



EDA – R&T planning
EDA R&T CONFERENCE 25-26 April 2016

David CHINN - EDA R&T COORDINATOR

Overview

- **The EDA objective**
- **CDP**
- **State of the art on R&T planning**
- **EDA current approach to R&T planning**
- **Ideas for improving linkage Capability and R&T linkage: the OSRA approach**
- **Conclusions**

The EDA objectives for OSRA

- Member states want relevant R&T that is value for money
- EDA R&T projects are built on the basis of adhoc funding - this is in EDA's founding documents.
- EDA plans its R&T on the basis of requirement and funding available from member states.
- The work on the Preparatory Action for Defence Research (and other funding mechanisms) has highlighted some issues with the ad hoc approach
- Overall, there is need for a more capability-based coherent approach.

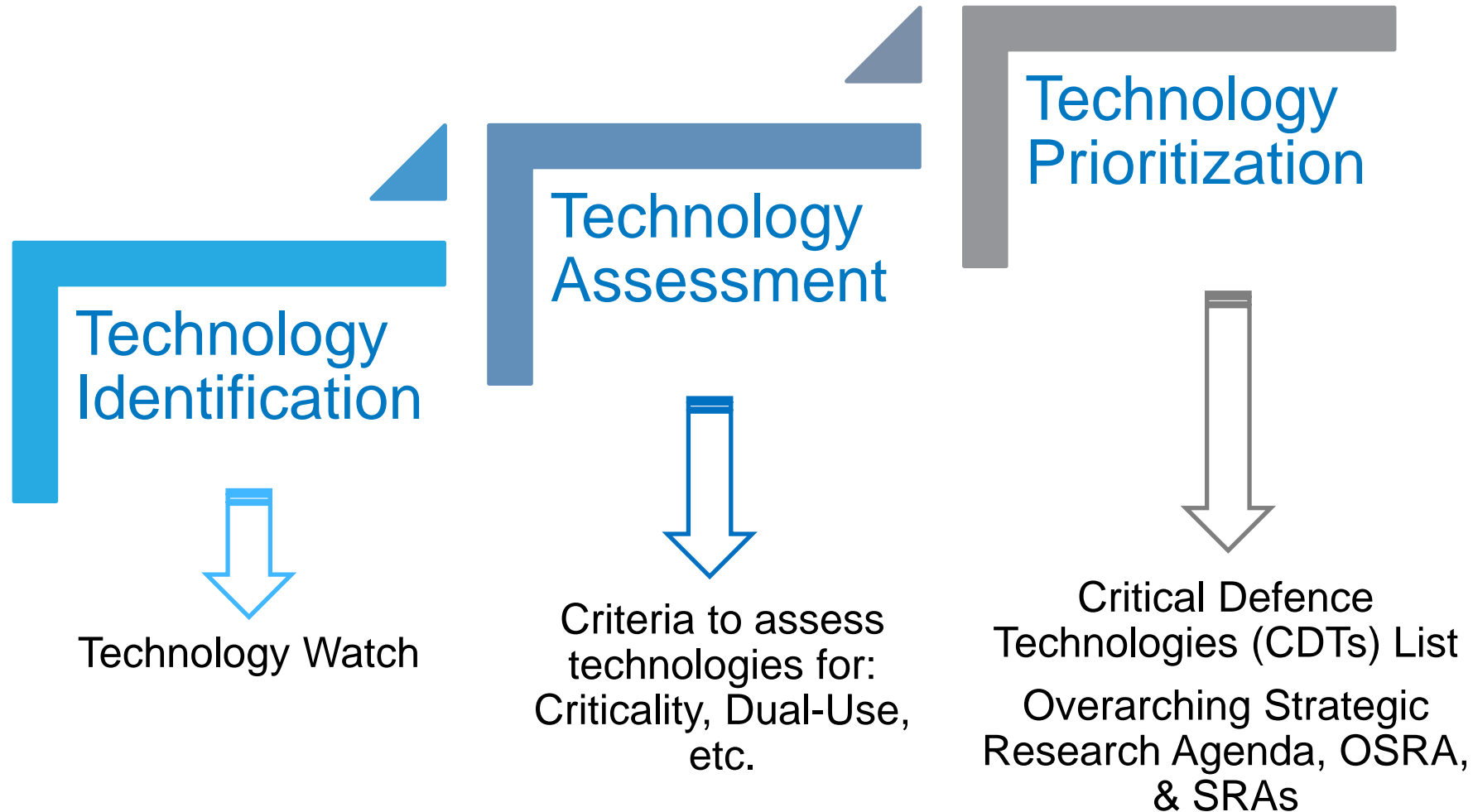
Capability Development Plan CDP

- **Set of capability objectives agreed by Member States at Steering Board level.**
- **The longer term activities are reflected in the Futures Work**
- **“Overall strategic tool”, informing Member States defence planning and driving EDA Work Programme**
- **Connecting short-, medium- and longer-term capability needs**
- **Not a ‘Force Plan’, but informing on future Capability needs**
- **Agreed Priorities**

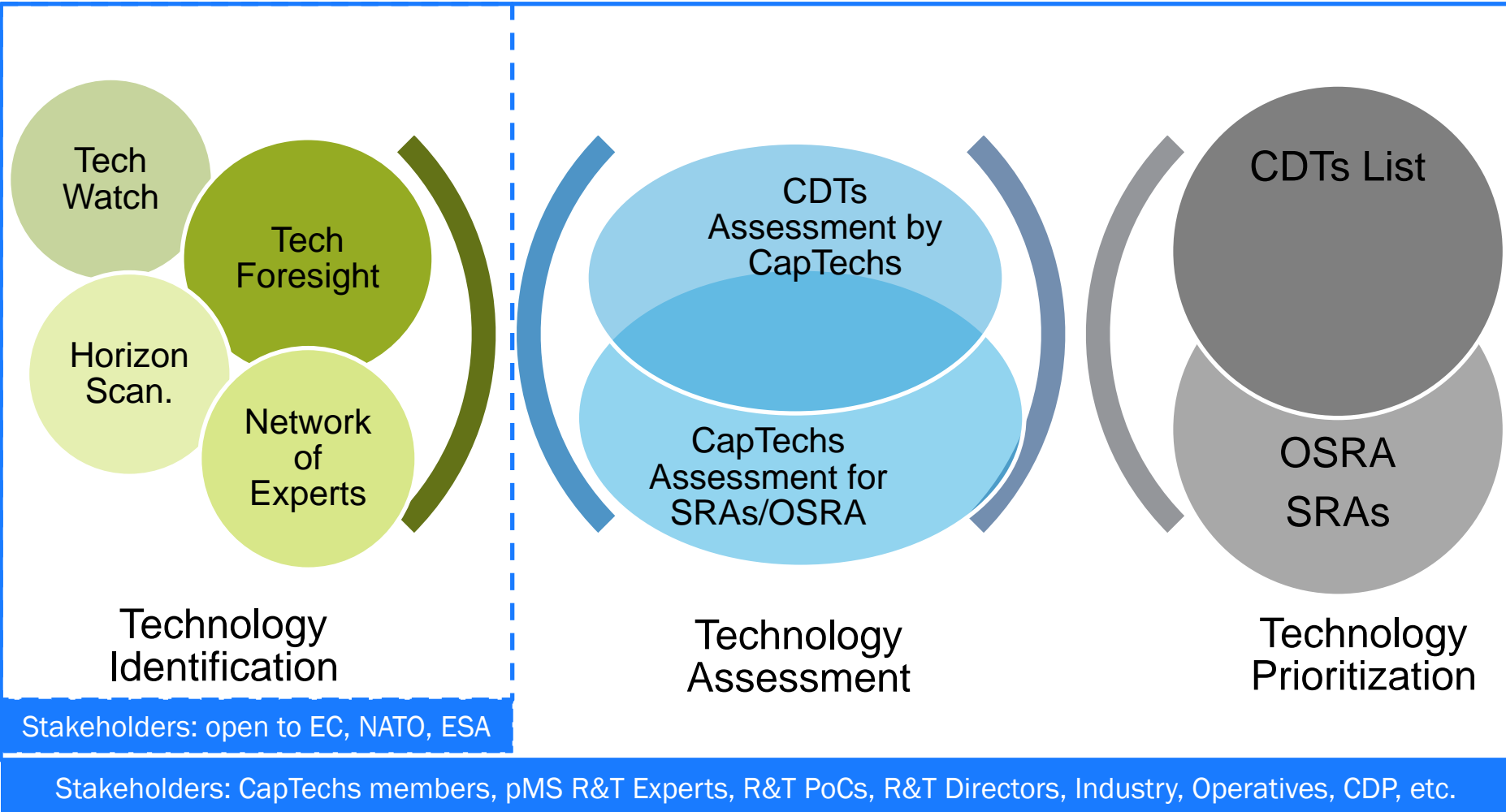
State of the art on R&T planning

- There are a number of standards that provide guidance
- Standards are generic – but not (yet) applied in Defence.
- Many member states do it in a more or less similar manner, nominally driven by capability needs.
- NATO Defence Planning also tries to take this account but has similar challenges to EDA.
- Uncertain about global level of process maturity in formal process terms, but there seems to be generally a large gap in translating consistently the capability needs into R&T requirements.

R&T Planning process in 3 steps



Comprehensive R&T Planning



OSRA Process

- **Assumes that we can plan on the basis of stable capability needs**
- **Assumes that we can generate meaningful research goals.**
- **Difference compared with nation planning processes. EU/EDA will fund and manage some/all of the activity, but exploitation will be through Member States.**
- **So: funded of R&T “building blocks” need to be defined in some more or less formal manner that is linked to capability needs.**
- **This is clearly a not new problem, but making the formal connection between capability and R&T needs seems to be more innovative than we thought. OSRA attempts to do this in a systematic manner.**

Conclusions

- **All member states do this more or less formally, novelty of EDA approach is that it is driven by R&T funding to support MSs' Capability needs.**
- **We may need to make the capability “hooks” for R&T more explicit.**
- **May provide a different structure to engage with industry more comprehensively in addition to a CapTech by CapTech basis**
- **Overall we are seeking to improve the systematic approach to R&T planning for the benefit of Member States.**
- **Specifically this should enable EDA to provide a coherent input to the Commission for both the Preparatory Action and any future research programme.**



Thank you



Technologies that will Change the World How to find them?

A JRC perspective

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JOINT RESEARCH CENTRE

The JRC in the Commission



President Jean-Claude Juncker

27 Commission Members

... DG Environment

DG Climate Action

DG Agriculture and Rural Affairs

DG Mobility and Transport

DG Energy



Commissioner Tibor Navracsics
Education, Culture, Youth and Sport

Joint Research Centre (JRC)

DG Education and Culture

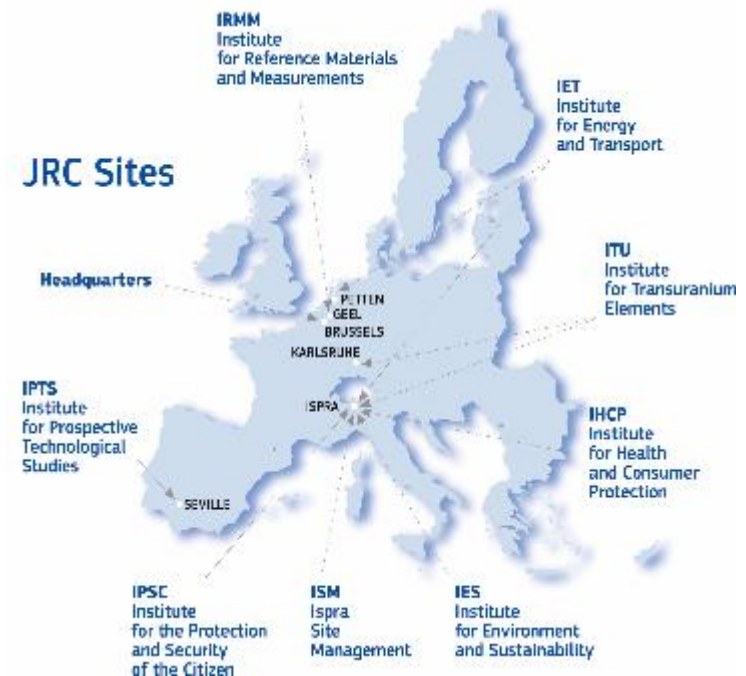
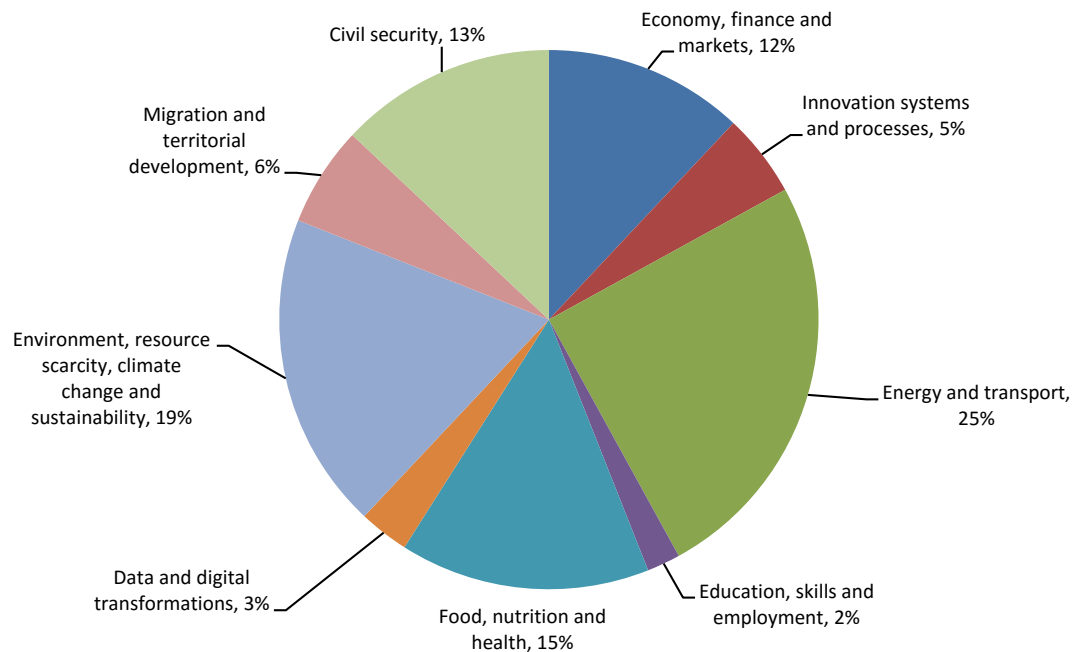


JRC Director-General
Vladimir Šucha

JRC Mission: "As the science and knowledge service of the Commission our mission is to support EU policies with independent evidence throughout the whole policy cycle."

