

## SACT WELCOME REMARKS AT COMMUNITY LEADERS RECEPTION

26 March 2014, 18h30

SHERATON HOTEL

Topic : *Local Business Contributing to International Solutions*

Duration: *5'to 10' welcome remarks.*

Audience: *100-130 including ACT's staff (45)*

[Introduction]

- Ladies and Gentlemen, good evening.
- Thank you so much for joining us for this this annual event. I cannot list all the honoured guests present today, but I would like to welcome in particular Mr Mal Branch, Chairman of the Norfolk NATO Festival and thank him warmly for co-hosting this event.
- As well, I would like to thank more branches, and the members of the board, the directorate for co-organizing this event. This is not one of events, I would suggested, this is the first preparing and the opening of the new relationship, the more interactive, more professional relationship between the community and ACT. I would try shortly to describe what we intend to do and what we offer to you today.
- I think first of all, it is a unique opportunity that we have to gather Community leaders and representatives of many companies involved in defence and innovation. For ACT, this is a very timely event because two reasons:
  - Firstly, we are preparing a NATO Summit for Heads of States and government in September in Wales, where we will promote innovation;
  - Secundly, the events of Ukraine stresses again the vital mission of NATO for protecting our common values, our freedom, and our freedom.
- And this mission starts here, in Norfolk, since SACT is in charge of preparing NATO forces and NATO capabilities for present and future crisis. This is a fascinating but as well a tremendous challenge, as you can imagine.
- **Since we are all dealing** with situations **of greater volatility and uncertainty** at an **unprecedented level of scale and complexity**, you may think that the theme of our evening is ambitious albeit totally appropriate: - *Local Business*

*Contributing to International Solutions*; it could be spelt as well as “transforming NATO through enhanced partnership”.

- As leaders we all know **how fruitful collective efforts can be in** running our respective organisations, or businesses. Today we cannot afford to work in isolation! We must open-up ourselves to others people and organisations, locally – like we are doing tonight – and all across the Alliance through tools I will describe later on.
- I would like to emphasize **two objectives** for this gathering:
  - **First, it is about reinforcing our mutual understanding** of our common strategic, political, economic, technological and societal environment,
  - **Second, it should contribute to our ability to be agile to adapt** to this fast-changing 21st century and to be in a position to seize every opportunity allowing us respectively to be more effective and more efficient.
- Tonight, we have chosen to exchange views with you on highly topical and relevant subjects to achieve a better shared understanding:
  - **First, we have selected four key topics**, among many others, that are of common interest to NATO and to the Hampton Roads community: **Cyber Defence, Autonomous systems, Maritime Security and the Technological Supports of Training and Education.**
  - We will also have the opportunity to discuss several other topics, which we have subject matter experts present including: **simulation, cloud and mobile computing, smart defence projects, interoperability, and space.**
  - We would like to present you the NATO Connected Forces initiative, our ambitious programme of exercises, education, training, and evaluation, **aiming at preparing the women and men of the Alliance today to face the challenges of tomorrow.**

[Building a shared understanding of the current and future security challenges]:

- Understanding our environment is vital for ACT to analyse military problems, to design and de-risk innovative solutions and to help Allies to develop relevant capabilities. An important part of it is to better understand the **“art of possible” innovation and determine the opportunities for the military...**This is essential for **defining requirements**, for identifying and promoting **best practices**, for **promoting quick-wins as well as long-term solutions** in a number of areas including training, education, logistics, concept, doctrines, and equipment.

- The Industry, academic, medical, security, judicial and the cultural worlds that are represented today can provides us **with the creative forces, opportunities and the advice that must drive our holistic approach to the transformation of our organisations.**
- Without **unveiling the detailed content** of the different strands that with my staff officers and I will be happy to discuss with you, I would like to offer to your consideration some initials thoughts on our common environment.

#### **[Introduction to Topics – 4 selected topics of shared interest]**

- **First in my mind comes the cyber dimension.**

Today, many nations as well as international institutions or private companies, are experiencing increasing challenges in cyberspace.

This has been confirmed in recent cyber events related to the east European crisis, Ukraine crisis. Cyber-intrusion, cyber-espionage and cyber-attacks affect the Alliance's as well as national networks. This situation demands that NATO and its members review and continuously monitor their cyber Defence policy, concepts, and capabilities. My command supports the development of a NATO-wide strategy. We are also monitoring the development of capabilities needed to protect NATO-owned systems. I am sure that *Major General De Zeeuw and his team* will explain to you how NATO is dealing with cyber defence matters and I am sure that he will stress the fact that, even though technology is important, **the main challenge may be to better prepare our men and women so that their knowledge and training coupled to appropriate procedures and capabilities ensures that they can react effectively and timely to any cyber situations.**

- **Second area of focus is about understanding the opportunities offered by Autonomous systems and their related challenges.**

Our environment is shaped by the advent of “Robots” as they are trendily depicted: this broad category encompasses remotely piloted vehicles with various degrees of embarked autonomy – drones - as well as “intelligent” computer systems able to help decision-making at the speed of light. While technological development is the engine of their growing importance, it is no less important to look how to best use these tools, from a military perspective.

Technology is changing fast but the immutable nature of war does not change much and we need to stay compatible with the existing international law of Armed Conflict. It is of the highest importance that

these technologies are properly understood. When understanding the capabilities, techniques and vulnerabilities of drones, we have (re)discovered once again that the human factor remains paramount.

