



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

SACT CLOSING REMARKS to

the NATO INDUSTRY FORUM

SPLIT, 13 November 2014

Général d'armée aérienne Paloméros

Supreme Allied Commander Transformation

Deputy Secretary General, Ambassadors, Admirals, Generals, Distinguished guests,

Ladies and gentlemen,

This is an honor for me to deliver the final remarks of this edition of our NATO Industry Forum, on behalf of our joint team with Assistant Secretary General for Defense Investment, Patrick Auroy. I really hope you are convinced how much we value your contribution and collaboration in our Alliance Transformation, to provide our forces with enhanced readiness, interoperability and military credibility.

I often describe NATO's Transformation as the crucial linkage between past, present and future. And today this interrelation is accelerating as American novelist Gore Vidal wrote: "Thanks to modern technology...history now comes equipped with a fast-forward button".

And learning from our very recent experiences, we feel, we live this acceleration and we see the need to take on this challenge together.

For instance, Philippe Duhamel's testimony gave evidence to the ACCS (Air Command and Control System) transatlantic success story, not only for NATO but also for the companies that created the TRS Joint Venture. ACCS is a concrete example of what NATO can bring together: interoperability, command and control system and an open architecture, as well as benefits for the industrial stakeholders and its workers. These successes will strengthen our Defense Industry, maintaining, as David Perry from Northrop Grumman mentioned last year, a highly skilled and incentivized workforce.

When I listen to Ben FitzGerald, I foresee a good potential for convergence on capability development between the two sides of the Atlantic. We have a real incentive to better share our experiences and our talents, our ideas.

At a different scale we face the same problems, issues, we have a wonderful opportunity to share our best practices. While we have been tasked by the Heads of State/Government to concentrate on capability/readiness and to make the best of the budgeted 2%/20% and I would advocate it is our common duty, our common interest to provide credible, well informed responsible answers to our political masters, including on those tough questions which hampers open and productive transatlantic cooperation.





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Notwithstanding these questions, NATO has a central role in leveraging this transatlantic cooperation, for the benefit of industries located on both sides of the Atlantic, of the 900 Million people of the Transatlantic Community. This is what I would call “a fair return for everyone”. For instance, our Nations will have to replace major equipment such as the AWACS fleet within 20 years. And two decades, through History equipped with a fast-forward button as written by Vidal, means that we are already working to provide initial critical and creative thinking for this complex project which could become the spearhead of the transatlantic industrial cooperation, a next milestone in success endeavors similar to ACCS, JISR, Cyber, FMN, etc.

10 years ago, the first ACT-Industry Day was called “Transformation – A partnership with Industry”. I’m confident in additional collaboration as we will benefit from this last decade experience. In ACT, it led to the development of a Framework for Collaboration with Industry & academia (FFCI). It is also perfectly illustrated in new NATO Industry Cyber Partnership with the private sector.

Today, we are well supported by our Framework for NATO-Industry Engagement, which result of Patrick Auroy’s and his team outstanding work in gathering all NATO’s stakeholders and in building a community of interest with Allies and Industry. In the spirit of this Framework, we are supporting this effort with an industry engagement plan which encompasses tools that have been described during the forum. Our future starting now, we can transparently and coherently use these concrete means for building together a credible, interoperable and ready Alliance.

We have the tools, we can refine some, we can improve transparency, and I feel that we have the common will to do so. This is very good news, because in these very demanding times, the worst would be to lose confidence in ourselves. ACT has no crystal ball, but no doubt, 2015 will be a crucial year. We need to keep assurance measures, keep on fulfilling our missions in Afghanistan, the demanding Resolute Support Mission. We need to deliver on the Readiness Action Plan, including credible and sustainable VJTF. The new political guidance and the new NDPP cycle, opportunity to deliver on many Smart Defence Projects, Framework Nations perspective to benefit from the full potential of CFI, including 2015 major Exercise to which you are invited. We will link the exercise’s DV Day in Portugal with the next Industry Forum.

In closing, I would like to thank the team from ACT for having organized this event. I would also again Mr Vago Muradian for having so brilliantly and firmly moderated this Industry Day and constant support to our Armed Forces. And finally, our Croatian hosts – and in particular Deputy Minister Josko Klisovic - for their generous and exceptional hospitality that exceeded our expectations.

We have not seen much of the wonderful city of Split, but this gives us an appetite and reason to come back and visit your country, one jewel of NATO community. Nobel price of literature Georges Bernard Shaw gave us some advice: “the last Day of its Creation, God wanted to achieve its master piece and in a mix of tears, stars and blow, created the Kornati. Those who look for the paradise on earth should go to Dubrovnik.” Those who look for the future of NATO should go to Split.





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On behalf of NATO and all the attendees, thank you very much for your warm hospitality.

I invite you in Portugal next year for another promising Forum for which we are already eager to participate in. As mentioned in a famous Portuguese adage “Por um dia de prazer um ano de sofrer. “For one day of pleasure, one year to suffer”, we will then work hard together during this year, foster our collaboration on a daily basis, giving us time next year to share our successes in Portugal.

Thank you for your attention.

