



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

**SACT's Opening Remarks at
The NATO Industry Forum 2019**

Washington, D.C., 13 November 2019

As delivered

Général d'armée aérienne André Lanata



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

- Excellences, dear ambassadors,
- Honourable Ms Ellen Lord, US Under Secretary of Defense for Acquisition and Sustainment,
- Air Chief Marshal, Sir Stuart Peach, Chairman of the NATO Military Committee, Dear Stu,
- Mr Camille Grand, Assistant Secretary General for Defence Investment, mon cher Camille,

- Leaders and representatives from industry,
- Admirals, generals,
- Ladies and gentlemen,
- Distinguished guests, from around the globe,

Good afternoon and welcome to D.C.



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

It is my real honour and a great privilege for me, together with my co-host Mr Camille Grand, NATO Assistant Secretary General for Defence Investment, to welcome you in Washington, D.C.

I think you will agree that in 2019, as we celebrate the 70th anniversary of the signing of the North Atlantic Treaty in Washington D.C., a few steps from here, no city is better suited to host this year's NATO Industry Forum.

Let me, therefore, express my sincere gratitude to the U.S. authorities for their outstanding support which made this event possible, especially Ms Ellen Lord, US Under Secretary of Defense for Acquisition and Sustainment, and members of her team, who worked tirelessly in co-organizing this event.

This event, on this side of the Atlantic, is proof that the transatlantic bond, also embodied by ACT's presence as the only NATO HQ in North America, is still strong.



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

This two-day event provides a unique opportunity to celebrate seven decades of the fruitful, special relationship, between NATO, our Nations, and industry.

The military edge of the Alliance has always been based first and foremost on the quality of our people, our soldiers, airmen and sailors. It was also true due to the technological superiority of the defence systems provided by our industries.

As I often highlight it, our technological and industrial base is an integral part of our operational capabilities and of the deterrence effect that the Alliance delivers. It is, therefore, a vital asset for the collective security of the Alliance.

The NATO Industry Forum is a capstone event which allows NATO to strengthen a close relationship with the private sector at large: academia, think tanks, subject matter experts and traditional defence industry.



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

Even more, it provides the opportunity for us to interact with new actors in the defence arena, especially tech companies that are particularly present this year, with many of their representatives who will be on stage as panellists.

Most importantly, NIF provides us with an opportunity to elevate the continuous dialogue between industry and the Alliance at the highest leadership level.

And, this dialogue, this relationship, needs to evolve to mirror the profound change of our environment, including the technological ecosystem.

In the past, military relevant technologies were developed by the defence industries, under the auspices of governments. Now, more and more of the technologies we use for military applications are inherently dual-use and are developed by the commercial sector.

This is particularly the case in the digital area.



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

Moreover, the commercial sector develops technologies at an amazing – and growing – pace and with extraordinary agility. Leveraging these developments is, therefore, a real challenge for us.

The thing is: we do not have the luxury not to tackle it. These new technologies are accessible to everybody, including our opponents. If we don't seize them, they will.

This is why in Allied Command Transformation, we are putting a lot of efforts to facilitate NATO's adaptation to this new environment, through an open innovation approach, for example.

I will come back to it tomorrow in my "State of the NIF" speech when I will tell you what we did to bring to life some of the conclusions of our previous NIF, which was dedicated to innovation and emerging and disruptive technologies.



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

One of the consequences of this new state of play on the technological stage is, also, that NATO needs to adapt its relationship with industry.

Not only we need to transform the way we work with the “traditional” defence industry, to introduce more agility, but we also must broaden NATO’s engagement in this new ecosystem.

I am fully aware that in the world of start-up, where the standard for going from concept to product in the market is 90 days, we are not an attractive customer. That is why the transformation of our capability development is imperative.

In this endeavour, NATO and industry have to work hand in hand. NATO will not be able to adapt in isolation. It should be a “cooperative adaptation”, and NIF offers an excellent opportunity to discuss it.



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

We want to ensure a two-way dialogue between NATO and industry to allow:

- industry to better understand the issues that keep NATO's leaders awake at night, and,
- NATO to take advantage of the industry's views, bringing a different perspective to challenge how we think and operate.

The theme of this year Forum is decision-making. This topic is at the heart of NATO's Command and Control and also constitutive of the way our political-military alliance works: a machine built for collective decision-making.

The bad news is that the complex situations we face are more and more challenging to understand. Various factors are driving this trend:

- the growing number of factors and actors impacting our security;
- the interrelationship among them;



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

- new forms of hostile actions, especially hybrid and cyber ones that are a lot more difficult to detect and attribute;
- lines between peace, crisis and war that are more and more difficult to draw.

The good news is that new technologies are now available to help us to respond to these challenges.

Yesterday, we held Young Disruptors Day. This event was a “warm-up” for the NIF. I deem it of particular relevance to bring us fresh pairs of eyes that make us see weaknesses that our cultural bias does not let us see. It also helps us to escape from old ideas to open ourselves to new solutions to meet the Alliance’s challenges.

The outcomes from the Young Disruptors Day will undoubtedly be of use in today’s break-out-sessions. They are dedicated to examining various aspects of decision-making and what technology can provide to assist humans in coming up with quicker, better-informed decisions.



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

Our four break-out-sessions are meant to offer us answers to the following questions:

- How to synchronize collection and manage the exploitation of data to more rapidly acquire information and turn it into understanding that directly supports decision making?
- How can we make big data an enabling capability to boost our strategic awareness?
- How can data sciences and modelling and simulation improve the common operational picture and operational commander ability to anticipate?
- What are the conditions, especially regarding human capital, to make the best of the available technologies to “augment” human for decision making?

We will follow-up tomorrow with a first plenary to look into the possibilities offered by these new technologies.



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

I am convinced that success doesn't rely only on technologies. It also requires people, their competences, established processes and the underlying organizational culture. This will be at the heart of our second plenary.

All these considerations will lead us in the third plenary, to the "so what" for NATO.

I'll say more tomorrow morning about what we expect from these plenaries.

I'm confident that interactions during the break-out-sessions and the plenaries will bring us lots of insights and generate tangible and actionable ideas.



**NORTH ATLANTIC TREATY ORGANIZATION
SUPREME ALLIED COMMANDER
TRANSFORMATION**

Ladies and gentlemen,

I look forward to having many exciting debates and hearing your various perspectives and recommendations.

I am very pleased now to leave the floor to the Honourable Ellen Lord, US National Armaments Director, representing our host Nation. Ms Lord, the floor is yours.

Thank you again for coming and thank you for your attention.