent danger. This is only bested by certain key American leaders in the public and private sectors per their duplicity in enabling CCP's success. This reflects a conspicuous lack of "Strategic Street Savvy". As such, this compels urgent commitment to introspection, provided that retrospection on "Old Lessons being learned anew" is equally in hand. See narrative at this link: <https://thechinafactor.org/wp-content/uploads/2020/08/Learn-New-Lessons-013.pdf>

The Chinese Communist Party has been implementing an aggressive anti-USA strategy without being contested for almost half a century. Rapid learning about China's mentality, strategy, methodology, advantages gained and devastation done to USA is not only essential for near-term purposes, it is vital to nailing down a clear starting point to transform the American Way of War and Competition in this century. Consider CCP's massive gains without firing a single shot using non-lethal power projected right into American's own homeland from Main Street to Wall Street. Deadly, in the end.

- Purpose. Contain, contest and counter current Chinese Communist Party strategy to "bury USA" by promoting broad-based appreciation of CCP's danger to USA. In so doing, overcome almost five decades of accommodation of CCP advantage.
- Theme: The urgent evolution of USA's concepts of war and competition is vital for a level the playing field with China.
- Focus. Orient on China's holistic approach to "unrestricted warfare" by which all means, methods and modes are intended to accomplish global dominance by the year 2049.
- Method. Employ the concept of independent-operating working groups drawing from wide-ranging experts and viewpoints across America's public and private sectors to focus on the follow topic areas. Keep this effort decentralized, but collaborate the results, and then synthesize actionable bottom lines. While the focus of this report is on the Chinese Communist Party, USA's broader challenge involves assessing and adjusting to a broad range of modern existential threats beyond the CCP in the following areas:
 - Authoritarian Advantage
 - Conceptual Advantage
 - Integration of All-Source Power

- Non-lethal Power Advantage (Economic, Info, Cyber, AI, Space, etc)
- Strategic-Operational-Tactical Advantage
- Offensive Effectiveness + Impacts
- Competitive Methodology
- Power Capacity, Projection and Employment
- Future Concepts and Technologies
- Vulnerabilities

- Considerations.

- Establish strategic proponentry for who is responsible for synthesizing lessons learned in terms relevant to Modern Unrestricted Competition.
- Update policy, doctrine, strategic and operational frameworks which are driven by Modern Unrestricted Competition imperatives, facts, assumptions, goals, and metrics.
- Quality Control errant legacy policies, processes and practices, as well as their proponents to isolate whatever and whoever are no longer relevant and effective or are otherwise detrimental to progress.
- Re-think and re-wargame competitive scenarios that test the vulnerabilities of US DOD Power Projection and traditional employment practices.
- Re-think how Modern Competitive Power, Maneuver and Impacts are derived from multi-sources of integrated Whole of Nation and surrogate capacities.
- War game these holistic capacities in the face of most-likely and worst-case competitive scenarios foreseen for the future.
- Assess the specific points of disunity and non-integration of traditional and non-traditional elements of US national power.
- Assess how the CCP and others exploit this disunity and non-integration.
- Develop policy, doctrine and incentives that promote improved unity and integration across all possible elements of national power.
- Borrow from CCP, Russia and other threats in instances where they clearly are superior in unity of effort and integration of power.
- Experiment with the American private sector already deployed and postured overseas as a “force in being” or as “Power Projected”. In many instances, this sector has earned allegiances and advantages that US Government itself is not capable of earning, sustaining or exploiting.
- Red Team the above processes using independently-operating teams, otherwise resistance, bureaucracy and sabotage will hamper needed progress.

- Conclusion.

- Spring Board. Use insights, findings and discovery from the above recommended processes to (1) implement effective counters to CCP aggressions to at least level the competitive playing field.
- Catch Up. Use insights, findings, and discovery from the above processes to drive American innovations establishing new norms for modern American competitiveness across the operational spectrum from Peace to War.
- Stay Ahead. Use improved understanding of Chinese communist “unrestricted warfare” to expand knowledge and professionalization in the general field of unrestricted warfare, unrestricted competition, and indirect approaches in the 21st Century. Become a leader in this field, instead of being a reactive follower.