It may seem a paradox but the more we leverage new technologies, the more **we need to work on human-machine interface, human behaviour, cognitive sciences, and human performance.** It is a matter of responsiveness to increasingly complex and fast situations. ***Major General Lilland and his staff will explain to you how NATO is preparing the Robotic Age.***

- **The third theme on which I would like to elaborate briefly is “Maritime security.”**

I guess that, with the success of the movie “Captain Phillips” filmed here, there is no more need to explain the importance of this topic. The Alliance recognized this early on, at the Lisbon Summit in 2010, and in its Maritime Strategy in 2011, emphasizing the importance of addressing threats to the maintenance of freedom of navigation and sea-based trade routes. The Hampton Roads shipping Communities and the US Navy Fleet Command, all together represent an exceptional centre of excellence for maritime security and a unique opportunity for sharing experience, best practices and innovative solutions to **deals with the security of shipping lanes, the Maritime situational awareness, the protection of Maritime critical infrastructure and finally the training of ship’s crews..**

- **The fourth theme is Technological Aspects of Training and Education**  
NATO is researching and developing many areas of technology which will directly support education and training. This exciting area requires close liaison with industry, with universities and with academics to learn what others are doing and lead the way for adapting our Education, Training and Exercising to present and future challenges.

#### **[Introduction to NATO area of effort regarding preparation of its forces: CFI]**

- All in all, this brings us back to the centrality of men and women: and **this is what the NATO Connected Force Initiative (CFI) is all about.**

CFI will enable the Alliance **to adapt the education, training and exercises of its people.** CFI will permit **to incrementally integrate new systems, new technology, to take the full benefit of simulation and of e-learning.** More importantly, **CFI will allow our forces to work together**

**so that all 28 Allies may retain the capability to fight together in the future.**

During the last decade, NATO-led Operations Afghanistan, Lybia, Africa have demonstrated the importance of having ‘the ability to work together coherently, effectively and efficiently’.

**We call this the “interoperability”** of our forces. Standardization to make systems compatible across the Alliance has always been a corner stone of NATO, interoperability goes far beyond a material “plug-and-play” angle; it includes doctrine, concepts and procedures and revolves around a human dimension that integrates the language, the terminology and the training.

Currently, the reduction of defence budgets pushes **us to find innovative and practical ways for improving the interoperability of our forces** and the CFI will provide us with a comprehensive package of solutions that *Vice Admiral Javier Gonzalez-Huix, BGen Roga and their teams will be happy* to discuss with you.

CFI is a powerful initiative and the current highest priority effort for my command. Under CFI, we will bring together, as often as possible, national forces to exercise with one another. Since the technical dimension of interoperability relies in no small part on industry standards, I have proposed at the last NATO Industry Forum in Istanbul, that my Command prepare an industry day during each major NATO exercise, so that we can assess with industry the level of interoperability of our forces. In fact, we have a Request for Information out to industry which we are using to start a conversation about how we may best get industry to our major NATO exercises. With CFI, we intent as well to promote the **use of modelling and simulation tools** that could help save money and effectively mitigate risks. It is important for instance that we train in **Cyber labs without the risk of damaging our operational systems.**

## **[CLOSING]**

I see this meeting as a crucial introduction to raising our mutual interests on the aforementioned topics; however, it is only a start. We need to continue to engage and interact on a regular basis, and in an innovative way!

We have some tools to help:

- **First, a Framework for Collaborative Interaction (FFCI)** which has been designed to enable collaborative work in a non-procurement manner between

ACT and industry. This framework effectively leverages the expertise each stakeholder brings to the Alliance capability development efforts. The FFCI defines several levels of collaboration, provides tools, and ensures the respect of principles like transparency, positive partnering, fairness, and openness. The funding of activities is based on the principle that costs lie where they fall. Among former collaborating companies, we can mention: Microsoft, IBM, Thales, Lockheed-Martin, etc... This is a very successful framework, through which for instance, MAV6<sup>1</sup> has been allowed to present ideas on aerostat technology for Joint Intelligence Surveillance Reconnaissance to ACT. Such a work could lead to the development of a new notional requirement that could be used by NATO capability planners.

- To be clear I must stress that ACT is not a procurement agency and this provides us with a unique freedom of action. My offer to you tonight is an exchange of knowledge based on a mutual benefit principle in looking together in the future in a win-win spirit.
- Second, at ACT, we have developed a multicultural “crowd sourcing” tool to exchange quickly and with a broad community, ideas on unclassified matters: we call it the Innovation Hub.

You can find it on the first page if you google “Innovation Hub” alongside with similar initiatives by universities. By bringing together people with different backgrounds or perspectives, the Innovation Hub generates a better understanding of the issues and fosters innovation up to designing transformational solutions.

- Third, we co-organize with our colleagues in NATO HQ in Brussels, a yearly event dedicated to discuss the NATO-Industry relationship.

This is a wonderful opportunity to show support to this relationship, still recent in NATO but that has already proven its value.

- I strongly advocate leveraging these opportunities for our common benefit and my team and I are ready to explain to you more in detail, how all this works. My last word will be dedicated to Steve Jobs who once stated that; ***“Innovation distinguishes between a leader and a follower”*** Let us lead and innovate urgently, together, so that the Alliance remains the leader for peace and security!

Thank you

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<sup>1</sup> Mav6 was founded in 2007 by Jay Harrison and Major General Buford “Buff” Blount, USA (Ret.) to develop and incubate rapidly conceived, concept-to-implementation technology solutions for enhanced situational understanding on edge battlefields.