Established 1957

- 7 institutes in 5 countries
- 3055 scientific, technical and administrative personnel
- 1 370 contributions to EU Policy
- 689 peer-reviewed scientific publications in 2014
- Budget: €375 million annually, plus €73 million earned income





QUESTIONS

HOW TO DETECT NEW TECHNOLOGIES?

HOW TO DETECT TECHNOLOGIES THAT WILL IMPACT THE (POLICY) WORLD?

EXPERT OPINION
DELPHI, FOCUS GROUPS,
INTERVIEWS, CRITICAL
TECHNOLOGIES...

HORIZON SCANNING
HUMAN SCANNERS

DESCRIPTIVE METHODS
BIBLIOMETRICS, STATE OF THE
FUTURE INDEX, IMPACT LISTS, ...

CAUSAL ANALYSIS
REQUIREMENTS ANALYSIS, INSTITUTIONAL ANALYSES,
STAKEHOLDER ANALYSES, SOCIAL IMPACT ASSESSMENT,
MITIGATION STRATEGIZING, SUSTAINABILITY ANALYSES,
ACTION ANALYSES, RELEVANCE TREES, FUTURES WHEEL

TECHNOLOGY WATCH
PATENT LANDSCAPING,
BIBIOMETRICS ...

STATISTICAL METHODS
RISK ANALYSIS,
CORRELATIONS, ...

MATRICES APPROACHES
ANALOGIES, MORPHOLOGICAL
ANALYSIS, CROSS-IMPACT
ANALYSES,...

ROADMAPPING
BACKCASTING, TECHNOLOGY/PRODUCT
ROADMAPPING, SCIENCE
MAPPING

SCENARIO-SIMULATION (GAMING),
TREND IMPACT ANALYSIS

TREND ANALYSIS
EXTRAPOLATION,
IMPACT ANALYSIS,
LONG WAVE

DECISION ANALYSIS
COST-BENEFIT, ANALYTICAL HIERARCHY
PROCESS, DATA ENVELOPMENT, MULTICRITERIA
DECISION, ...

CREATIVITY
VISIONING, FUTURE
WORKSHOPS, ...

PROBLEM SOLVING
TRIZ

SCENARIOS
MANAGEMENT APPROACH,
QUANTITATIVELY BASED
SCENARIOS

MODELING/SIMULATION
INNOVATION SYSTEMS DESCRIPTIONS,
COMPLEX ADAPTIVE SYSTEMS
MODELING, CHAOTIC REGIMES MODELING,
TECHNOLOGY DIFFUSION
OR SUBSTITUTION ANALYSES, INPUT-OUTPUT
MODELING, AGENT-BASED
MODELING

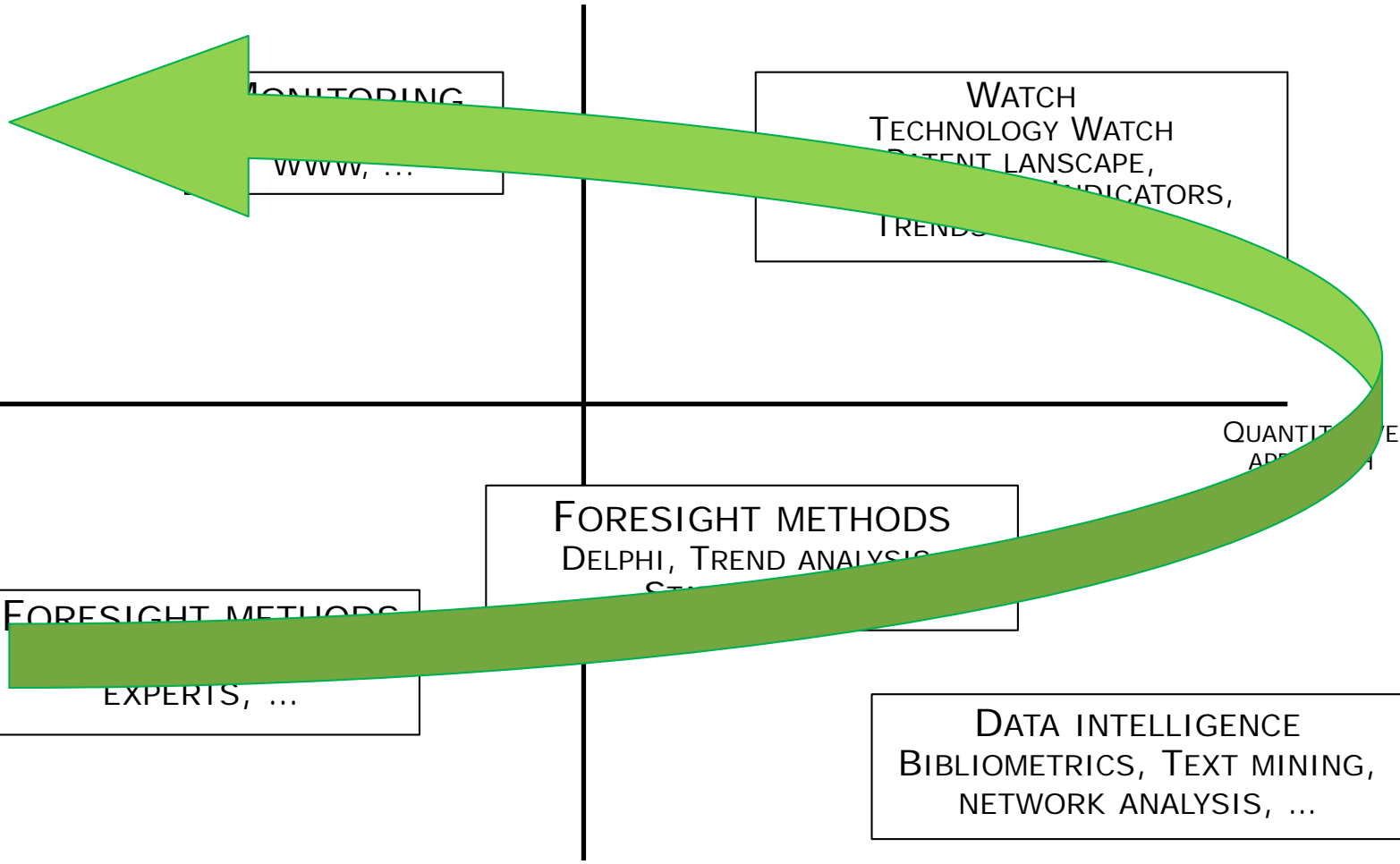
MONITORING
MEDIA, WEB,
SPECIALISED PRESS



In JRC

TECHNOLOGY IS IDENTIFIED

Inform Policy makers



QUALITATIVE APPROACH

QUANTITATIVE APPROACH

TECHNOLOGY IS NOT IDENTIFIED

Explore the unknown: Policy Lab



A collaborative and experimental space for innovative policy making

The EU Policy Lab is both a physical space and a way of working that combines FORESIGHT, HORIZON SCANNING, BEHAVIOURAL INSIGHTS and DESIGN THINKING to explore, connect and find solutions for better policies.



EXPLORE

Foresight and Horizon Scanning explore long-term futures and creates shared visions for policy-making.

CONNECT Policy and People

Behavioural insights can improve policy-making by applying the knowledge of how people make decisions.

POLICY innovation

Bringing together foresight, HS, and behavioural insights in design thinking can engage stakeholders to find, prototype and test innovative policy solutions.

METHODS

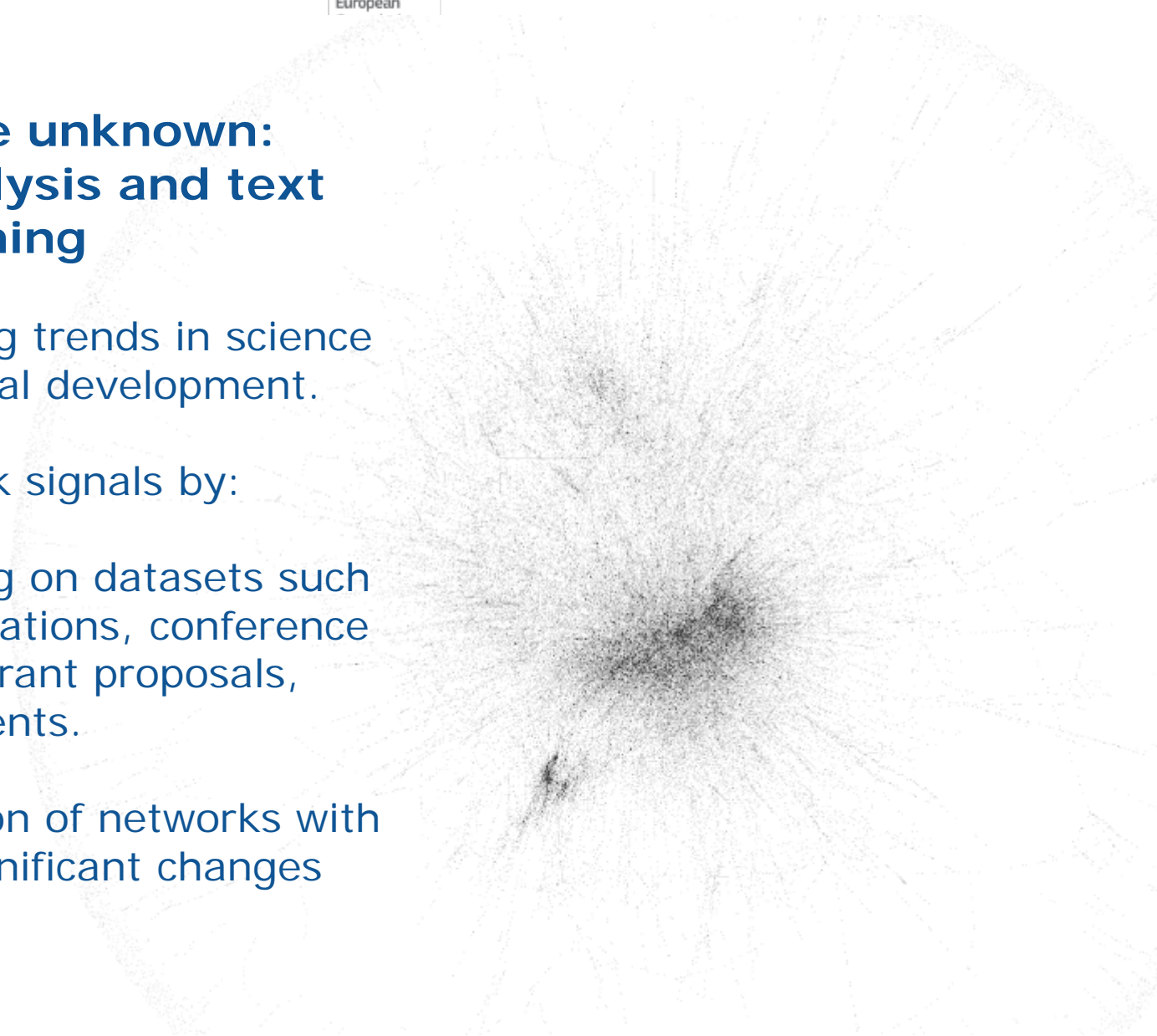
Collaborative and Co-design
Experimentations
Systems-thinking
Cross-disciplinary

Explore the unknown: network analysis and text mining

To detect emerging trends in science
and technological development.

