



NORTH ATLANTIC TREATY ORGANIZATION
ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD
HEADQUARTERS SUPREME ALLIED COMMANDER
TRANSFORMATION
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5000/TSC-P AX-0080/TT-180289Ser: NU0177

TO: See Distribution

SUBJECT: **SFA WORKSHOP, CADIZ, SPAIN, 24-25 APRIL 2018**

DATE: 13 March 2018

1. Headquarters, Supreme Allied Command Transformation (HQ SACT) is pleased to announce the convening of the Strategic Foresight Analysis (SFA) workshop in Cadiz, Spain on 24-25 April 2018. The SFA 2017 Report was released in October 2017 and the Framework for Future Alliance Operations (FFAO) 2018 Report will be released in the first half of 2018. The success of both reports is largely due to the active involvement of NATO and Partner Nations, NATO Command and Agencies, Centres of Excellence, think tanks, academia and industry and we hope you will continue to support our work for the next cycle.

2. The aim of the SFA Workshop is to take stock, review methodology, discuss best practices and to outline a proposed way ahead toward development of future Reports. HQ SACT has been considering including computing power (deep learning, big data analytics and to some extent artificial intelligence) in the development of the next iteration of the SFA Report. In this context, the SFA Team has been interacting with industry, including start-up companies to develop an understanding of how using computing power could assist our research and analysis.

3. The Cadiz Workshop is an opportunity to outline a proposed test using computing power. This test will focus on the technology trends identified in the SFA 2017 Report and aims to provide in-depth analysis of the findings, while presenting insights for follow-on regionally focused Reports in other areas, such as the future of the Asia-Pacific region, the Arctic and/or Russia. The test-run is expected to continue throughout 2018 and a test report will be delivered in early 2019. In addition, the Workshop will invite representatives of the industry partners in this field to provide a series of presentations depicting how they can help us to improve our foresight methodology by using computing power.

4. This invitation is being extended to all NATO organizations, NATO and Partner Nations, NATO Centres of Excellence as well as all those individuals that have participated in SFA and FFAO workshops in the past. Please join us in Cadiz for an exciting exchange of ideas, insights, and new opportunities. The SFA workshop agenda, administration instructions and read-ahead materials are attached.

5. We kindly request that you complete your registration by 6 Apr 18 via the link provided here: <http://sgiz.mobi/s3/SFA-FFAO-April-2018>. This link is also in the administrative instructions.

6. Should there be any questions, the ACT points of contact are COL T. SZABO, tibor.szabo@act.nato.int Strategic Analysis Branch, branch head; Mr M. KINACI, mehmet.kinaci@act.nato.int SFA Team Leader; and CDR D SHERRIFF, david.sherriff@act.nato.int, (+1 (757)747-3426 or NCN 555- 3426) for administration issues.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:



William B. HICKMAN
Major General, USA Army
Deputy Chief of Staff, Strategic Plans and Policy

ANNEXES:

- A. Workshop Agenda
- B. Administration instructions
- C. Read-Ahead Materials

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ANNEX A TO
5000/TSC-PAX-0080/
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DATED : 13 MAR 18

Leading NATO Military Transformation

Strategic Foresight Analysis
Workshop

Agenda

**24-25 April 2018
Cadiz, Spain
Hotel PLAYA VICTORIA**

Organized by
ALLIED COMMAND TRANSFORMATION

“IMPROVING TODAY, SHAPING TOMORROW, BRIDGING THE TWO”

Monday, 23 April 2018

14:00-17:00 Pre-conference arrangements, meetings

Meeting with Subject Matter Expert (SME)/ Moderators, Navy Reservists and SFA Team in Hotel PLAYA VICTORIA, Dress Code: Casual

18:00-19:30 Ice-breaker

*All workshop participants are cordially invited.
Hotel PLAYA VICTORIA, Dress Code: Casual*

Tuesday, 24 April 2018

08:00-08:40 Check-in/Registration

08:40-08:50 Administrative Remarks

CDR David Sherriff, Strategic Analyst, Strategic Analysis Branch, ACT

08:50-09:00 Welcome and Introductory Remarks

COL Tibor SZABO, Branch Head, Strategic Analysis Branch, ACT

09:00-09:45 Framework for Future Alliance Operations 2018 Report

LTC Aaron BAZIN, Strategic Analyst, ACT, FFAO Team Leader

09:45-10:30 Strategic Foresight Analysis 2017 Report

**Aim and expected deliverables of the workshop
Methodology and the way ahead**

Mr. Mehmet KINACI, Strategic Analyst, ACT, SFA team Leader

10:30-10:45 Coffee Break

Coffee and pastry provided

10:45-12:00 Plenary Session – Best Practices on Methodology

- UK DCDC (TBC),
- German Planning Office,
- US Joint Staff,

12:00-13:15 Presentations on using computing power for data ingest, analysis and scenario building

