



NORTH ATLANTIC TREATY ORGANIZATION

**SUPREME ALLIED COMMANDER
TRANSFORMATION**

SACT's REMARKS to

COTC

Panel 1

« The Road to Warsaw: Strategic Perspectives »

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As delivered

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Ambassador,

Generals, Admirals, Ladies and Gentlemen,

It is a great honour to welcome such a distinguished audience to our Chiefs of Transformation Conference.

On the anniversary of the first official negotiations for the Washington Treaty in 1948, this gathering symbolizes the persistence of the Transatlantic Bond and the idea at the heart of this Treaty: bringing Nations together to address their future security challenges in order to preserve peace and security in the Euro-Atlantic area.

This conference takes place at a key moment for the preparation of the next Summit. It is also an opportunity for me to present to you my vision for Transformation, driven by the will to provide operational commanders and Nations with the means to fight and win current and future wars.

My presentation will be in two parts:

- First, a description of the strategic context influencing our Transformation and my short-term expectations in the run-up to Warsaw.
- Second is my plea to all of you, stakeholders of Transformation: to look beyond Warsaw, to set the ambitions and requirements for an enhanced model of Alliance's forces, able to respond to the current security environment, but also to offset our potential adversaries in a 15 years range at least.



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The Summit in Warsaw will acknowledge the diversity and simultaneity of threats that our Alliance faces, some of which could affect many Allies in their own territories. But these threats are not new and were already identified in the 2010 Strategic Concept, a Concept which aside from a few assumptions, remains entirely valid.

Indeed, as stated by Secretary General Stoltenberg in his Long-term Adaptation paper, NATO must, and will, remain committed to fulfilling its three core tasks.

For military entities, these tasks must be translated in military strategic effects which, collectively, will enable us to defeat all the threats we will face.

Recent events in Ukraine and in the South have brought the question of deterrence to the forefront. There is undeniably a need for the Alliance to identify and oppose the full range of threats (at 360 degrees) that could undermine the Alliance's centre of gravity: its cohesion.

This is a discussion we had early October with Timo Koster and the Defence counsellors.

During this panel, I will ask Timo to describe the principles and key tenets of credible deterrence and defence against all potential adversaries, from the International Staff perspective.



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Through our current work in ACT, we try to define a posture that is credible at both the political and military levels; one that will enable the Alliance to deliver not only deterrence but all the required effects.

This is what I see as the main output of our Transformation: how to build the Alliance's appropriate and credible posture, now and in the future.

NATO's posture is built upon the right mix of conventional, nuclear and missile defence forces at the appropriate level of readiness, with the responsiveness required to deploy, sustain operations and redeploy rapidly.

I would like to stress that the readiness and responsiveness of our current forces are the critical drivers for success.

And to be militarily credible today and in the future, the posture must rely on a solid, modern and efficient foundation which I call "NATO's Capacity".

This capacity should build on what we have, and develop through prioritization of six interrelated focus areas: Command and control, Logistics/Sustainability, Collective training and exercises, Partnerships, Manpower and Capabilities.

This capacity already exists and is probably our Alliance's main strength, allowing us to permanently or on short notice plan and conduct operations.



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Military adaptations are ongoing in this field, in particular through the Readiness Action Plan. I will kindly ask LGen (Michel) Yakovleff to describe SHAPE's views on further military adaptations to support the Alliance's posture.

In addition to its military credibility, the Alliance must ensure the credibility of its posture at the political level.

Without getting too much into detail, this requires demonstrating NATO's ability to deliver the strategic military effects through:

- high end exercises,
- an innovative Industry,
- the ability to develop and maintain strong Partnerships,
- a clear will to provide the appropriate level of resources,
- and the effectiveness of our Nations' and our Alliance's resilience.

These activities must be supported by a strong political will and be conveyed by a coherent and comprehensive strategic communication plan.

As already said, our Alliance must transform to adapt its posture to face future challenges. Therefore, to come to my second point, it is our responsibility to look well beyond Warsaw.



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And here I would welcome LTG Marc Schissler's military advice on long term adaptation from a Military Committee perspective.

To my view, if we take a good look at technological and operational progress, it appears we are on the brink of multiple powerful breakthroughs.

- Platforms and weapons will extend their ranges and perform their missions with increased autonomy.
- The exponentially increasing flow of unstructured data will continue to grow, and so will the data management requirements;
- Available time for decision-making will continue to decrease when it comes to dealing with certain types of weapons such as Ballistic missiles - and especially with the development of high velocity assets.
- Adversaries will innovate at an always increasing high pace thanks to both the widely available dual technologies, and their ability to share their findings swiftly through open networks.

We must assess what the impact of these evolving trends will be on our posture in order to lead our Transformation.

Out of the 6 above-mentioned priorities, Command and Control is the key to transforming our military capacity.



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Future Command and Control will all be about providing the capabilities to both ensure permanent strategic awareness and decision making in a timely manner.

Resilience, speed and distribution of control will become key tenets of an enhanced command and control system.

These attributes will require capabilities allowing handling of large amount of data, so that current and future C4ISTAR systems can be integrated and made interoperable.

We have already foundations for that, built upon parallel initiatives such as the Federated Mission Networking, Air or Maritime C2, Joint ISR, the Airborne Future Surveillance Capability and many others.

Such a system will undoubtedly take the form of a cloud architecture, and its construction will therefore require that we work more closely with companies which have the necessary know-how on complex architectures, management of big data or artificial intelligence, among others.

So it will be my question to Patrick Auroy to give us his perspectives on contemporary challenges and their implications on the development of innovative technologies. I will invite him to tell us how he thinks we could better leverage Industry in all 28 Nations, to help ensure that the Nations' capabilities can be part of this future system of systems.



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The NDPP cycle will continue to be one of the main engines in building NATO's capacity. It would help set the long-term requirements while identifying during each cycle the capability shortfalls to be filled by Nations or groups of Nations.

But building NATO's capacity should not be done, or I would even say could not be done by NATO on its own. With 22 out of 28 Nations being members of both the EU and NATO, there should be greater synergy and more frequent exchanges of views on capability targets, while preserving the autonomy of the European Union and NATO planning processes.

I'm glad M. Jorge Domecq was able to join us today. He will certainly mention ways to facilitate future cooperation and to better identify capability gaps solutions. He might also describe how ACT and the European Defence Agency could work together on further harmonizing their respective terminologies and database systems for capability development.

This should be part of the broader discussions on the necessary cooperation to be found between NATO and the European Union to define an efficient and comprehensive answer to hybrid strategies and all challenges.



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I will quote Peter Drucker to close my short introduction: “*Long-range planning does not deal with the future decisions, but with the future of present decisions*”.

So, I would like to see this panel, and the whole conference, push our Transformation forward and help our Alliance maintain its advantage now and in the future.

Looking at the depth of my questions to our panellists, we have a challenge: the time to answer your questions!

And now I leave the floor for the introduction of our panellists by BGen Sommer.

Henrick.