



NORTH ATLANTIC TREATY ORGANIZATION

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SACT's Opening Remarks at

Chiefs Of Transformation Conference

“NATO's Strategic Military Intent – SACT's Vision”

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As delivered

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Admirals, Generals Chiefs of Transformation,
Ladies and Gentlemen, Distinguished Guests,

It is a great honour for me and a privilege to open this plenary session and to provide you with my vision to “Innovate, Adapt, and Transform NATO for 2030 and beyond”.

I would like to start by repeating the words we just heard from the Deputy Secretary General, Mrs Rose Gottemoeller: “these are challenging times, we are confronted with a broad arc of uncertainty and instability, and we face multiple tests on a daily basis”.

Emergence or resurgence of state actors as peer competitors, terrorism, or economic instability are transnational challenges that demonstrate the complexity of the security environment. The involvement of the same actors in multiple crises or conflicts reveals the increased interrelation of crises and underpins the need for a broader approach.

As a result we have shifted from a complicated global environment into a complex one. Complicated meant dealing with numerous parameters that we could analyse and process into responses to particular situations; complex now meaning that we are unable to forecast everything and that no one solution will suffice, because any action to tackle a single problem will cascade into effecting problems in other areas.

Consequently, the ever-increasing speed and connectedness that define our 21st century, necessitate a swifter reactivity and a larger anticipation.



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This is not easy, and to meet the tempo of this current environment, it requires for the military the same adaptation we see in the civilian world that is now outpacing us.

I welcome the presence here of many partners, academia and companies – some of which have demonstrated in the civilian world that shaping the future or long term innovation is a prerequisite for their economic success, and that it is compatible with their daily business or short term implementation. I am looking forward to hearing from IBM and Amazon in Plenary 2 this morning and 14 others this afternoon, on how technological innovations, such as Cloud, Artificial Intelligence, Big Data and even the use of autonomous systems, drive the future adaptation of their business models and how they maintain their daily business, while investing massively into the future?

How can NATO tackle the challenges on the short term, and prepare for the required long-term adaptation?

At Warsaw, as also mentioned earlier by Mrs Gottemoeller, NATO decided on a wide range of adaptations. These measures aim at adapting the Alliance's posture in a 360° approach, while the three core tasks remain valid.

However, the complexity of the security environment as described earlier, makes these three core tasks more interrelated than ever.

The wide range of adaptations decided at the Warsaw Summit requires much effort. However, these measures are reactive and focussed primarily on the short term to respond to the current operational challenges. But what is the future of these measures?



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The key question is: how can NATO improve its posture to meet the current challenges and threats while ensuring its adaptation to the foreseeable future?

This stresses the importance to stay reactive while proactively adapting to future requirements.

We need to permanently assess today's decisions within the scope of their implications into the future. I would personally like to challenge the national Chiefs of Transformation throughout this conference: while you implement short term solutions, how can we share long term adaptations and plans? How build together the posture required to maintain a decisive edge in the predictable future?

I cannot overemphasize the importance of looking to the future. It is the core business of my Command: to look over the horizon, and to define the key elements to transform the military capacity of the Alliance.

Transformation is not an end in itself, it is about enhancing today's forces and capabilities, understand and shape tomorrow, and bridge the two.

To prepare for the impact of the changes, we first need to visualize the future security and operating environment.

The Strategic Foresight Analysis report provides a trend analysis, covering a multi-domain horizon, comprised of political, human, technology, economic and environmental aspects. The Strategic Foresight Analysis's trends address a timeframe out to 2030 and beyond, and form the basis to describe the long-term military implications for the likely future environment.

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The Framework for Future Alliance Operations then defines five Strategic Military Perspectives: operational agility, strategic awareness, security networking, shared resilience and strategic communications; these principles guide the military adaptation of NATO's posture for the future.

Based on these five principles, we need to identify adaptations to those game changing elements that will shape our future military capacity, and the credibility of our posture.

Let me start with an example.