- IBM: Mr. Michael Perrone; 4Strat: Mr. Christian Sprengel and Ultima/Blockfinity: Mr. Mario SALAZAR (TBC)

13:15-14:30 Lunch

14:30-17:30 Breakout Sessions

SME/Moderator-led discussions on the confluence of technology trends and their interactions with trends in other domains, development of ideas and indicators for potential scenarios focused on disruptive effects of technology.¹ (breaks at discretion of the Moderators)

¹ Disruptive Technologies identified in the “NATO Science & Technology Board, 2017 STO Technology Trends Report” will be taken into consideration during the discussions.

17:30-18:00 SME, Moderator, Facilitator meeting

Wednesday, 25 April

08:15-08:30 Welcome

08:30-09:45 Breakout Session Panel Presentation

Wrap-up technology trends and out brief

09:45-10:15 Coffee Break

Coffee and pastry provided

10:15-11:30 Introduction to Regional Perspectives

Asia-Pacific: Dr Regina Karp, Director of GPIS, ODU, USA (TBC)

Arctic: Dr Katarzyna Zysk, Norwegian Institute for Defence Studies, Oslo, Norway

Russia and Eastern Europe: (TBC)

Middle East and North Africa (MENA): (TBC)

11:30-13:30 Breakout Sessions on Regional Perspectives

Discussions on potential scenarios for each Regional Perspectives

Preparation for out-brief panel presentation

13:30-14:45 Lunch

14:45-16:00 Breakout Session Panel Presentation

Regional Perspectives – potential scenarios

- *Asia-Pacific*
- *Arctic*
- *Russia and Eastern Europe*

The Way Ahead

16:00-16:15 Closing Remarks

COL Tibor SZABO, Branch Head, Strategic Analysis Branch, ACT

16:20-17:00 SME, Moderator, Facilitator meeting



ANNEX B TO
5000/TSC-PAX-0080/TT-
180289/Ser:NU0177
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“ACT – IMPROVING TODAY, SHAPING TOMORROW, BRIDGING THE TWO”

Administrative Instructions
Strategic Foresight Analysis Workshop
Hotel Playa Victoria, Cadiz, Spain, 24-25 April 2018

VENUE

The SFA Workshop will be held in the Hotel Playa Victoria, Cadiz, Spain.

Address: **Hotel Playa Victoria**
Glorieta Ingeniero La Cierva, 4
11010 Cadiz, Spain

REGISTRATION

Please register by 6 April 2018. To register, use this link: <http://sgiz.mobi/s3/SFA-FFAO-April-2018>.

You will receive an email from us to confirm successful registration. If you have any questions about registration, or need to make changes after you have submitted your application, please email david.sherriff@act.nato.int or Isabel.guerra@act.nato.int.

AGENDA

On Monday 23 April there will be an ice-breaker reception from 18:00 to 19:30 in the Hotel Playa Victoria. All participants are cordially invited.

In-processing will take place in the lobby of the hotel between 08:00 and 08.40 (local time) on Tuesday 24 April. The Workshop will begin at 08.40 in the plenary room. It will conclude at 16.30 on Wednesday 25 April. A draft agenda can be found as a separate annex to the invitation letter.

SECURITY

The workshop will be conducted at the “UNCLASSIFIED” level.

INTERNET

Free Wi-Fi internet access is provided throughout the hotel.

DRESS

Business Casual (trousers, open necked shirt - or female equivalent. Jacket and tie are not required).

LUNCH

Lunch is at own expense. The hotel offers some lunch options and there are plenty of nearby restaurants and cafes.

REFRESHMENTS

SACT is pleased to offer complimentary coffee/tea/water and small snacks during the scheduled mid-morning break. Other refreshments are at own expense.