Detect Weak signals by:

- using text mining on datasets such
as scientific publications, conference
proceedings, grant proposals,
patents.
- following evolution of networks with
time to spot significant changes

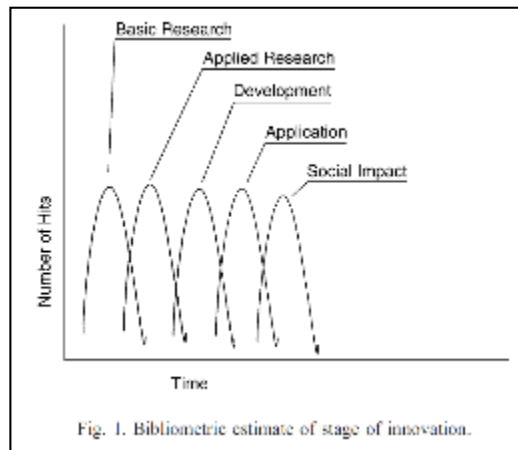


Watch the identified emerging technologies

To spot early signs of Society interest/market applications

Why? Early alert to policy makers to give more time to design policy and avoid the development of ideological arguments

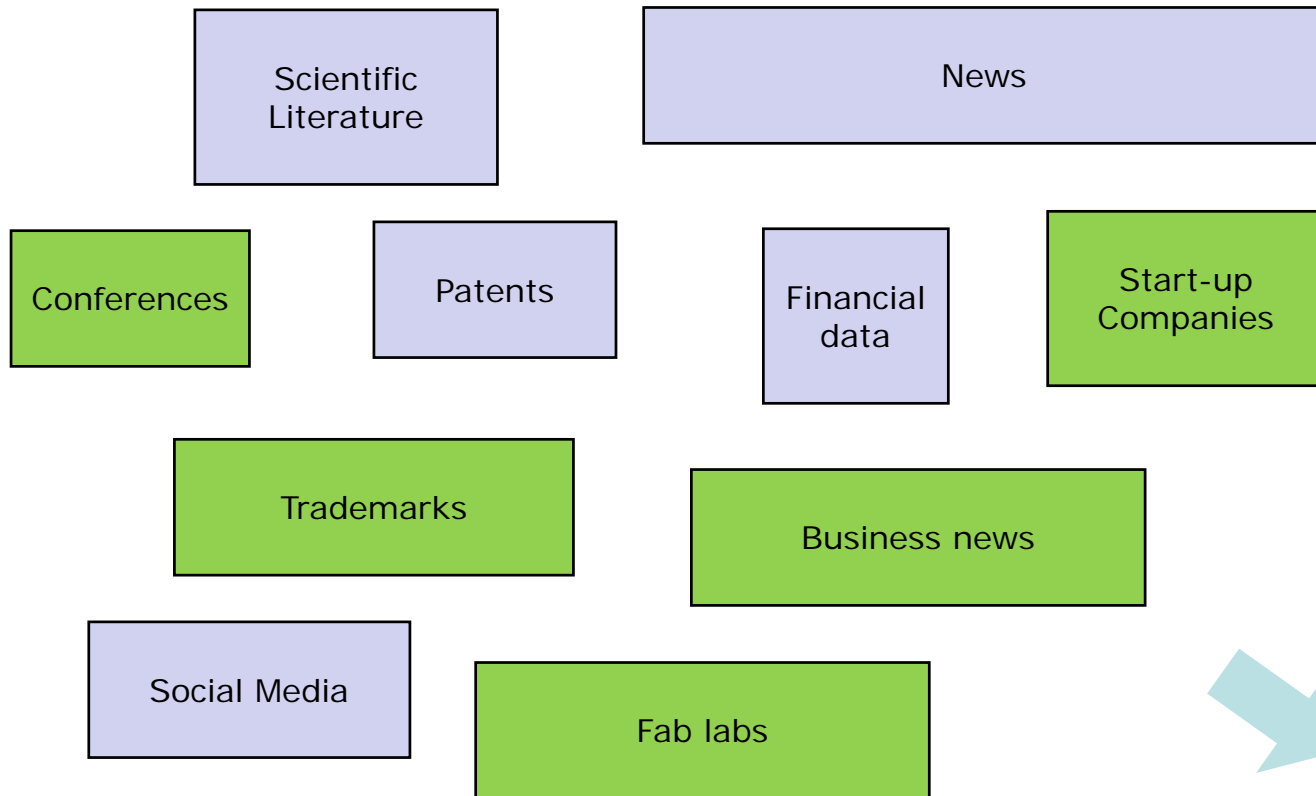
How? By monitoring technological development from various perspectives



Technology forecasting

Idea

No standard trajectory



Detect the technology trace



Product
or
Service

Qualitative

Use text mining and semantic analysis techniques to track technology development in:

Press Media

Twitter

www

Quantitative

Build indicators of technological development by using text mining on various databases:

