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Invited Presentation Subject:
Industry Perspective Disruptive Technology
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Basis	As seen through the eye of the soldier
Focus	Network and technology complexity
Conference theme	Superior Capability for the Global Commons

Key Presentation Themes

Opening   Its all about education and training, conflict resolution; relationships on the ground in advance - partnerships - knowledge and intelligence; innovation and adaptation; niche technologies

Global trend   Set stage for focus on people and that a technlogy race is too focused on big expensive things...look to smaller items that enhance people's capabilities

VUCA, economic melt down, all seeing eye of media, technology transfer, weather and natural disaster, changing demographics of populations

Invest in People   Technology is an enabler; bang for buck is diminishing due to high cost of materials and production - Augustine's law - MRAP investment resulted in saving lives, but did we gain an overwhelming capability to win hearts and minds of the people and establish a safe and secure environment?

Have we defeated the IED environment or just allowed a lower risk profile to operate within it?

The cost of the F-35 that is now before congress - some 2400 aircraft for nearly $400B....a single aircraft family requirement for DoD is almost the cost of one year's DoD base budget....and we are hearing USAF ACC talk of a 6th generation fighter.

Subs cost $7B, aircraft carriers are astronomical...those expensive weapon systems represent very little new thought in how to operate in this environment.

10+ years of war and fighters, bombers nor aircraft carriers or submarines were attacked.....rarely challenged.

No country has the amount of dollars spent on their military like ours...not even close - Russia and China are distance seconds....and they don't have global deployment capability, nor are they developing it on a large scale as they can't afford it...we are just making ourselves bigger ...need new thought.

We will get to Norm's Law before 2050 at this rate and only buy one airplane with the budget!

We need to get more creative and innovative with what we have...what exists....some niche technologies

Focus on outcome   People on land who make decisions to stabilize conditions, provide security, so that local governments and economics can flourish within the cultures of the peoples in the

country, help local government meet population needs; global commons are not the end, they are one of the means...we have had overmatch in the air and sea commons for decades...not yet in cyber, not yet in COIN....only in very few instances are we truly challenged in the commons....where the air and sea meets land is where some limited challenges exist, but the same old approaches are not affordable.

At a Recent A2AD experiment - need air supremacy; need over-flight and electronic spectrum rights; need protected ship access; need forcible entry troops; need EMS capabilities; need lighter vehicles and packages.....$$$$$

What we need is new thinking - need new concept that leverages use of people on ground gaining knowledge, developing intelligence though analysis and assisting political and security forces on ground in advance. Know more about the world we live in as globalization spreads our way of life to other regions, we have to better understand that impact...and bring it to the American people better in our schools and in our media.

Increase our ability to be innovative and adaptable - increase understanding of the world in our schools through better education - better inculcation of our value system, knowledge of others' education in our society, in our schools, in our military education and training of people and security forces in the countries at risk

Be on the ground with advisors and mentors before conflicts erupt

In addition to training and advising the security forces, have them gain infrastructure knowledge and pass to

government. select the top 10 countries where we have national interest and destabilizing conditions exist and put trainers and advisors in to their MODs, their MOIs and other parts of their economy and help them help themselves....if we look closely at countries like Brazil, other countries in South America and Africa, we will see the footprint of China, Iran, and Russia growing...growing at rates exceeding our own...that is the economic battlefront we are losing.

Gain knowledge of the society, the forces within society, its culture and politics, the infrastructure.....be prepared to take advantage of the existing infrastructure - rather than trying to create new networks, consider technology to leverage use of existing commercial networks in the country - seek to understand how they work, how our networks can be made compatible, where the control nodes are for early takeover; understand the transportation network within the country - we only have maps with 1:50000 level of detail for some 5% of world and including areas of instability...only within last year or so did we finally gain this capability in Afghanistan, suing Russian made maps not even our own!

Understand the national security strategy and Joint concept for 2020. our major efforts will likely be to carry out strategies to build capacity and bring security to nations of the world not unlike the COIN efforts of recent. Likelihood of fighting in China or Korea is small....maybe Iran....more likely is smaller conflicts with proxies of these countries in areas of instability

RAND Studies - successful parties of some 90 COIN events over last 100 years + had for most part, three elements: removal of external influences, increased capability of local government and rule of law, increased capability of security forces thru use of trainers and advisors

Lessons Learned from Iraq include - use of precise force; partnering with security forces; promote public safety and security; infiltrate and report on enemy; influence and information operations; rigorous and coordinated detainee operations

Not to fight the last conflict, but what do you think various competitors and potential enemies are learning from wathing u struggle for the last 10 + years?

Any A2AD capability must include the ability to create and leverage an in country capability....as a principal need

Values, Leadership, sense of purpose and directions, social interaction, political acceptance of differing cultures, entities, genders, religions....innovation and adaptability...these are the skill sets our children need, our security establishment personnel - both military and diplomatic...

Leverage use of contractors and the services they can provide - lowers our military footprint, potentially reduces cost; and brings a more experience capability to the country in question.

Summary   Big ticket technology - aircraft and ships in particular are becoming too expensive and we have long dominated the global commons of air and sea...except when it gets close to land...think differently...gain assymetric advantage, not conventional advantage

Focus on ability to re-use what already exists in countries and get more strategic about putting capabilities on the ground in countries we need stability - trainers and advisors; ability to use networks -both electronic and transportation, so increase our

mapping abilities and compatible commercial technologies that our military can tap into; revisit and refocus on values and leadership to include conflict resolution

It's more about education and training, conflict resolution; relationships on the ground in advance - partnerships; innovation and adaptation; niche technologies

Concluding Remarks

These are the keys to peace and security in our time.

Contractors, your industry partners have a great deal of value in all of these solutions