ACCOMMODATION

Cadiz offers a wide range of hotels. The most convenient option is to stay at the workshop hotel, **Hotel Playa Victoria**. The hotel will block some rooms at a special rate of 85€ (inc. tax) per night (96€ for double occupancy), on a 'first come – first served' basis until 6 April 18. After that date, or when the block is used, the hotel will offer availability at normal rates. To obtain the workshop rate email the hotel at the address below and mention **"NATO Workshop"** when you book.

Hotel Playa Victoria <https://www.palafoxhoteles.com/en/cadiz-hotels/hotel-playa-victoria>

To book a room at the NATO Workshop rate, send an email to:

comercialplayavictoria@palafoxhoteles.com or hotelplayavictoria@palafoxhoteles.com

Other nearby hotels include:

Hotel SPA Cadiz Plaza <https://www.hotelcadizplaza.com/en/>

Hotel Tryp La Caleta <https://www.melia.com/en/hotels/spain/cadiz/tryp-cadiz-la-caleta-hotel/index.html>

You are responsible for contacting the hotel of your choice and confirming your reservation and paying all fees directly to the hotel.

TRAVEL and TRANSPORTATION to/in CADIZ

Air: The nearest airport is Jerez de la Frontera. From the airport to the hotel is about 30 minutes by taxi or 55 minutes by local train. Jerez links to several airports in Spain. The main international connecting airports are Madrid and Barcelona. Seville may also be a good option for international flights, but connection to Cadiz is by train/bus.

Train: Trains run to Cadiz directly from Madrid (ALVIA) and Seville. Cadiz main railway station is in the city centre about 15 minutes from the hotel by taxi. Spanish Railway website: <http://www.renfe.com/>

Taxi: Taxis are plentiful and metered. The fare from the train station to the hotel district is about 6-8€.

For more information about how to reach Cadiz, see the following link: <http://www.cadizturismo.com/vias-de-comunicacion/>

ASSISTANCE

For administrative assistance, please contact one of the workshop organizers. Our details are listed below:

Name	Phone Number	Email
David Sherriff	+1 757 747 3426	david.sherriff@act.nato.int
Isabel Guerra	+1 757 747 4097	isabel.guerra@act.nato.int

MISCELLANEOUS

For tourist information, see <http://www.cadizturismo.com>

WHAT NEXT?

Please register at <http://sgiz.mobi/s3/SFA-FFAO-April-2018>. no later than Friday 6 April 18.

We look forward to seeing you in Cadiz



ANNEX C TO
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NATO'S LONG TERM MILITARY TRANSFORMATION

Read Ahead for Strategic Foresight Analysis Workshop
24-25 April 2018, Cadiz, Spain

INTRODUCTION

1. The world is changing in profound ways at an unprecedented rate. These changes will significantly alter how NATO will fulfil its role in the future. Rapid change, uncertainty, and interconnectedness are making an increasingly uncertain world even more complex and dynamic. Preparing for the future requires an understanding of the future security environment in which the Alliance will be required to operate. The ACT Long-Term Military Transformation (LTMT) programme addresses the full range of security challenges, provides a unifying vision, and advances a conceptual framework for forces and capabilities required to succeed in future operations.

2. The first component of LTMT, the Strategic Foresight Analysis (SFA), provides a trend analysis that describes the future security environment in order to derive defence and security implications for the Alliance over a long-term perspective (15+ years). The second component of LTMT, the Framework for Future Alliance Operations (FFAO), uses the SFA as a foundation in development of Instability Situations, strategic military perspectives and military implications. ACT released the SFA 2017 Report in October 2017 and the FFAO 2018 Report will be released in March 2018.

3. The SFA report focuses on areas of common concern and interest for the Alliance, in order to create a shared perspective of the future security environment, while still maintaining a global view. If there are trend areas where nations of the Alliance have different perspectives, these areas would still be included, but with an effort to ensure the area is studied and reported in a manner that is based on compromise and not contradiction. The diverging views are in most cases reflected in alternative view boxes. Additionally, to avoid an outcome based on just the views of the Euro-Atlantic region, the views of Partners and many non-NATO countries are also taken into consideration. In this context, future studies or national security strategies from China, Australia and Japan within the Asia-Pacific region, were reviewed and relationships established to include Global Partners.