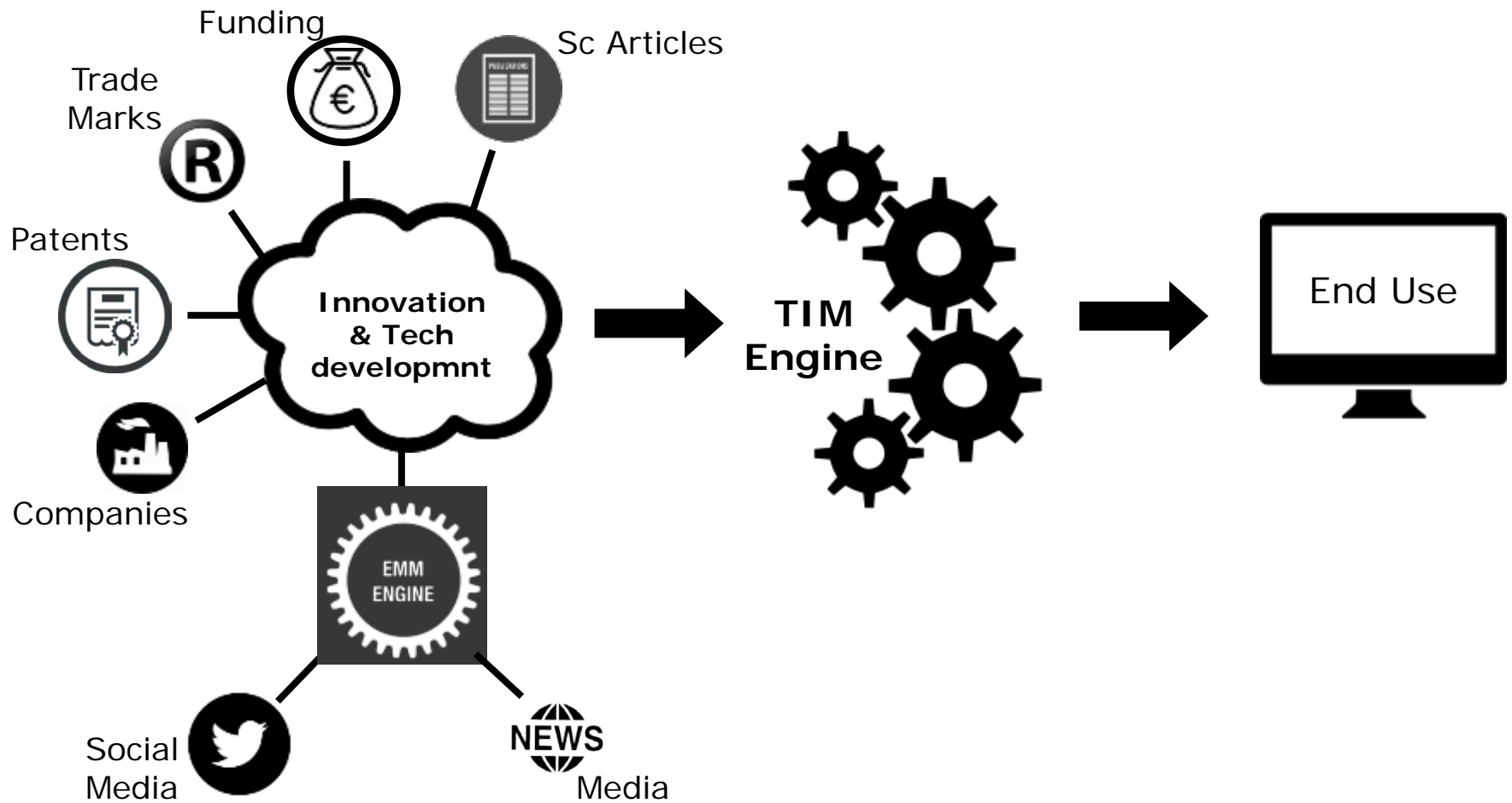
Scientific Articles

Conference Proceedings

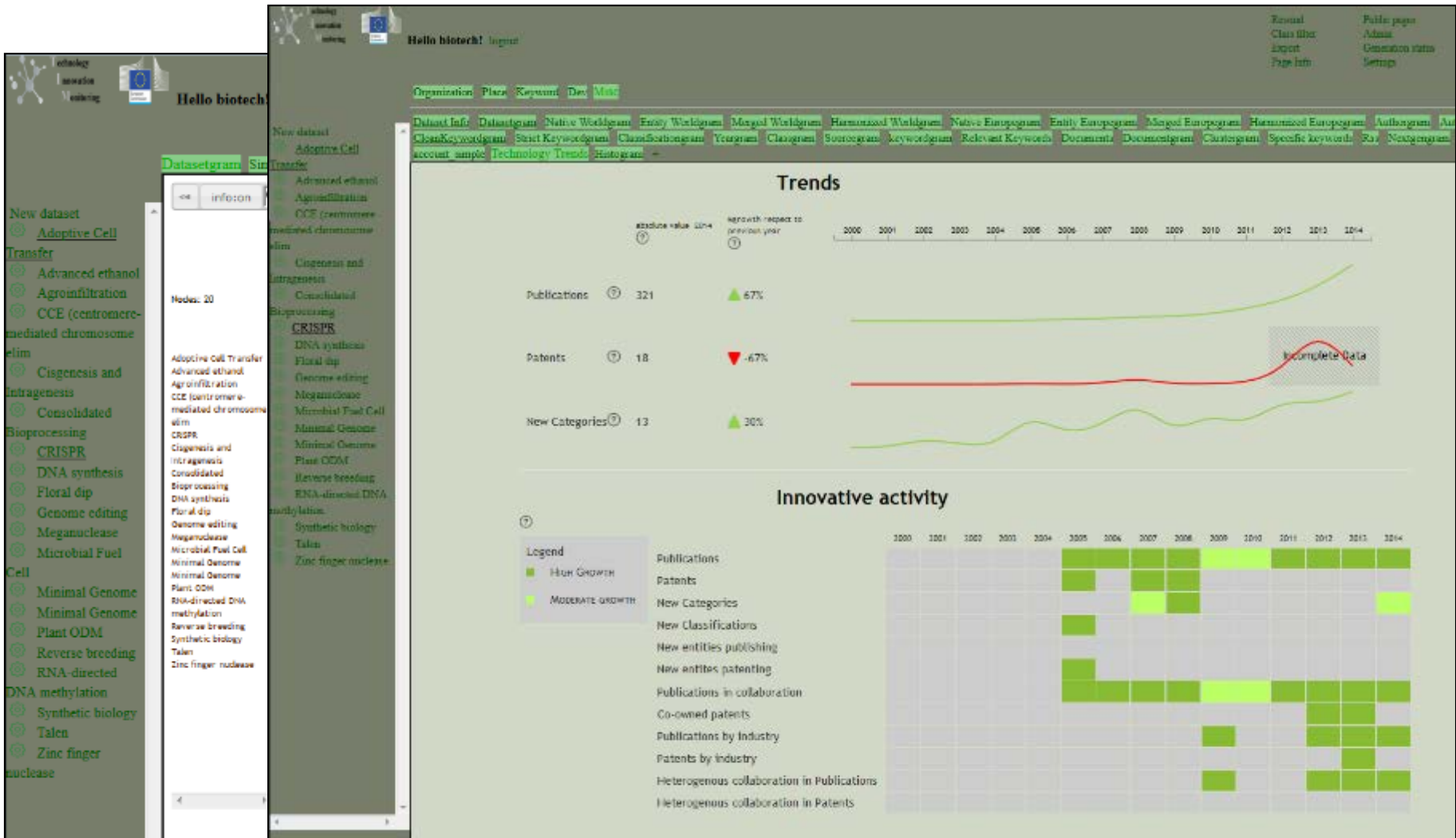
Trademarks

Patents

T.I.M. Tools for Innovation Monitoring

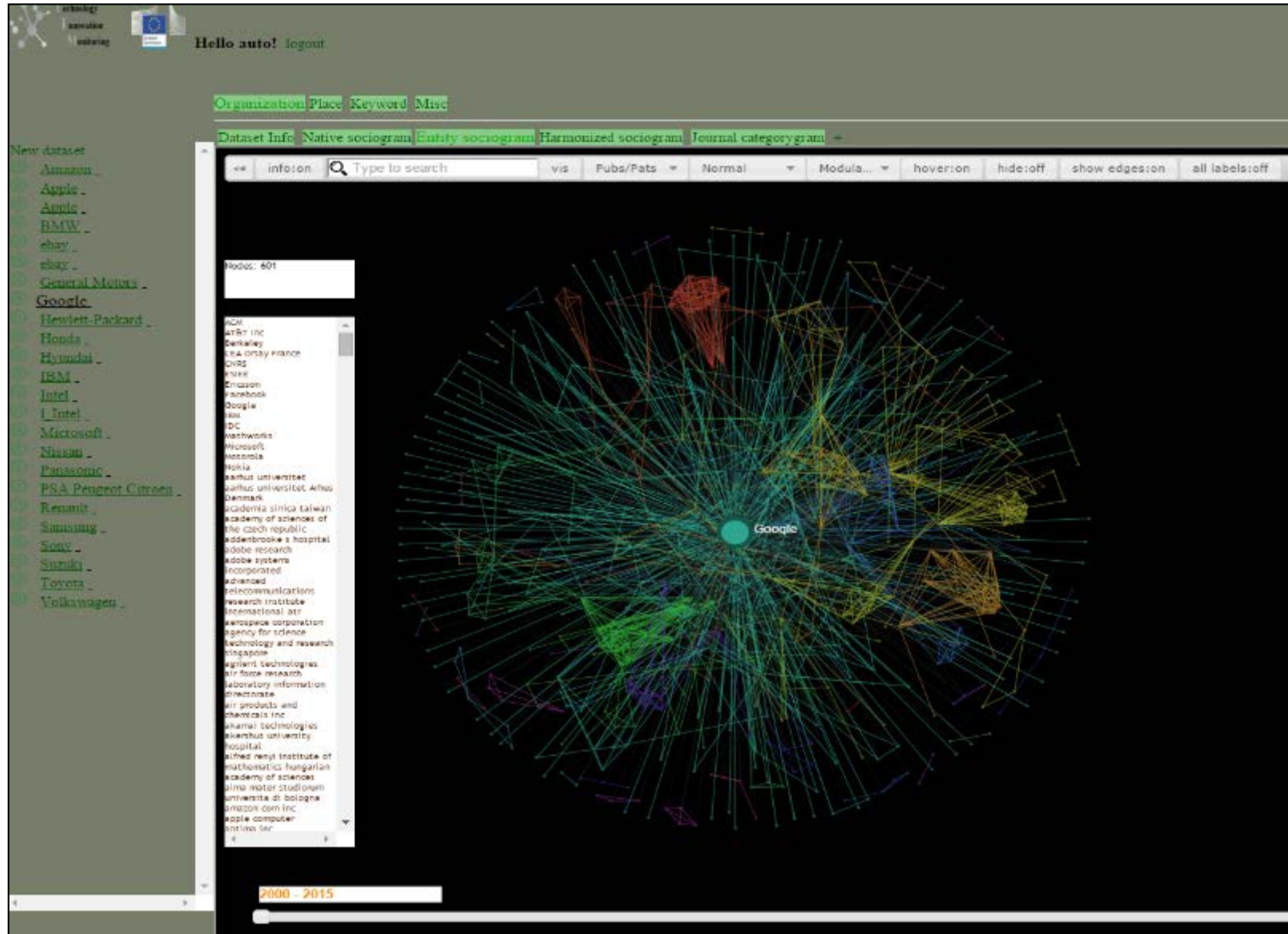


Monitoring technology emergence

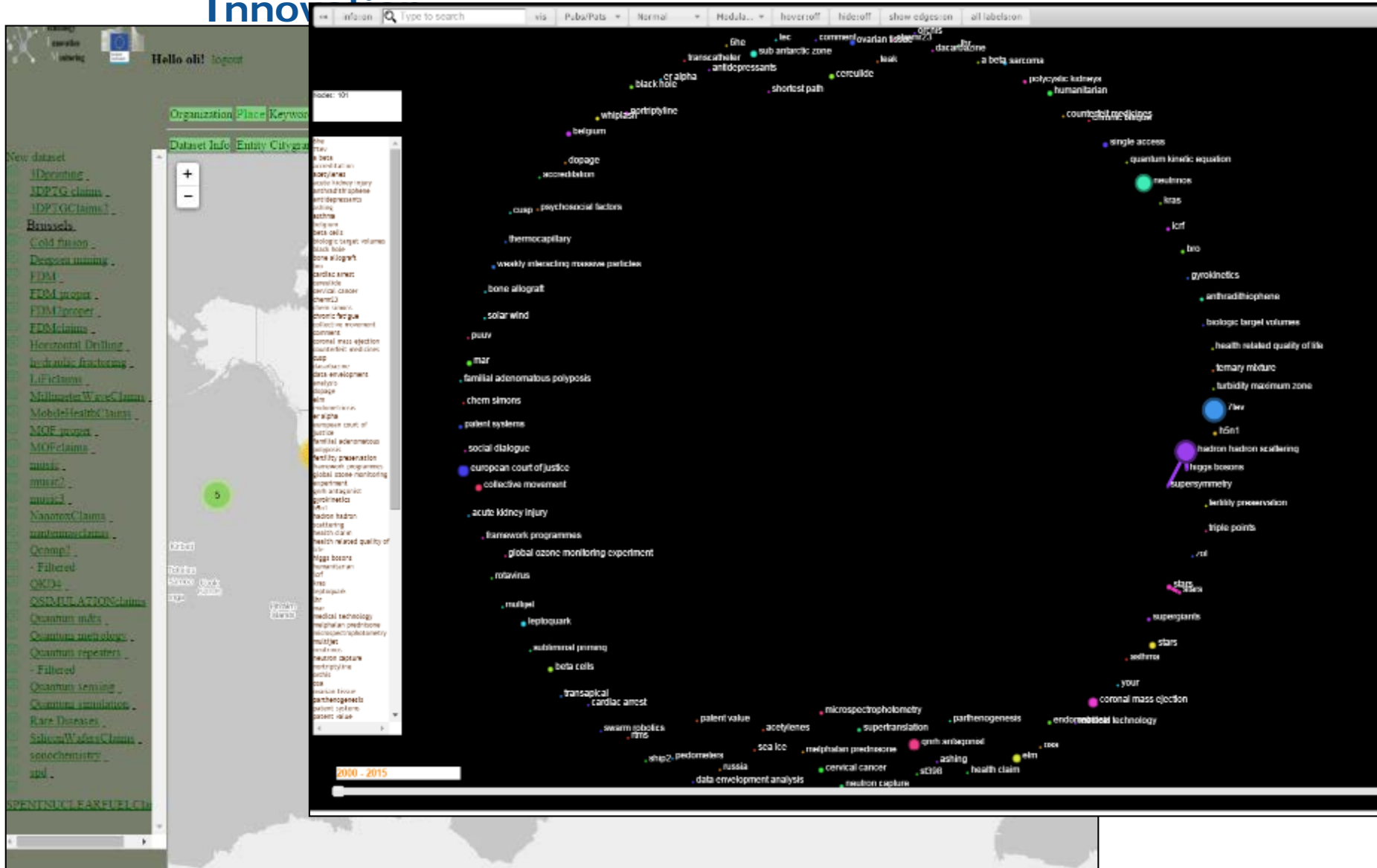


2000 - 2015

Monitoring Industry innovation

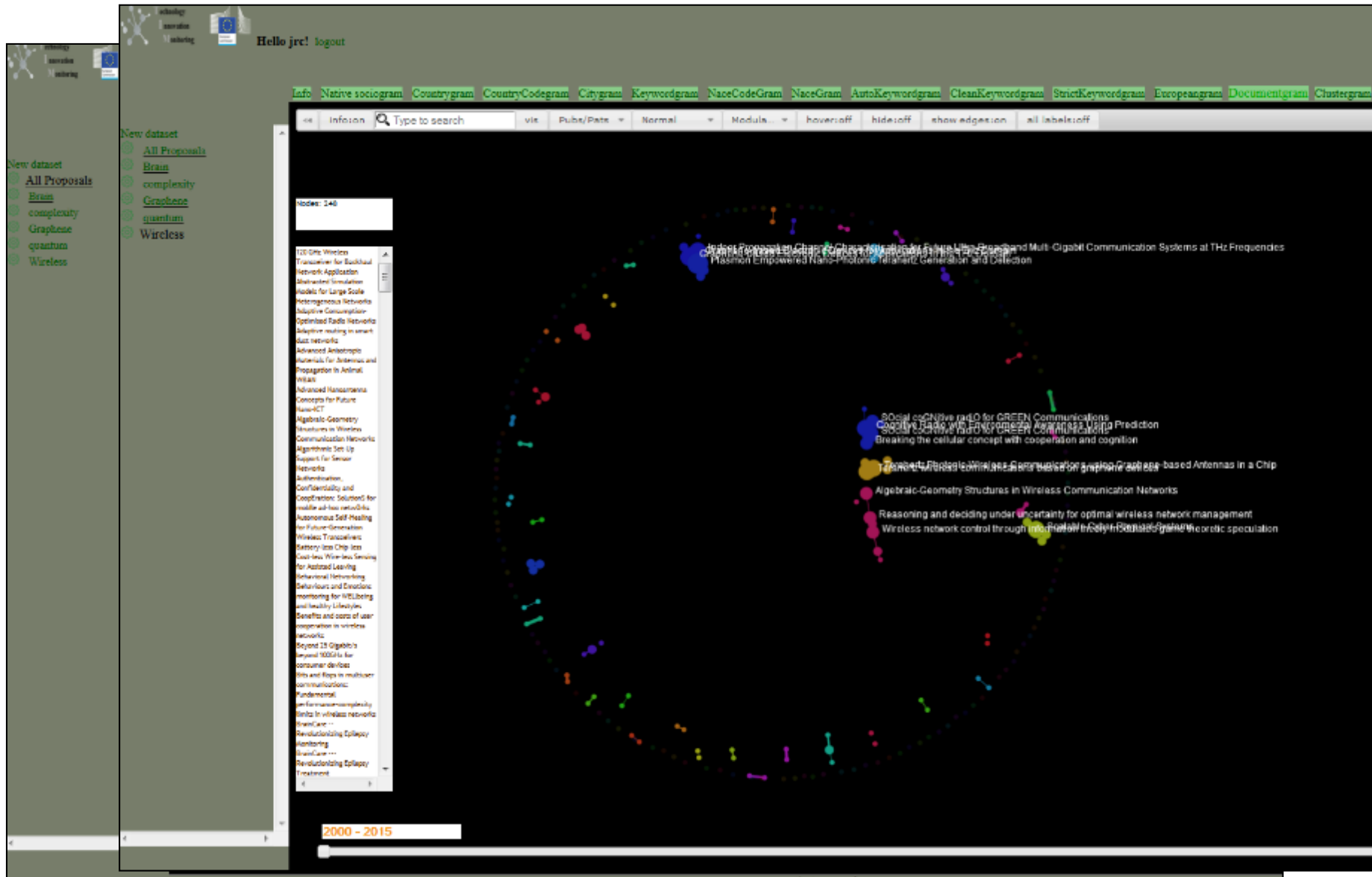


Monitoring Territorial Innovation

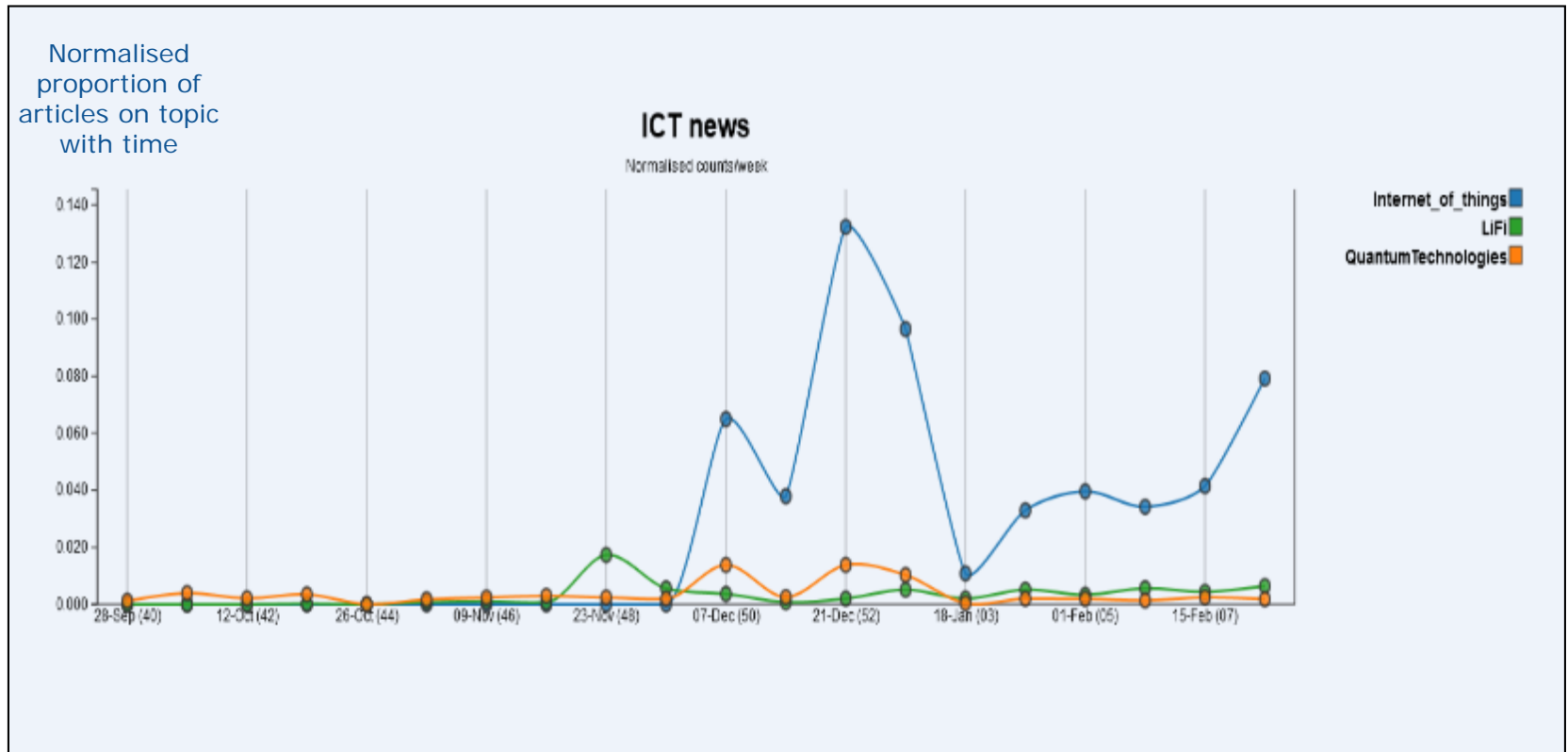




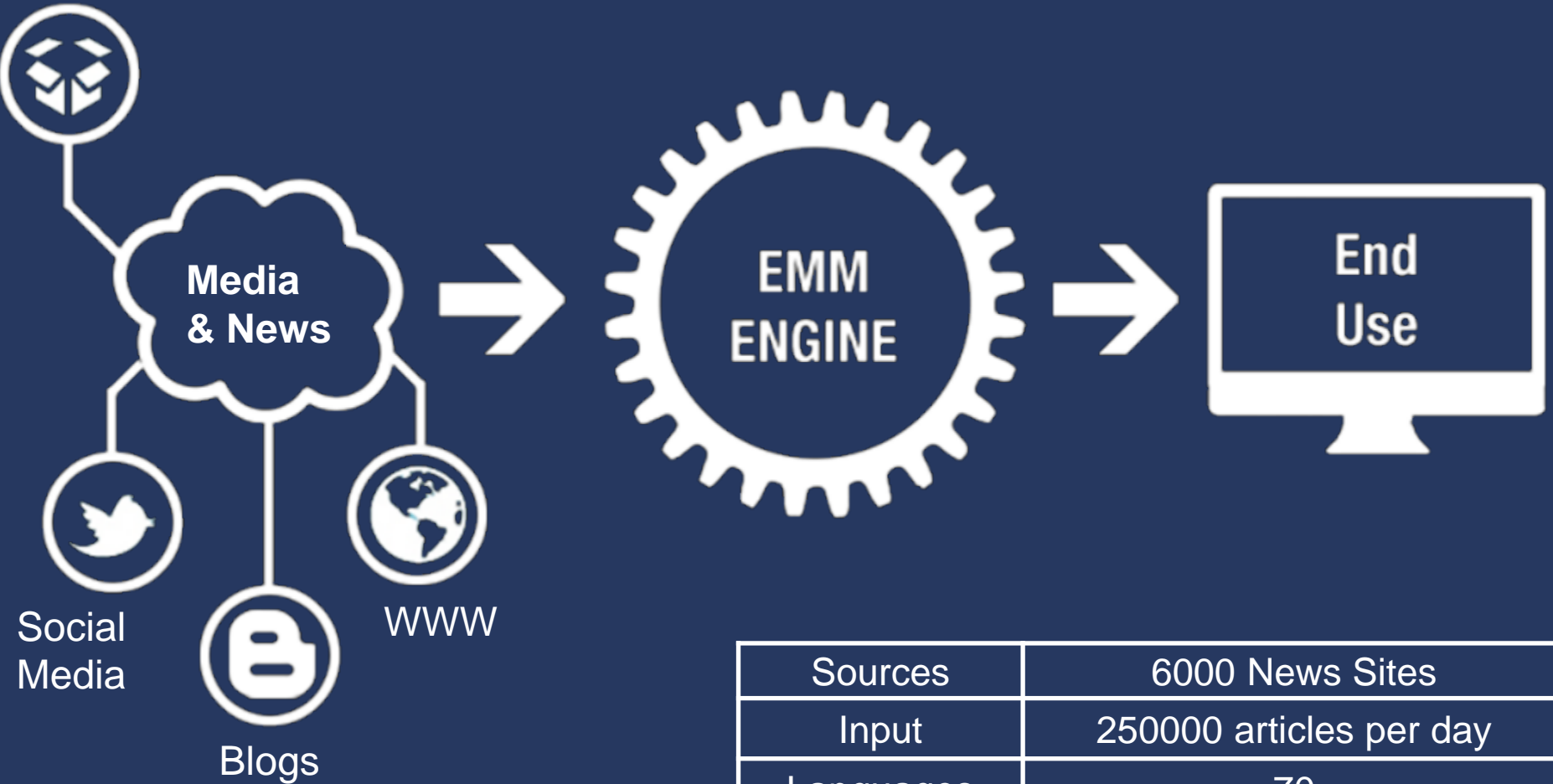
Monitoring Grant Proposals



Monitoring Innovation in Media



News Wires



Sources	6000 News Sites
Input	250000 articles per day
Languages	70
Categories	1000 classes
Classes	30000 keywords
Runs	24/7
Visitors/day	25000

End Use

Emm.newsbrief.eu



UNLAKING NLWS 25 Nov 21:01: EU agrees investment fund, hoping to create a million jobs

Your personal session expired: 26 Nov 2014, 09:47 Logout

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Vice-president Kristalina Georgieva

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pages: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21

Economie mondială - Bugetul UE: Parlamentul cere statelor membre să plătească restanțele și să încheie un acord

În deciziunile de mare importanță care vor fi adoptate în cadrul procedurii de la 12 decembrie privind amandamentul bugetului Uniunii pentru 2014 și pentru noul buget pentru 2015, care este o chestiune politică de mare importanță pentru a rezolva problemele financiare rămase, trebuie să se ajungă la un acord.

Trigger words: Kristalina Georgieva
[en-DNS-international_ONLINE SOURCES lang:ro pub: 26 Nov 2014, 10:30](#)

Court of Auditors sees need for additional € 326 billion

The European Court of Auditors pointed to €326 billion in liabilities that are missing in the 2014-2020 budget framework on Tuesday. The European Commission remained unperturbed and stated that there is no reason for worry. A spokesperson in Brussels explained that there is no way a threat to financial capacity. The European Court of Auditors explained that the member countries will have to pay an additional € 326 billion within the frame of the Multiannual Financial Framework (MFF) in addition to the € 566 billion in payments agreed upon for the 2014-2020 MFF. There is no direct connection to the still pending EU budget for 2015, which European Commissioner for Budget & Finance Nazarovs Kristalina Georgieva will present soon.

Trigger words: Kristalina Georgieva
[en-DNS-A1_MAIN SOURCES lang:en pub: 26 Nov 2014, 07:30](#)

EU Parliament rejects partial payment for Great Britain

The European Parliament on Tuesday rejected a partial payment for Great Britain in the ongoing EU budget dispute. The decision is a result of the previous dispute between the governments and European Parliament on the 2015 budget. Austrian People's Party (ÖVP) MEP Paul Haubragel said. Without an agreement there will be a monthly budget, which according to Social Democratic Party of Austria (SPÖ) MEP Karin Kadenbach would be considerably less than a monthly budget for 2015. On Friday, European Commissioner for Budget & Finance Nazarovs Kristalina Georgieva will probably make a new EU budget proposal for 2015 which is below the previous European Commission draft on expenditure totaling EUR742,137, Green MEP Monika Vauts said.

Trigger words: Kristalina Georgieva
[en-DNS-AT_MAIN SOURCES lang:en pub: 26 Nov 2014, 07:30](#)

Payment of Bulgaria's contribution to the EU to be postponed by 9 months

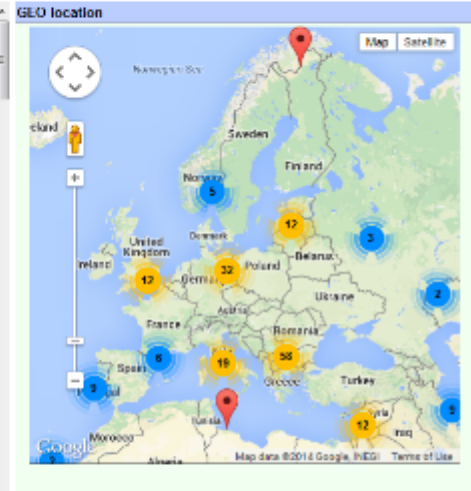