Last week the 82nd US Airborne Division conducted a Joint Forcible Entry strategic exercise. Following an alert and outload in Fort Bragg, North Carolina, troops flew nonstop over the Atlantic, rigged in-flight and jumped into Grafenwoehr, in Germany. They assembled a Command Post and began tracking the operations. It is a demonstration of quick reaction with a strategic deployment.

But in similar conditions, would these US troops have been able to connect on the ground with other NATO troops – establishing secure communications, joint fires support and control, and sharing transnational logistics, to name just but a few?

Following the decisions in Warsaw, NATO has decided the deployment of the Enhanced Forward Presence in Poland and the Baltic States, and the Tailored Forward Presence in the Black Sea region. They constitute what we can call a “first wave or line of forces” contributing to deter a potential aggression. Credible, combat-ready forces will enable the deterrent aspect of this renewed presence of forces.

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It will take time to deploy those forces and to make them combat-ready in 2017. It is an important adaptation but also a reality check of our capabilities and interoperability.

We know that secure communications, joint fires, targeting, multi-domain combat, interoperability of command and control, and others, still bring many challenges...

We will figure out solutions to mitigate the identified shortfalls, but this demonstrates that in the past 10 to 15 years we primarily focussed on expeditionary operations and not enough in preparation of the future: do not make the same mistake again!

Let me offer six areas that lead the implementation of our military capacity in the long term through an incremental approach that has already started.

First, Command and Control.

NATO is the only organization of its kind that has a permanent Command and Control Structure. Command and Control is the backbone of NATO's political and military capacity and will rely more and more on networked systems. By Command and Control, I mean Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance, what we call C4ISTAR.

Let's go back a few years. In the operations in Afghanistan, interoperability of the C2 systems of different nations deployed was a main shortfall that led to the development of the Afghan Mission Network. The Afghan Mission Network was a short time and successful adaptation. But NATO drew on the



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lessons from the Afghan theatre and decided to create a standard of interoperability for the long term that would support the future C2 developments. This led to the development of the Federated Mission Networking.

Those developments lie in the building of a broad network, based on new architectures that will benefit from innovative progress in digital communications, advanced sensors, faster data processing and artificial intelligence in a model that could fuse publicly available information and traditional intelligence expertise. It will include the potential for increased flexibility and more decentralization in operational control of forces and will require a change of mind set of military leaders across the chains of command.

To meet this vision, we have built an incremental approach for the Federated Mission Networking. The first steps are more focussed on simple functions, but we are already working on the next spirals and in 2017 look at the interoperability of ACCS, Triton, BICES and others with the Federated Mission Networking.

Second, Logistics and Sustainability.

In the short term, to support these “combat-ready” forces, NATO is adapting its plans for the timely efficient deployment and ongoing sustainment of forces across the Euro-Atlantic area taking into consideration the reinforcements that could be necessary in case of an emerging crisis. This includes Force Integration Units, pre-deployed troops, and equipment



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stocks. However, in the longer term the organization of logistics will require a new approach.

Shifting sole logistics responsibilities from separate Nations to shared logistics responsibilities across NATO will be necessary to gain unity of effort, improve efficiency of scarce resources and maximise the required support. We must leverage the global reach and networked infrastructure of national and commercial facilities. Improving the effectiveness of civil-military interfaces, while recognizing their inherent interdependencies, will be key as the Alliance seeks to both improve resilience and civil preparedness and sustain operations.

This will demand further adaptation building on existing NATO logistics vision and operations logistics chain management concept while enhancing federation with the logistical capabilities of nations, leveraging innovation such as 3D productions to create spare parts on demand or using unmanned aerial vehicles to transport them, just to give a few examples.

I look forward to the experience and the ideas of Amazon and the other companies present at the conference in this domain.

Third, Capability Development.

To support NATO's adaptation, we need to develop and dispose of the right capabilities. In the short term, the Minimum Capabilities Requirements take into account the new strategic environment, and the targets we are discussing with your nations, are oriented to heavier capabilities with higher readiness levels.