4. Technology will continue to shape the social, cultural, and economic fabrics of our societies at all levels. New and emerging technologies offer enormous opportunities, but also present new vulnerabilities and challenges as the world pivots towards digitalization. The SFA 2017 Report mentions the increasing role of technology across all the other themes/trends. In the 2018/2019 period, the SFA Team aims to achieve the following objectives:

- Improving SFA methodology by using computing power in areas such as data ingest and data analytics, scenario development and trend analysis, trend clusters and report development.
- Looking more closely into the convergence of the technology trends and how these technology trends affect other themes/trends from political, human, economics /resources to environment and natural disasters.
- Providing regional perspectives of Asia-Pacific, the Arctic and Eastern Europe /Russia through interaction with regional countries, involving global partners and others, including IOs that are interested to be part of the process.

Overall, as we have done in the past, the SFA Team will be testing new grounds and challenging our comfort zone to make sure the end product adds value to NATO and the Nations.

AIM

5. The aim of the SFA workshop is to review our methodology and exchange views on how technology trends will interact with each other, as well as with other trends in the political, human, economics/resources and environment themes. Additionally, an initial discussion on regional perspectives will provide a foundation for follow-on work in 2019. In this context, we will provide:

- National briefings on methodology best practices
- Industry presentations on how computing power could support data ingest, scenario development, trend analysis and report development
- SME presentations on regional perspectives: Asia-Pacific, the Arctic, Russia/Eastern Europe

DELIVERABLES

6. At the end of these two-days of discussions, we will have reviewed the SFA Methodology and discussed including computing power (big data analytics and artificial intelligence) into the process. We will also have had initial discussions on regional perspectives. These will

help us to develop a Statement of Requirement for the SFA Methodology and set the foundations for the short reports that are going to be developed in 2019.

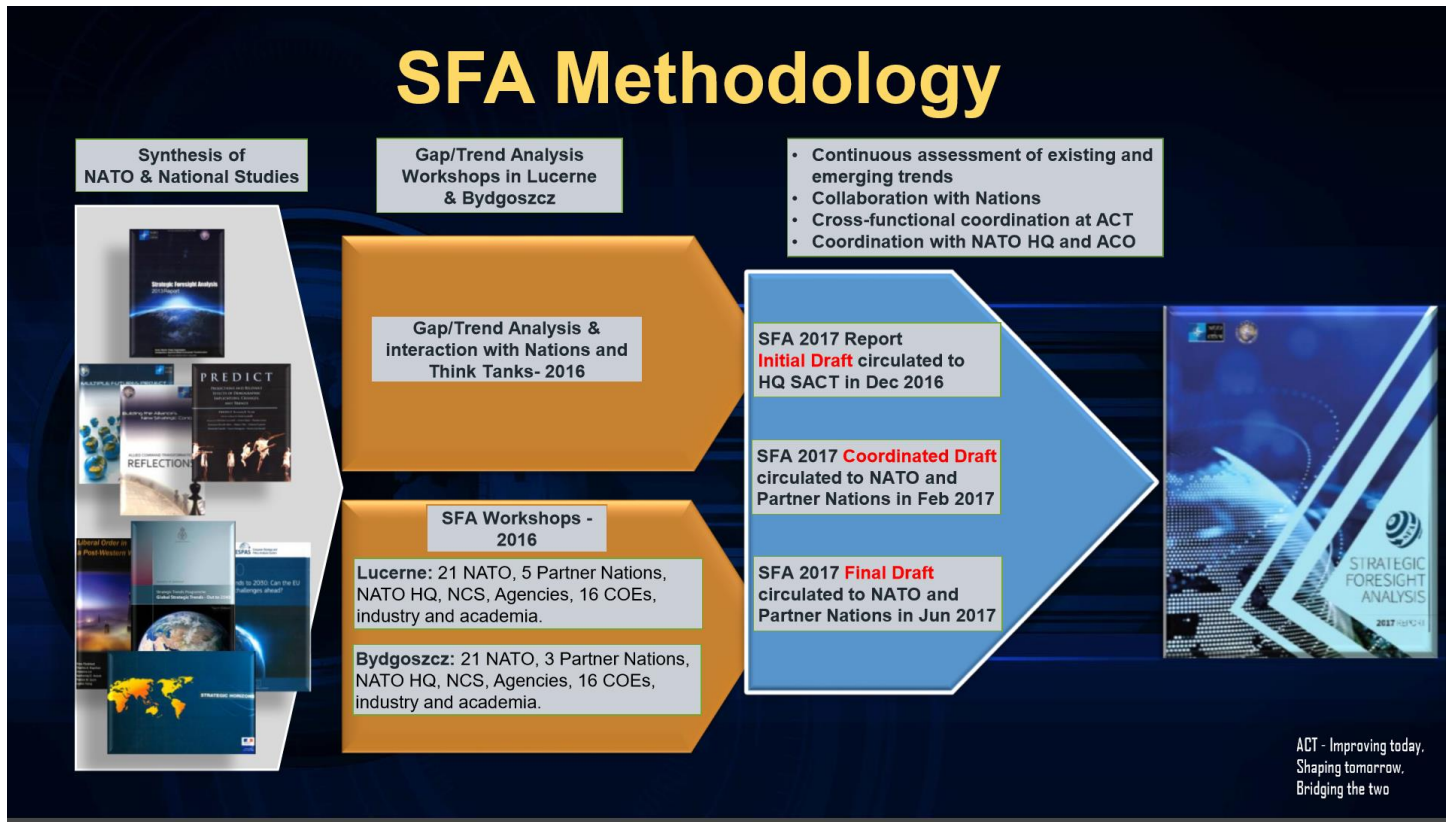
7. The SFA 2017 Report can be accessed via the following link.