The European Parliament (EP) decided to postpone by 9 months the payment of Bulgaria's additional contribution of €7 billion to the EU, 24 Czech reports, reminding that the amount had to be paid by 1 December. Apart from the additional payment, 19 countries that had significantly different GDPs than the forecast for 2014, the EP also discussed the EU budget for 2015 without reaching an agreement. It is expected on Friday that EC VP and Commissioner for Budget Kristalina Georgieva will propose a new draft, and the talks will start anew. The last possible day for adopting the EU's 2015 budget is 10 December, the daily note.

Trigger words: Kristalina Georgieva
[en-DNS-CZ_MAIN SOURCES lang:en pub: 26 Nov 2014, 07:17](#)

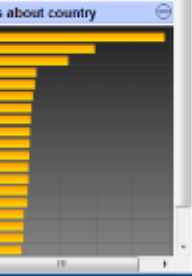
ЕС ни дава 9 месеца да съберем 7 млн. евро

(CZ) Европският съвет ще отложи с 9 месеца плащането на допълнителна сума, която държавите като национална износ и вносът на областта за 2014 г. България и сред 19-те държави, които износът си увеличават, ще трябва да заплатят на ЕОП и на трийсет държави. Съветът трябва да внесе до 1 декември допълнително 7 млн.

Trigger words: Kristalina Georgieva
[en-DNS-CZ-Czech-Daily-BG_MAIN SOURCES lang:bg pub: 26 Nov 2014, 05:34](#)



Channels:
 Kristalina Georgieva
 Kristalina Georgieva
 Add new channel





End Use



sla integration 2014-11-26 10:00 Ferguson: 'It was like a five-year-old holding on to Hulk Hogan'. Officer who shot black teen has 'clean conscience' 2014-11-26 10:00 Arab world's beloved Lebanese singer and ... à travers les Etats-Unis 2014-11-26 10:04 Var: crèches et écoles fermées ce mercredi à Hyères 2014-11-26 10:14 CGT: le bureau de Lepage lui aussi révoqué à grands frais 2014-11-26 10:04 Une longue lett ... 1. Jahr 2016 an einstellen. 2014-11-26 08:23 Proteste in Hongkong: Polizei nimmt zwei Anführer fest 2014-11-26 10:04 EU stimmt sich mit 315-Mrd-Paket gegen Wirtschaftskrise 2014-11-26 10:04 - Bericht: B

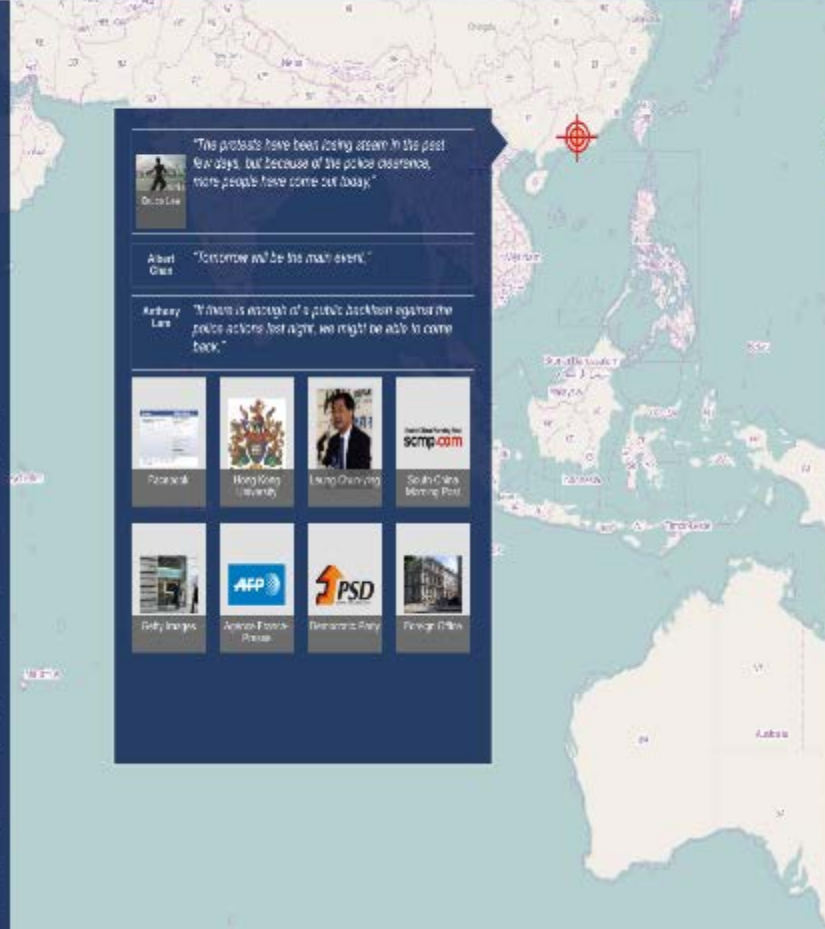
World > Hong Kong police arrest student protest leaders

124 articles from Wednesday, November 26, 2014 23:56



Police officers clear a metal barricades while others tear down tarps and canopies and carry away other obstructions after bailiffs issued a warning to the crowd that they would start enforcing the court-ordered clearance at an occupied area in Mong Kok district of Hong Kong Wednesday, Nov. 26, 2014.

- osc | Hong Kong protests: Student leaders arrested by police
- ardas_05 | Over 100 protesters resisting efforts to clear streets detained in Hong Kong
- ruveneran | Hong Kong Police Clear Protest Camp, Arrest Movement Leaders
- ex | Hong Kong protesters told to go
- dashboards | Hong Kong police clear protest camp, arrest movement leaders
- newsdesk | HK PROTEST: Joshua Wong, Lester Shum arrested
- force24_en | Hong Kong activist leaders arrested, protest site cleared
- ats | Hong Kong police arrest movement leaders
- news4xtr60 | Dozens arrested in HK crackdown
- news | Hong Kong police arrest student protest leaders



"The protests have been going strong in the past few days, but because of the police clearance, more people have come out today."

About One "Tomorrow will be the main event."

Anthony Lau "If there is enough of a public backlash against the police actions, they might be able to come back."

News snippets:

- Patrol walk
- Hong Kong University
- Li Jing Chen
- South China Morning Post
- City Streets
- AFP
- PSD
- Police Officer

- Ferguson protesters told to leave
- World > Hong Kong police arrest student protest leaders
- India-Pakistan friction at Saarc summit slows South Asia integration
- Ferguson: 'It was like a five-year-old holding on to Hulk Hogan'. Officer who shot black teen has 'clean conscience'
- Arab world's beloved Lebanese singer and actress Sabah dies at 87
- Coal mine fire kills 24 in China: Xinhua
- Prosecutor faces new criticism over Ferguson case
- Protests against Ferguson decision grow across US
- AP sources: Gov't to set stricter smog standard
- European Commission: Juncker unveils massive EU investment plan

