



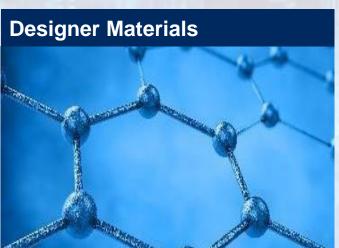
"Change is the law of life. And those who look only to the past or present are certain to miss the future." JOHN F. KENNEDY



Reshaping Industrial Operations















Machines evolving from tools to trusted human peers

Government on the Same Journey





What is a Digital Twin?



"An integrated multiphysics, multiscale, probabilistic

simulation of an as-built system, enabled by Digital Thread,

that uses the best available models, sensor information, and input data to mirror and predict activities/performance over the life of its corresponding physical twin."

(source: DAU Glossary of Defense Acquisition Acronyms and Terms

A Digital Twin is **NOT**:

- a Digital Tool for Configuration Management
- a 3D Geometric Model of an As-Built System
- a Model-based Definition of an As-Built System













A Call to Arms



- We must transition to a structured, digital relationship, with haste
 - The integrated digital models must be the unambiguous source of truth
 - Models, and their data and simulations, live forever
 - Provide the necessary context for future use
- We must prepare for machines as human force-multipliers
 - Structure the data
 - Develop the trust
- OEMs and Government must find a way to experiment together
 - Outside of the competition constraints
- We must embrace multiple pipelines for skills
 - Explore avenues beyond the 4-year degrees for acquiring new skills
 - Exploit technology for rapid skill development and training