http://www.act.nato.int/images/stories/media/doclibrary/171004_sfa_2017_report_hr.pdf

ENCLOSURES

1– SFA 2013, 2015 update and 2017 Reports Methodology slide

2– Initial Thoughts on Improved Methodology



1. Currently the SFA is a labour and time intensive process that requires 18 to 24 months. For the first full document, the SFA 2013 Report, an analysis of more than two hundred open-source documents was conducted that focused on the themes, trends and drivers that could influence the future security environment. The goal of the research and analysis was to identify commonalities and differences in futures analyses that were conducted by nations of the Alliance as well as by think tanks, academia, and international organizations.

2. SFA Workshops involve over 100 NATO subject matter experts. Workshops serve as one of the most important tools for the development of the SFA. In development of the SFA 2013 Report, three separate workshops dedicated to themes, trends and defence and security implications were organized. These workshops enabled the SFA Team to exchange views on the findings of the research and capture different perspectives from participants that included Nations, NATO Command and Agencies, COEs, think tanks and academia.

3. In development of the SFA 2017 Report, the number of workshops was reduced to two. The SFA Workshops were used as platforms to gather experts from various areas, all the nations and the whole community of interest. The workshops also allowed the interaction with the futures community of interest to be maintained while introducing new ideas to the

key stakeholders of the report. These occasions were the vehicle to express ideas, raise concerns and link knowledge.

4. The writing phase included workshops, a concept test executed by the UK MOD DCDC, and reviewing comments received from NATO and Partner Nations, NATO Command and Agencies, COEs, think tanks, academia, international organizations and other stakeholders. Throughout the writing process, crosscutting inputs were received from the ACT Directorates. Defence planners were also actively engaged in the writing process.