Conclusions

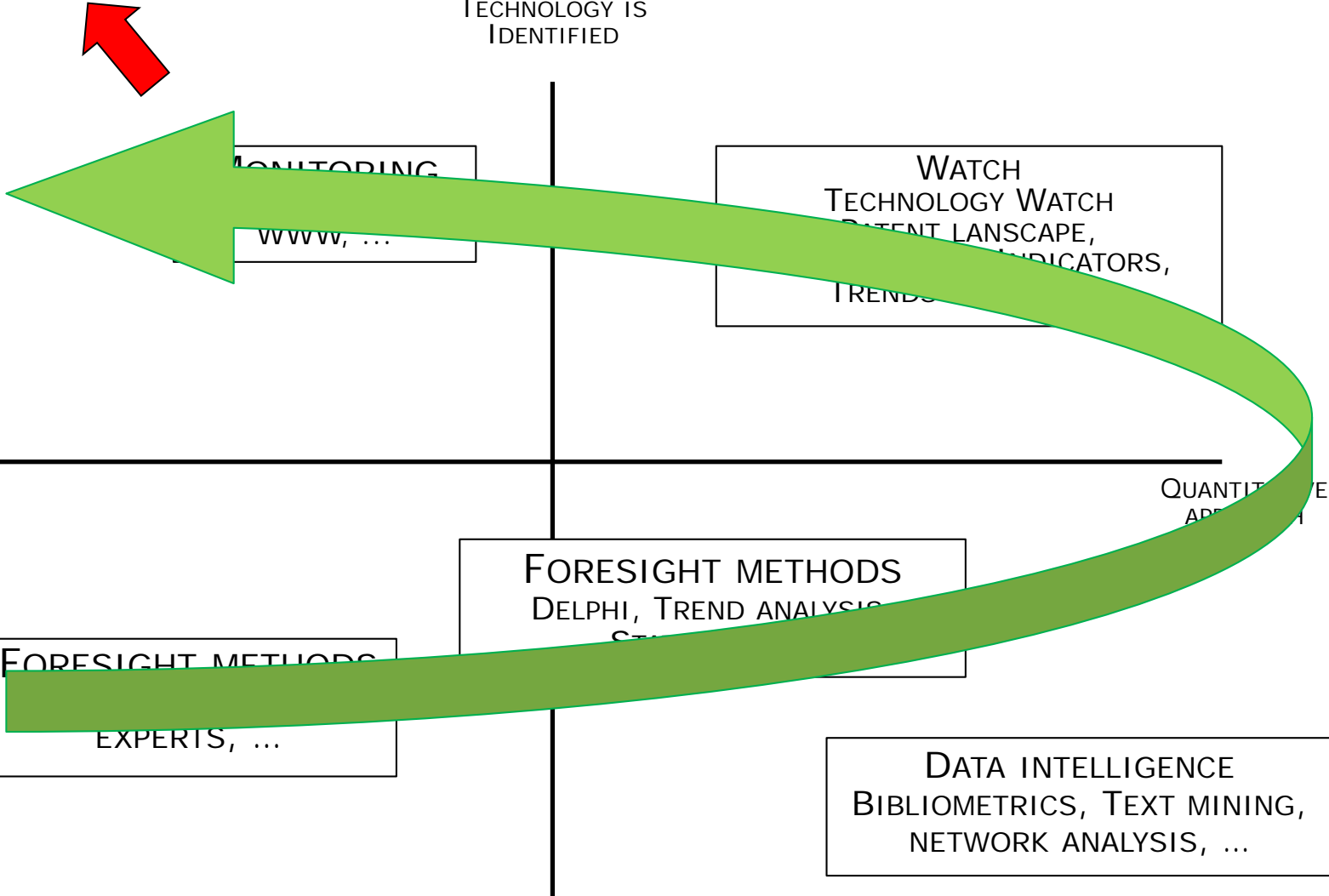
- ❑ Detecting and monitoring emerging technologies complex issue and resource intensive
- ❑ No one size fits all method – highly user/context driven
- ❑ Mix qualitative and quantitative approaches
- ❑ Monitor all types of innovation => Mix various DB
- ❑ Growing importance of citizen's dimension
 - Behavioural insights
 - Sentiment analysis
 - Citizen innovation
- ❑ Automation of technology watch to serve wide audience => stop silo thinking and duplication
- ❑ Feedback to PM on lessons learned – what has an impact?



Feedback to PM. What works in innovation funding.

TECHNOLOGY IS IDENTIFIED

Alert Policy makers



TECHNOLOGY IS NOT IDENTIFIED

QUALITATIVE APPROACH

QUANTITATIVE APPROACH



Thank you!



US Defence Innovation

Dan Jenkins

djenkins@rand.org



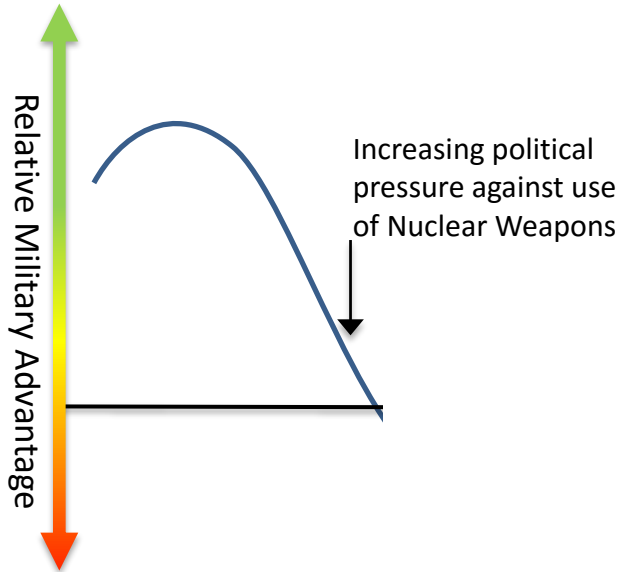
EUROPE

US Defence innovation has historically been driven by capability shortfalls...

- US policy has focused on developing strategies to counter an opponents inherent strengths through use of alternative (sometimes, although not always cheaper) means to tip the balance of military capability.
- As a result innovation, research and development has tended to be more targeted than traditional “blue sky” thinking.
- Termed offset strategies
- Characterised by:
 - Clearly articulated problem space
 - High degree of industrial competition
 - High degree of federal funding