The Gray Men. It is appropriate to dig into this threat category if (1) Americans are not sure who owns their government leaders, (2) media platforms reflect only their owners’ agendas, (3) Americans have no idea who is distorting, deleting and disrupting information and communications, and (4) decisions being made by top government and private sector leaders don’t make basic common sense. See narrative at this link:

<https://thechinafactor.org/wp-content/uploads/2020/08/The-Gray-Men-013.pdf>

Today’s fixation on competition between USA and China masks the role that powerful “Gray Men” are playing in the devastation of America. That is to say, the narrow focus on contests between nation states, governments and organizations hides the existence of independent-acting, super-rich gray power brokers who manipulate chaos and circumstances for their own agendas. This undercuts the very concept of “We The People”. It makes little sense to pretend they don’t exist, as this only promotes their daring and lack of accountability.

This threat category specifically addresses the growing phenomenon of individuals who weaponize cash power to have their way amid the “chaos = opportunity” dynamics of globalization.

- Purpose. Do not give gray power broker elites a pass: Address their existence, methods and impacts. Then do not let them hide. Keep them constantly exposed. This is a Knowledge Consolidation effort best done by the US private sector.
- Theme. USA faces an array of invisible or unaccountable power brokers defying the fundamental principles of “government of, by and for the people”.
- Focus. The 21st Century has enabled hyper-empowerment of a caste of moneyed power elites. These untouchables and also “unaccountables”. They comprise an ultra-elite operating, monopolizing and manipulating beyond the strictures and obligations of government, law, societal norms and national interests.

- Method. Beyond what US Government and allied governments may or may not be doing in addressing this gray variable, the issue becomes what the American private sector should do.
- This subject matter has two aspects:
 - First, use US private sector initiative to do what government cannot, will not and should not do against unaccountable gray power wielders.
 - Second, compel US Government to do what it can in countering super-empowered gray actors.
 - Since this subject-matter is by nature “gray”, there will be little unity on “Who’s who?” Best to hear all viewpoints.
 - This means a decentralized effort that promotes collaboration of perspectives.
 - Government can’t do this.
 - Mainstream media can’t either.
 - Best attempted by a private sector non-profit organization hosting online and other platforms exposing all viewpoints
 - Diverse viewpoints on this question enable Americans to weigh the impacts of various gray power brokers.
 - This is impossible to do now, because viewpoints are too scattered across the internet.
 - Multiple private sector initiatives shedding a 360-degree light on “Who’s who” and “So what?” can provide a great service to Americans.
 - This effort does not have to be perfect to be effective. It does need to be unrelenting, though.
- Considerations. This is a do-able, organizable effort sustained over time to keep such actors constantly in check. Either (1) gray power brokers will more and more abound, or (2) a more finite set of super gray power brokers may become an enduring new super power norm, or (3) it will be a mix of both. This diminishes the very concept of government and good governance. Private sectors action is needed in the following areas:
 - Expose Gray Men by private sector initiatives and “let the market determine the outcome” (reactions and impacts). Identify the range of accusations, facts, and evidence applicable to each.
 - Promote what real White Hats actually look like. Let the market determine what resonates, by contrast.
 - Initiate deep dives into evidence collection wherever merited. Do this by independent parallel actions. This may provide best insights and evidence.
 - Keep Gray Men constantly under scrutiny in the public eye by denying them the privileges of invisibility and unaccountability.