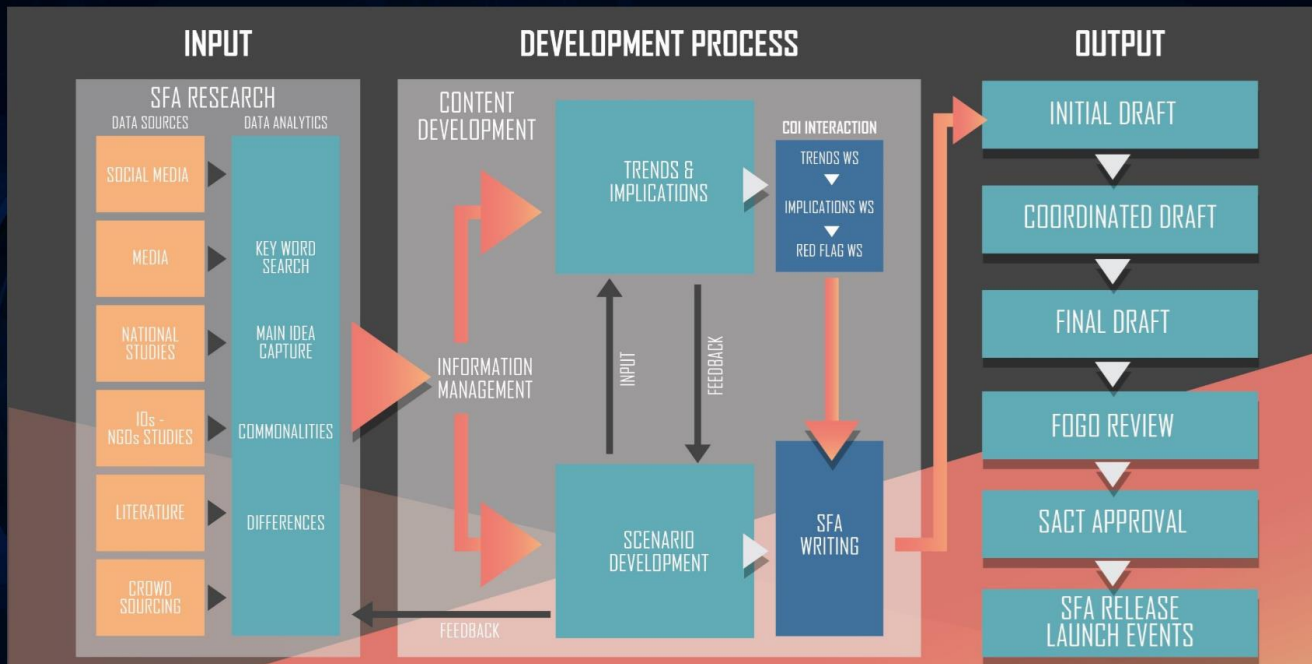
5. The whole process was open, transparent and collaborative in nature. The SFA 2017 Report was circulated to HQ SACT to incorporate views of other directorates and to achieve HQ-wide buy in. Following the internal review and comment process the draft SFA Reports were circulated to NATO and Partner Nations twice for comments. A standard format of comment matrix was utilized and distributed with detailed instructions included on how to make comments. Returns to the SFA team could then be quickly and easily captured within a consolidated matrix for review. In order to have an objective view of the comments, a separate Review and Adjudication Team of four individuals from outside the SFA team was established to review comments and provide recommendations to the SFA writing team.

6. In order to increase buy-in and national ownership of the report, all comments were integrated when it was recommended by the review and adjudication team. Any comment that was rejected would receive a detailed justification from the Adjudication Team.

7. When the draft SFA 2017 Report reached the level of maturity to be reviewed by ACT Flag and General Officers (FOGOs), a new task was created in the HQ Tasker Tracker system to get comments and concurrence by the HQ SACT directorates. At this stage, the Commander's Action Group (CAG) was informed and kept abreast of the development of the SACT Foreword. In order to get SACT's approval, the CAG was involved much earlier than the decision briefing. Their comments were included in the document.

8. At the same time, the document was also forwarded to a professional editor, for her to review and provide feedback. As soon as these feedbacks were incorporated in the document and DCOS-level concurrence accomplished, the draft was presented to COS ACT and a SACT IPR was scheduled. As soon as the IPR was scheduled, the CAG was provided with briefing slides and the Foreword that was finalised in coordination with them. SACT was briefed and presented with the document and his approval obtained. The document was then forwarded by SACT to SEC GEN before it was released to the NLR/PNLRs and distributed more widely.

SFA The Way Ahead



1. The computing power will be used in the following areas:

- **Input:** The data sources will expand to include social media, media, national studies and reports, as well as documents produced by international and non-governmental organizations, peer reviewed literature and documents/reports produced via crowd-sourcing. Data analytics/mining will be used to look into key word-phrase search, main idea capture, commonalities and differences etc. The outcome of this process will provide inputs to the content development in particular in scenario development and ideas for trends/implications.
- **Trends/Implications:** A number of trends will be identified based on the raw data provided as an outcome of the data ingest process. Trend analysis will include development of trend clusters and be followed by identification of defence and security implications.
- **Scenario development:** In previous iterations of the SFA Report, we have not developed scenarios. However, scenarios may provide insights on indicators and could drive further research based on discussions during the scenario development process. Additionally, scenarios might be used to validate the trends identified as part of content development.

- These tools will help us better interact with our community of interest. However, they are not going to replace the value provided by the workshops. The whole process will still require the extensive involvement of the SMEs.

2. We will continue to use workshops as a basis to exchange information and obtain SME inputs. The findings of the process will be introduced to our community.

3. The writing process will also be supported by the findings of the previous process, however, the review and comment process will be maintained to make sure we continue to provide a shared perspective of the future security environment.