First Offset: Tactical Nuclear Weapons

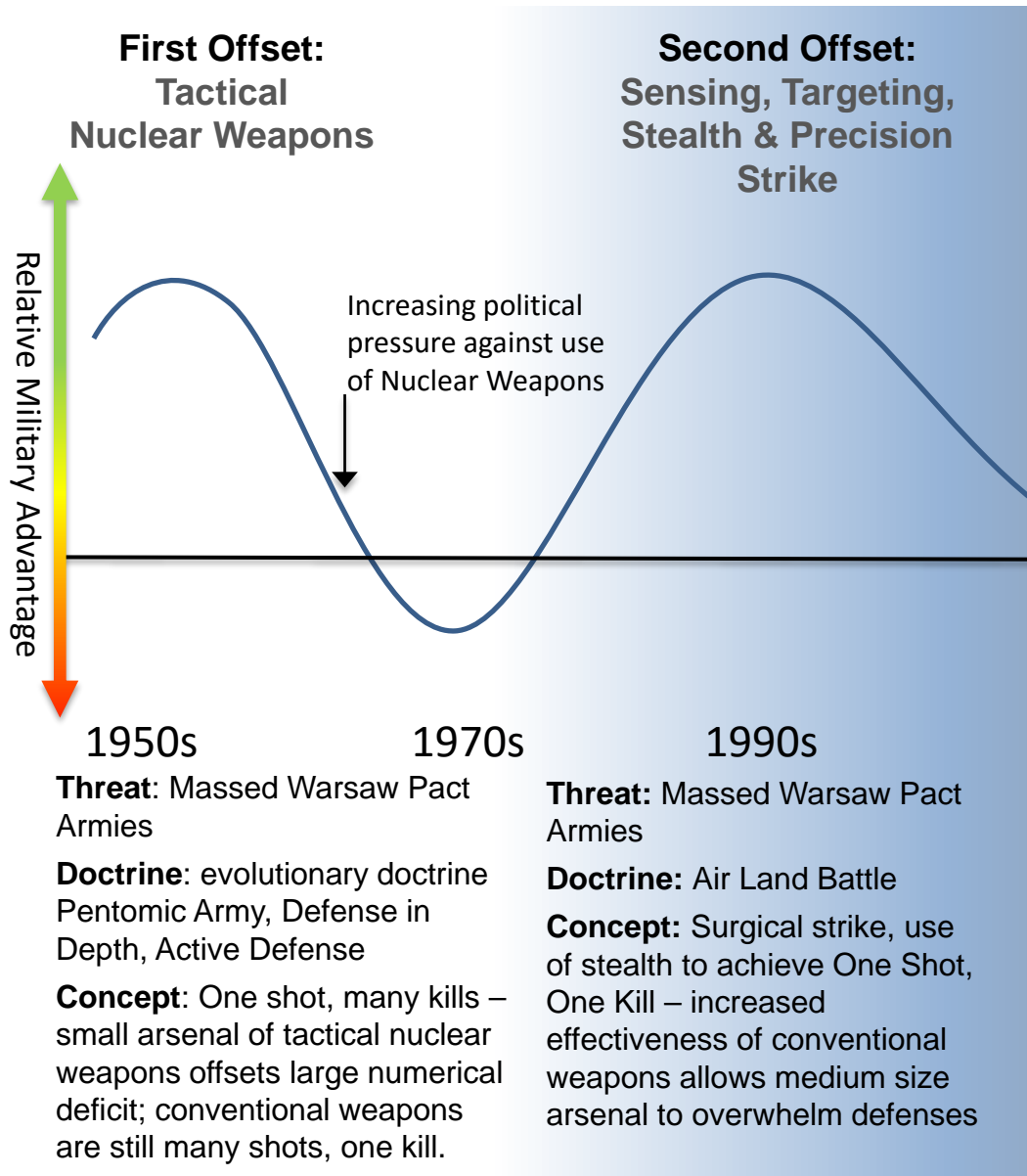


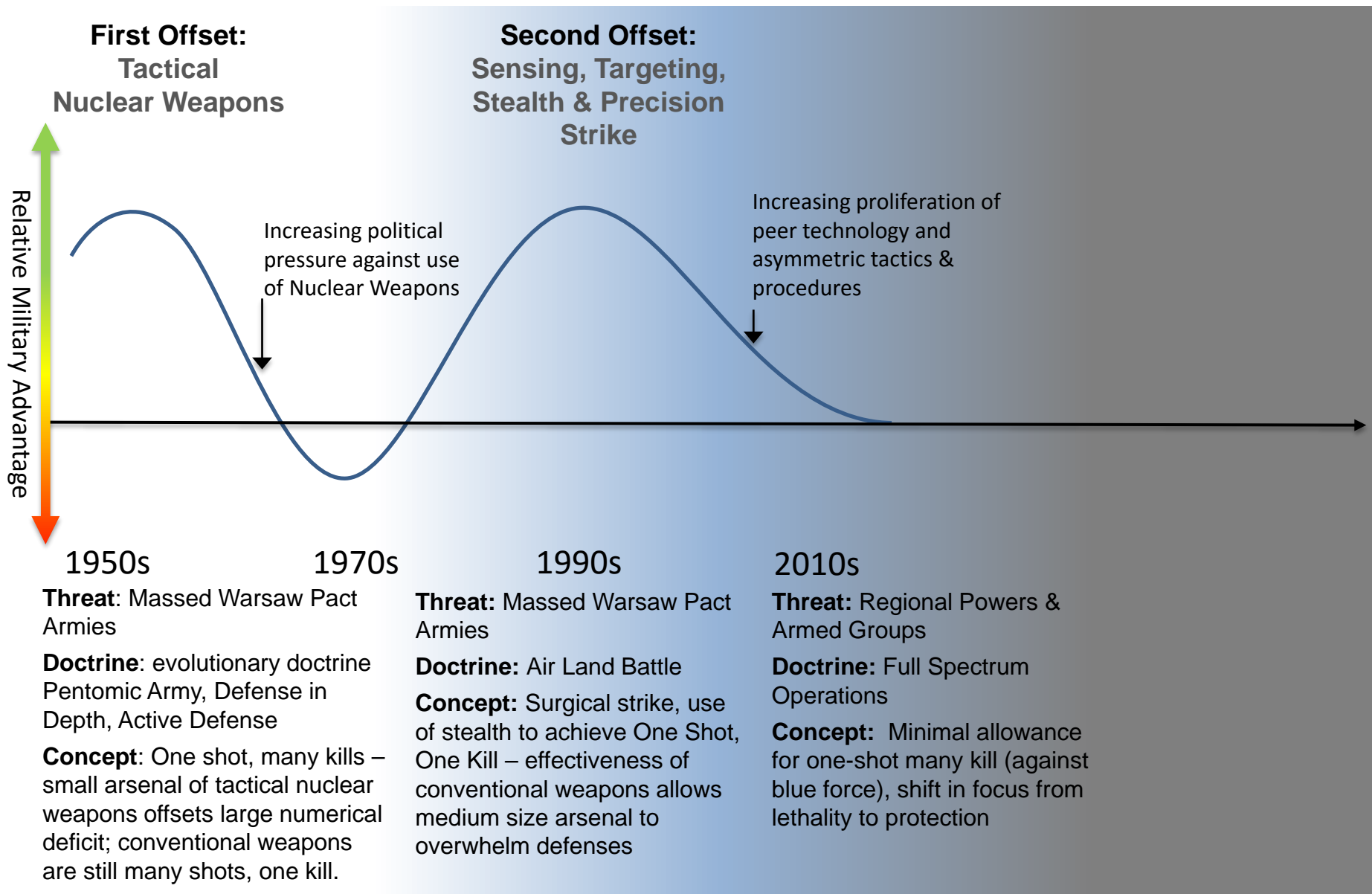
1950s

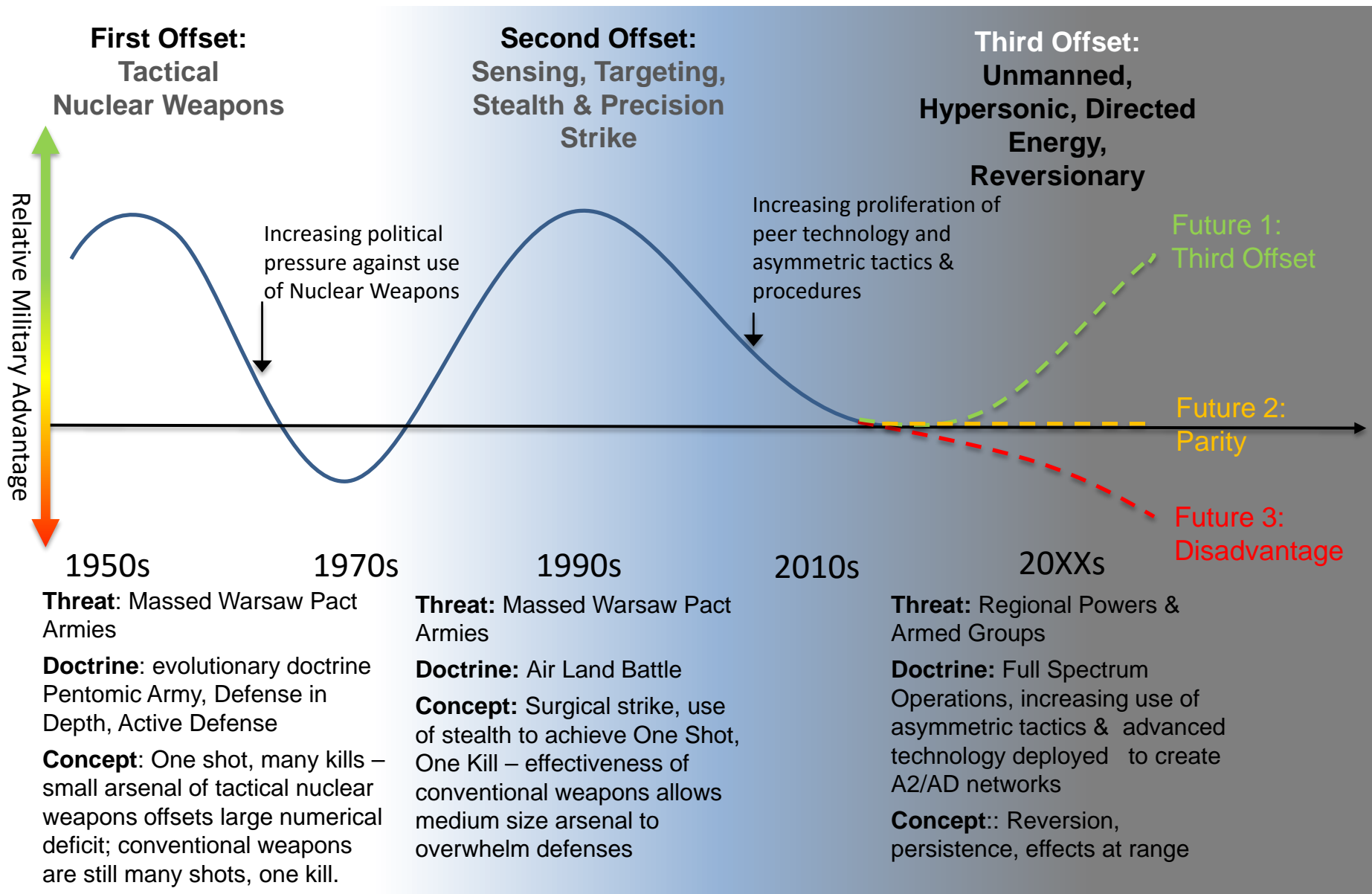
Threat: Massed Warsaw Pact Armies

Doctrine: evolutionary doctrine Pentomic Army, Defense in Depth, Active Defense

Concept: One shot, many kills – small arsenal of tactical nuclear weapons offsets large numerical deficit; conventional weapons are still many shots, one kill.







The strategic aims of the third offset are focused on exploitation of technology to change the concept of operations...

- Exploit enduring sources of technological advantage to maintain persistent forward presence
- Project power when and where necessary, including against adversaries with robust A2/AD networks
- Reduced dependence upon increasingly vulnerable forward land and sea bases
- Shift from a direct attack conventional deterrence to one that places more emphasis on deterrence by denial and punishment.



How is the US taking the strategy forward?

- Identify the problems to overcome, such as:
 1. Increased vulnerability from land based fires at range
 2. Increased number and vulnerability of Integrated Air Defence Networks
 3. Increased ability to track, identify and engage maritime vessels at range
 4. Denial and loss of sanctuary in Space
- Setting out a series of programmes to deliver the required new / augmented capabilities
- Invited both defence and commercial industry alike to participate
- Undertaking an on-going assessment of likely innovation space and potential capabilities



Looking to existing and future technology



- Development of existing platforms in the **short-term**
 - Strategic Capabilities Office (Future Years Defence Programme) 5 years
 - Improved sensor capability in munitions (to counter GPS denial)
 - Unmanned vehicles (land, air, sea and sub-surface)
 - Further development of the USN rail-gun
 - EW and reversionary modes
- Technology development in **long-term**
 - 3rd offset technologies (Long-Range R&D Programme Plan) 15-20years
 - Passive sensor technology distributed networks
 - Autonomous “deep learning” machines
 - Man-machine collaboration
 - Semi-autonomous weapon systems

Long-Range R&D Programme Plan

- Identify high return technologies investments to be developed in the 2020's and fielded in the 2030's
 - Space Technology
 - Undersea Technology
 - Air Dominance and Strike Technology
 - Air and Missile Defense
 - Technology-Driven
- DOD increasingly interested in commercial research and development – the silicon valley fund \$45M in FY16 set up the Defense Innovation Unit (Experimental) to evaluate commercial technology
- Assessing relative impact of technology through war games and evaluation. Not picking winners, allowing technologies to mature and fail if necessary



All this comes at some significant cost...

The DOD expects to spend \$71.8Bn (€63.8Bn) on research and development in FY17 and of that \$11.7Bn (€10.4bn) on third-offset technology development:

- Anti-access and area-denial (\$3 billion)
- Guided munitions (\$500m)
- Undersea warfare (\$3 billion)
- Cyber and electronic warfare (\$1.7 billion)
- Human-machine teaming (\$3 billion)
- War-gaming and development of new operating concepts (\$500 million)



Final thoughts



Europe has a number of choices:

1. Disregard

TOS could be an internal DOD diversion for the better prioritising the defence budget and increase the marketing of existing US technology (e.g. UCAV, smarter smart bombs etc.)

2. Accept

Accept that TOS will inevitably lead to a capability gap between the US and NATO/Europe, particularly as the US develops technology to counter A2/AD. Maintain contribution to NATO utilising existing tactics and equipment, upgraded and developed as funding allows

3. Engage

Use the TOS as an opportunity to collaborate and jointly develop technology with the US. Europe has potentially much to offer (experience of ever smaller budgets, coordination of capability and vast experience of civ-mil commercial incubators)

R.J.MEIJER@UVA.NL AND ROBERT MEIJER AND ROBERT.MEIJER@TNO.NL



University of Amsterdam:
Applied Sensor Networks
Software Defined Networks
Cyber Security

Lives in Drachten

- 3rd 300m National Championship 2013
- 2nd 300m National Championship 2011

TNO: IJkdijk Foundation
www.ijkdijk.nl

WHEN ARTIFICIAL INTELLIGENCE AND CYBER MEETS ROBOTICS

PROF DR ROBERT MEIJER – TNO & UNIVERSITY OF AMSTERDAM

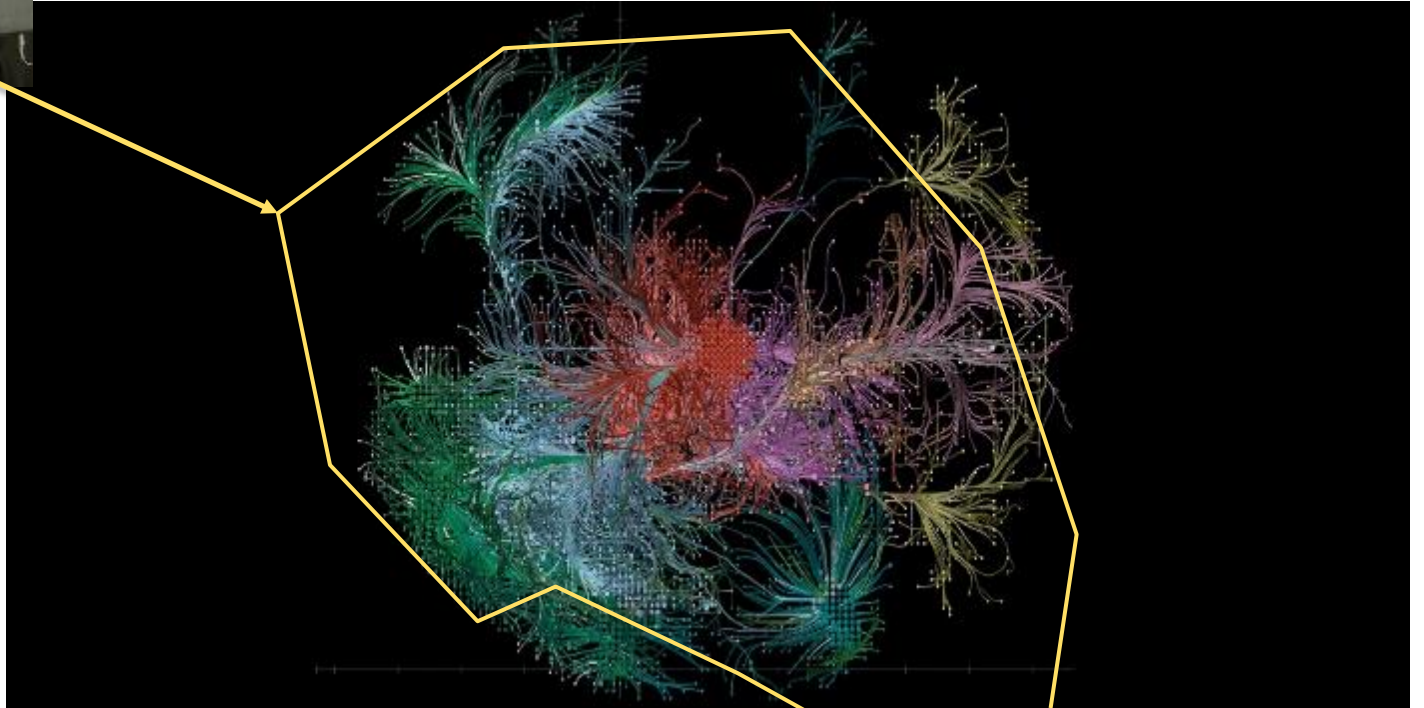
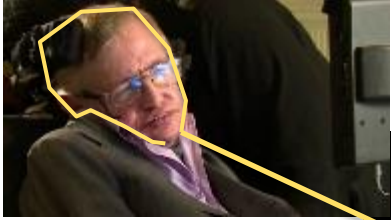


AI

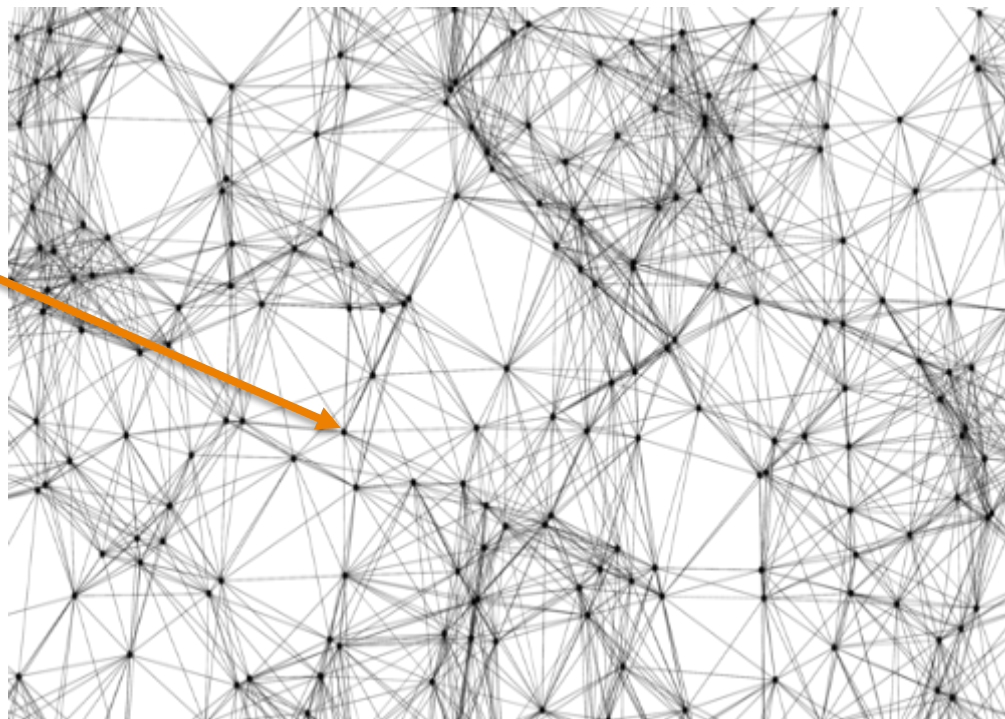
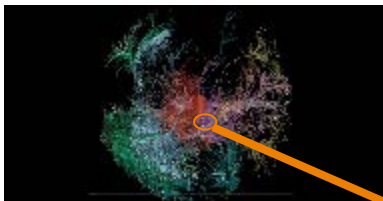


- › Steven Hawking
 - › Famous Black Hole Physicist
 - › “~AI is dangerous”
- › <http://www.bbc.com/news/technology-30290540>