- Continually expose their individual agendas.
 - Continually expose Gray Men's relationships with international, national, regional, and local level decision making.
 - Continually expose who and what they manipulate.
 - Identify the business enterprises they are associated with.
 - Publicize the devastations caused by individual Gray Men and link these to personal, local, regional and national impacts relevant to the American people, as well as national resilience and national security.
 - Establish a Gray Man Report Card System to constantly track their impacts.
- Conclusion.
 - There are too much politics, corruption, friction and duplicity in government for Gray Man exposure to be a government initiative alone.
 - Gray Men exist on both sides of the aisle. Both are dangerous, because the very concept of single power elites wielding overwhelming personal power is antagonistic to the founding principles of the nation.
 - The private sector's ability to expose Gray Men in a neutral and balanced manner would be a demonstration of doing what is best for the country and The People. This helps Americans come to their own conclusions.
 - Objectively state claims and counter claims in a balanced manner. Show both sides of any issue, wherever possible. This approach earns respect and trust over time.
 - Avoid rants. Nobody listens to these. State indicators, facts, evidence, and impacts. Then allow these to speak for themselves.
 - A number of reliable one-stop-shopping sites profiling all-source perspectives is a powerful enabler for Americans seeking bottom line facts.
 - Such a knowledge base becomes a foundation for "informed decision making", no matter what the outcomes may be. Right now, there seems to be many impediments to helping Americans be better informed, instead of just getting manipulated.
 - If this is well done, then Americans have a proven history of common sense for sorting things out from there.
 - Opponents to this idea are likely the ones seeking to benefit by distortions and deprivation of key facts and factors. These enable the Gray Men.

"Address Accumulated Afflictions". When the Ship of State is visibly listing, battered by slashes to mast and hull, super-sluggish by the accumulation of unwanted cargo and barnacles, and sailing in a direction difficult to comprehend with mutinous hands below decks as surrogates of the CCP, then it is time for dry-docking and attending to things. See narrative at

this link: <https://thechinafactor.org/wp-content/uploads/2020/08/Address-Accumulated-Afflictions-013.pdf>

“Eliminate friction”. USA, as a governance-business-societal enterprise, faces organizational failings. There are reflected in significant inefficiency, misdeeds, strategic missteps and failures resulting in the deterioration and potential collapse of “the American organization”. Nobody may know how bad it is, because the range of devastations by the Chinese Communist Party (CCP) has not been well monitored. These are sticking points to American progress. This compels remediation of critical gaps, friction, inefficiencies, and damages. Otherwise CCP and others will continue to exploit these to weaken USA and its allies.

- Purpose. Address devastations attributable to and exploited by the CCP. Awareness of these devastations may lead to discovery of devastations by others.
- Theme. Counter China’s scientific strategy of dominance by systematically counter-competing at specific decisive points. This can be supplemented by competing in ways that CCP cannot.
- Focus. CCP’s 2049 Strategy is oriented on a finite (and therefore manageable) set of targetable American vulnerabilities as follows:

- US Law
- US Allies
- Public and Private Sector Decision Makers
- US Businesses
- US non-profits
- American Investors
- American Consumers
- Manufacturing
- High-technology
- Professional Organizations
- Sources of Expertise
- Think Tanks
- Research and Development
- Academia / Universities
- Hollywood, Media and Social Media
- Communications
- Information domain
- Cyber domain
- Religions
- Civil society
- What else?

- Method. Impact CCP advantage by combinations of:
 - Isolation of corrupted decision makers
 - Isolation of CCP supporters and accommodators
 - Ethics-based US allegiances and alliances
 - Changes in US law and policy enabling CCP
 - Changes in access to banking
 - Changes in access to international money transfer processes
 - Access denial
 - Market access denial
 - Business denial
 - Profit denial
 - Tech denial
 - Education denial
 - De-monopolization of businesses
 - De-monopolization of IT
 - De-monopolization of critical natural resources
 - Critical product and technology denial
 - Consumer purchase denial
 - Investment denial
 - Weaponization of facts
 - Exposure of CCP strategy
 - Exposure of CCP methods
 - Exposure of CCP agents, surrogates and proxies
 - Exposure of CCP devastations of Americans and America
 - Exposure of CCP devastations of others around the world
 - Validation of facts substantiating CCP vilification
 - Target CCP's inherent vulnerabilities and inabilities
 - Weaponize CCP's human rights record against them
 - Support anti-CCP movements, reformists and revolutionaries
 - Support resistance to CCP's methods
 - Superior US competition
 - Superior US innovation
 - Superior US alliances
 - Superior US allegiances
 - Operationalizing US surrogates
 - What else?