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In the short term we must identify the available capabilities that allow us to react to the priorities of the current operational environment. But in the longer term, for those capabilities that will need 10 to 15 years to be developed, our intent is to identify innovative solutions and the new technologies that will be adapted to the future operational environment. We must partner with Industry to define these future solutions. This requires sharing with you your long term plans and ideas and coordinating the ongoing European efforts and the emerging national Defence innovation initiatives.

Fourth, Partnerships.

No single Nation nor organization has all the abilities to manage crises on its own. The complexity of the new global environment requires the involvement of a wider range of actors and organizations that can work together.

In this context NATO's partners, whether they are Nations, or Organizations, are critical to our collective security concerns while considering the new and complex environment, and I welcome the many partners present at the conference today.

The Alliance already has a huge partnership network and has developed many partnership initiatives. These initiatives have their own structures and internal procedures and are pursuing their goals through agreed practical arrangements. However, many of these initiatives are overlapping. The overlapping of NATO's core tasks stresses the importance of building a broader network of partners, who will play an essential role in projecting stability. But before expanding the network in the longer term, we need in the



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short term to streamline the many partnership initiatives in a more comprehensive approach.

Fifth, Training and Exercises.

Training and Exercises are a key area to enhance responsiveness generated by improving our ability to operate together.

In the short term, NATO's approach to training and exercises is evolving to take into account the new focus on Collective Defence and Deterrence, as well as Projecting Stability, in accordance with the decisions made in Warsaw.

For instance, we are working on the integration of the training requirements for the Enhanced Forward Presence and the Tailored Forward Presence into the exercise programme.

But in the long term, we must also look at integrating training objectives that cope with tomorrow's complex and increasingly dynamic operational environment.

We must train differently in the future, and use modern networking facilities to efficiently combine training field exercises with virtual and constructive simulation in a distributed way.

Furthermore, we should continue to leverage exercises to experiment, demonstrate and advance new concepts and capabilities to field them quicker and in an incremental way.



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This illustrates that we must train as we fight; yes of course, and with an improved realism, but we must also adapt our training to the future as we do not want to train for the past wars.

Sixth, Human Capital.

Human Capital remains the area that underpins all of our efforts.

Education remains a priority to provide people suited to all functions across the chain of command.

In the longer term we have to think about the skills our future leaders and operators will need to take full advantage of an enhanced capacity in an ever-changing environment.

As already mentioned, to ensure the success of future operations, we will build new capabilities, including innovative technologies, such as artificial intelligence or autonomous systems. In these efforts we must consider the human factor and role in the future operational architectures.

All these elements are just a taste of what I hope we all can explore together over the next two days. This afternoon's breakout sessions will go deeper into the different areas I just described, and Plenary 3 will specifically address the Decision Making Process through advanced new technologies. I encourage you to have candid and lively discussions with the innovative companies who participate and enhance our knowledge and perspective to integrate innovation in our transformational effort.



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In Conclusion.

The Alliance has taken important decisions in Warsaw to face the challenges of the new strategic environment. There's a need to look beyond the short term implementation of these measures, in order to ensure the investment in the actions and capabilities to address today's challenges are done with consideration for the longer term.

To ensure NATO remains ready, responsive and able to meet its three core tasks, we must prepare for the future as well as improving today.

The Alliance has unparalleled opportunities to remain a ready, postured, cost effective and relevant security institution in the face of a constantly evolving and unpredictable geopolitical environment. There are many challenges as well as opportunities ahead.

Decisions made today will shape the future of the Alliance; clarity of understanding through a persistent scanning of the environment to build strategic awareness, sound analysis and output focussed planning alongside a culture of continuous improvement and innovation must be at the heart of NATO's decision making. The future is built on the decisions we make today.

This is our challenge. We need to work together and share our perspectives to prepare better for the transformational work that will guide our adaptation for the foreseeable future.

I'm looking forward to candid and engaging discussions – this is our event and our time so let's get the most out of Chiefs Of Transformation Conference 2016! Thank you.