- Considerations. The following are targetable vulnerabilities:
 - CCP's COVID-19 put a bullet in the head of China's propaganda

- CCP's dark intentions have been exposed to the entire world
- CCP's model depends on marketing the permanent subjugation of others
- CCP's record and current practices of human rights abuses are established facts
- CCP's success depends on others' broad-based accommodation and non-opposition
- CCP leadership do not know how to handle opposing views, other than crushing them
- CCP's success heavily relies on control of a finite number of coerced and corrupted foreign decision makers and elites
- CCP now openly bullies governments and businesses around the world
- CCP must manipulate facts and information in order to succeed. They fear Truth.
- China's so-called national will is based heavily on propaganda and disinformation
- CCP controls resentful neighbors through fear, finances and economic monopolies
- CCP effectively uses these same methods globally and they succeed largely by controlling key decision makers.
- But, CCP also is effective in engaging and creating economic dependencies at all levels from the grassroots upwards with or without control of top decision makers.
- Continued profit flow enables CCP to do massive simultaneous engagement and exploitation of its various advantages
- CCP must keep Chinese masses employed or it can be overthrown
- CCP faces internal factionalism
- CCP's climate of fear stifles creativity and candor
- CCP cannot militarily power project as its desires
- CCP cannot protect all its physical acquisitions around the world
- CCP is mindful of China's Food Insecurity as a major vulnerability
- CCP sees open lethal warfare as counter-productive to its strategy
- CCP and its armed forces have no recent experience in lethal warfare
- CCPs concept of open warfare is hyper-dependent on technology and deception
- CCP's concept of open warfare is dependent on swarming technology against US and allies' combat systems
- CCP has never faced a potent adversary using no-holds-barred irregular warfare method
- CCP fears insurgency. It came to power by this and knows it's unstop-ability
- What else?

- Conclusion.

- CCP has attained advantage by irregular approaches against a US Superpower which (1) has assumed CCP's good will, (2) has not defended against these, and

(3) has not used these methods against China. CCP's success depends on a triple falsehood that can no longer be sustained for CCP advantage.

- CCP cannot likely handle an awakened USA and friends who together use their own irregular methods against the People's Republic of China and its chosen allies. CCP leadership's progress to date has been accomplished by others' obedience and compliance. CCP leadership is somewhat addicted to this as their norm for successful strategy. These ideal conditions are now no longer a reality.
- The only variable in this contest is USA's collective determination to take decisive action to overcome CCP's contrived advantages. New Yankee Mass. American's private sector behavior is a key weapon in this confrontation. This embraces all elements of the American private sector alert and mobilized. This is because of the cash flow denial and other denials and devastations with which it is capable of hobbling the CCP. US Government can avail itself of this in fuller measure, but this requires abandoning past practices that have limited the full weaponization of Yankee Ingenuity, such as was demonstrated in World War II.

Comments.

1. The detailed addressal of systemic vulnerabilities demands coherent organization of effort, otherwise these will continue to impede USA and its allies in countering the CCP and their conspirators. The devil is, indeed, well into American details. Slumbering while the CCP exploited USA for decades is one thing, but remaining blind to the vulnerabilities that enabled this exploitation, is another thing altogether.
2. It may be assumed that US Government will attend to some of these, yet many may go unaddressed. CCP, Russia and others, however, will be keenly attentive to these points of exploitation and advantage.
3. America has a history of causing change, so much so that the world has been greatly impacted. However, this is not "Change Management". CCP, by contrast, has proven it has the authoritarian power and disciplined organization to do this under a unified, coherent, and aggressive strategy.
4. Americans have the wherewithal and the will to address many systemic vulnerabilities. That said, the issue before all is one of focus, task organization and disciplined change management toward strategic ends. Too strong individualism can be dangerous in this context. Assuming that government has the ability to adequately unify itself, the opportunity at hand is one of facilitating and promoting enhanced collaborative

methods and processes to bring American private sector and general public competencies, capacities and capacities to bear.

The CCP and its allies cannot match the inspiration and power of this, because of their dependence on authoritarian controls. Americans, by contrast, shun such controls, yet must nonetheless accomplish sufficient competitive mass to counter CCP and friends.

Collaborative cooperation across the American private sector and general public is the potential game changer that CCP greatly fears. *This is, after all, specifically what Chinese Communist leadership seeks to destroy: Angry Unified Yankee Ingenuity.*

Sincerely,

The China Factor

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