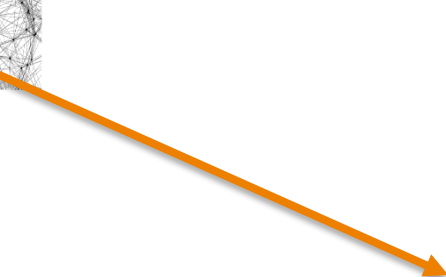
THE CREATION OF AI



CREATION OF AI



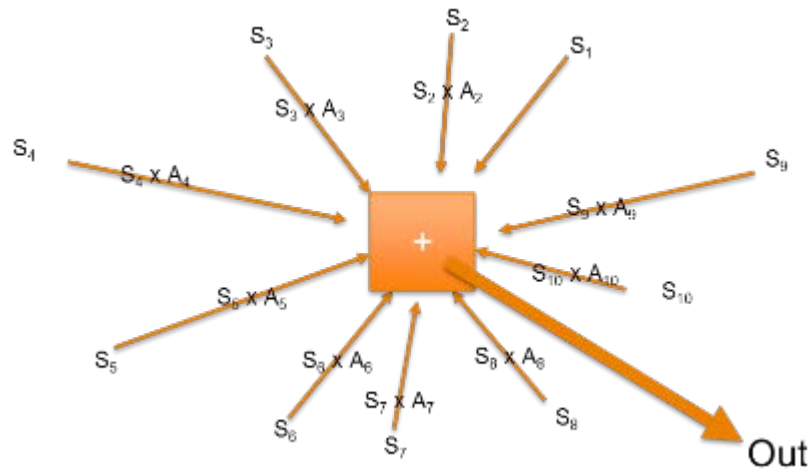
CREATION OF AI



CREATION OF AI

THE PROBLEM 1

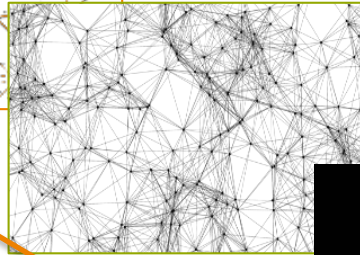
Finding A_1, A_2, \dots, A_{10}



Finding the interconnecting network



THE PROBLEM 2 – HOW TO GET IT IN COMPUTERS



And the winner
is:
the computer

PROBLEM SOLVED FOR SEVERAL CASES



Computer brute force
+
human tweaking

Designed for



“Jeopardy TV show”



Computer brute force
+
human tweaking

Designed for

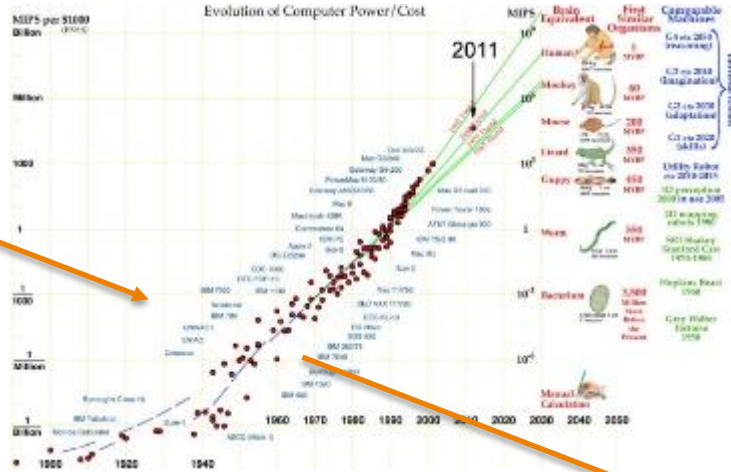


“Go Boardgame”

AI: COMPUTERS ARE "OPPONENTS"



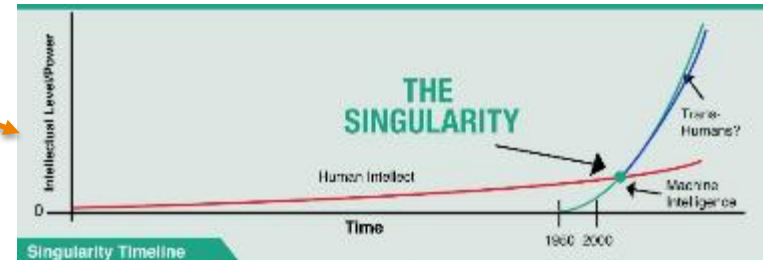
Ray Kurzweil



Larry Tesler:

- "It's not true in the same way that airplanes aren't like birds"

<http://www.theverge.com/2016/2/29/11133682/deep-learning-ai-explained-machine-learning>



Rise in human intellect could be driven by integrating with machines in the future.

› AI MEETS CYBER
SOFTWARE DEFINED INFRASTRUCTURE



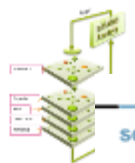
R&D UNIVERSITY OF AMSTERDAM & TNO

CONCEPTS TO GENERATE ICT INFRASTRUCTURE

INTERNET FACTORIES

Subman: 3d- and 4d-architecture

- Simulation
- Linking
- Scalability



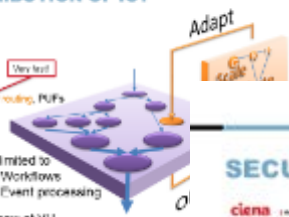
PHD 2014 UvA, Tsuboi @ @kara.nov at Citicore

SCALING AND DISTRIBUTION OF ICT

Scaling and distribution

1. Scale
2. Distribute
3. Best paths, free flows, CPU's for routing, PUFs
4. Globally, continuously

Very fast



Adapt

PHD 2016 UvA, Marc Makkes, now at VU

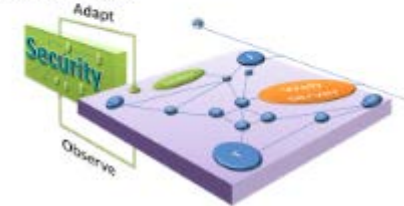
SECURITY ADAPTIVE RESPONSE NETWORKS

Security of ICT

- SARNET: Security adaptive response networks
- Virtual and real (fiber) networks

Adapt

Observe



PHD UvA 2019, Ralph Koning.

VIDEOS



1 world wide wide

2 programming
and compiling

3 it works

4 feedback

5 feedback world

6 SARNET
reliability



<http://youtube.com/user/ciosresearch>

FROM CREATING INFRASTRUCTURES TO CONTROL

MOBILE NETWORK CONTROL

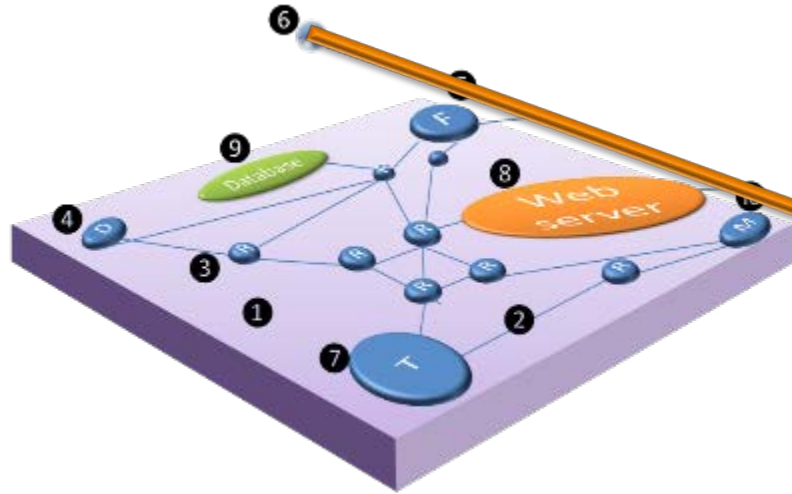


Master BsC 2016 TU Ilmenau (Germany), Adarsh Nayak

› AI MEETS CYBER
CYBER CONTROLS ROBOTICS



(SERVICES) THAT CONTROL MACHINES



Factory robot



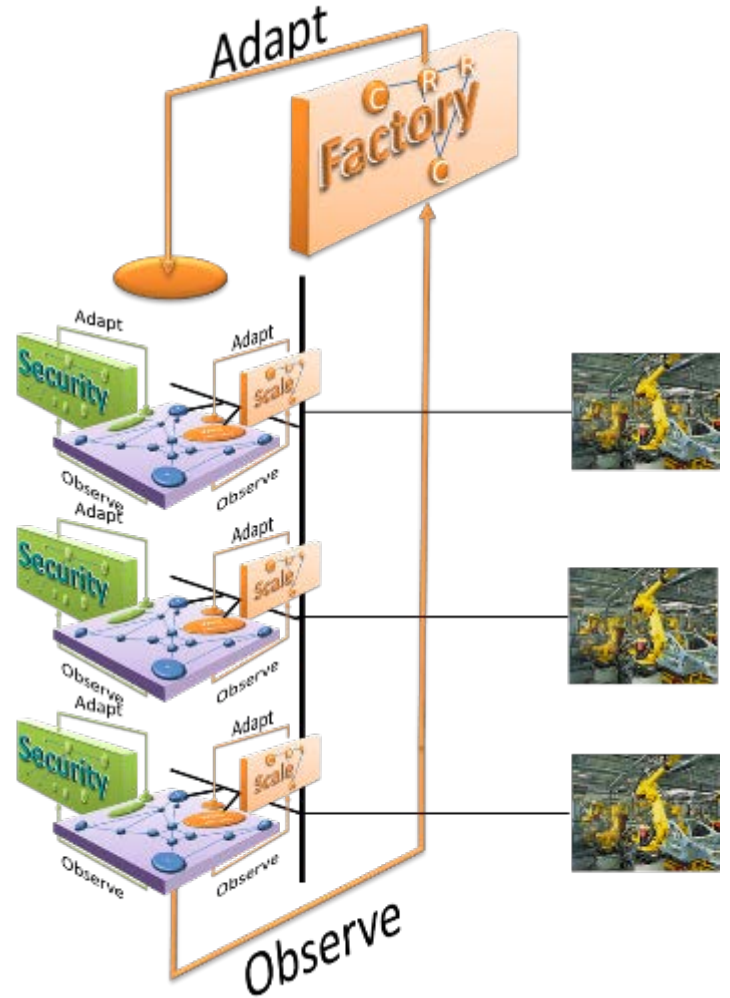
SMART FACTORY



Computer brute force
+
human tweaking



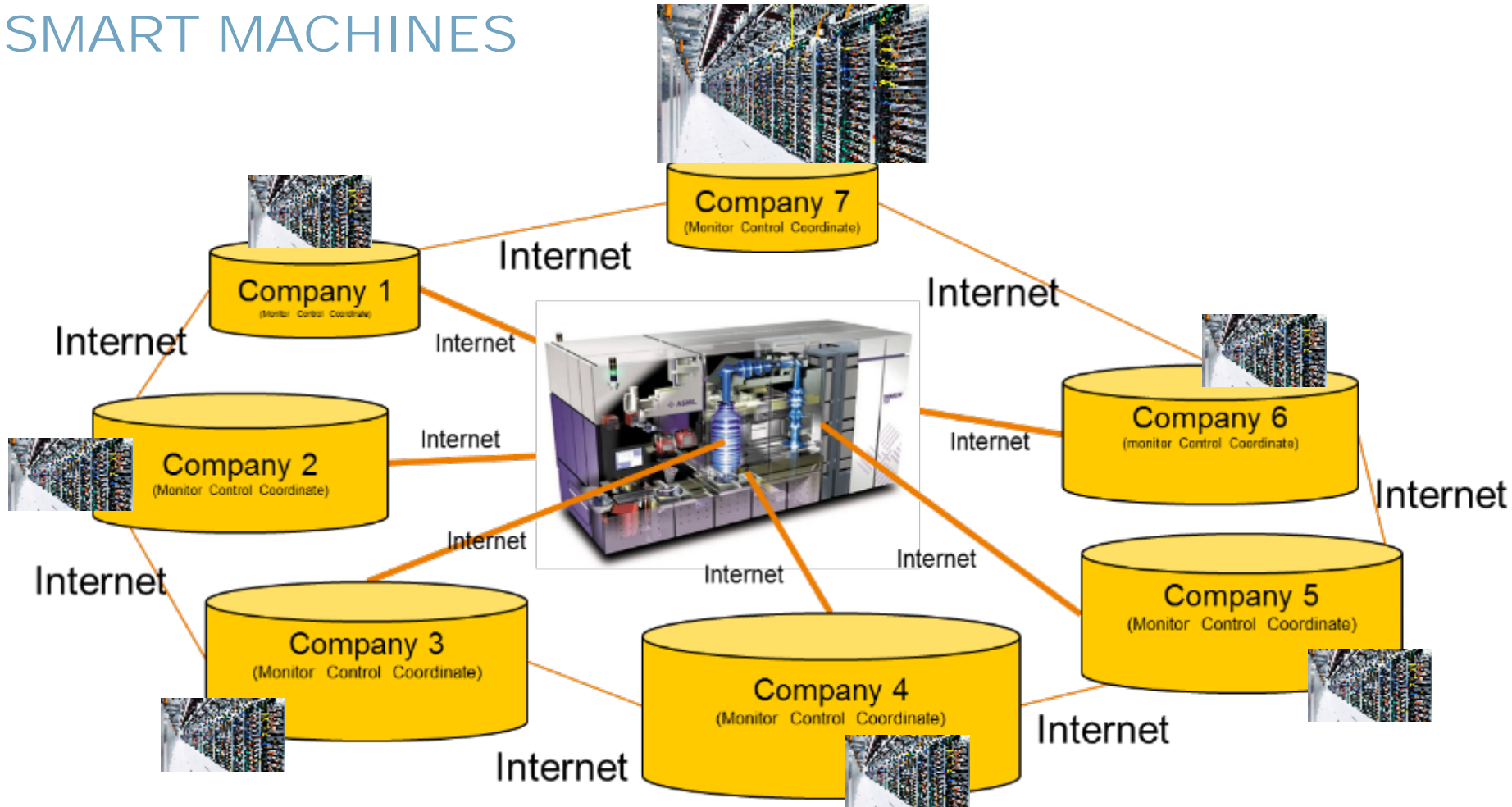
Computer brute force
+
human tweaking



FUTURE WAFER STEPPERS - 10⁶ WIRELESS SENSORS AND ACTUATORS



SMART MACHINES



FUTURE OF ROTTERDAM AND THE HAGUE

This is not a car..



..it's a software upgradable
transport system on wheels

This is not a dairy farm..



..it's a software upgradable milk
production system

This is not a
greenhouse..



..it's a software upgradable
growth centre for food and
flowers

This is not a port..



..it's a software upgradable
goods handling system of
systems



Computer brute force
+
human tweaking



Rotterdam the Hague
IS A SOFTWARE
UPGRADABLE



Computer brute force
+
human tweaking



...
SMART CITY

Oops
!!!



THIS IS NOT A ...
IT IS A SOFTWARE UPGRADABLE ...



AI TO CONTROL MACHINES AND SYSTEMS OF MACHINES

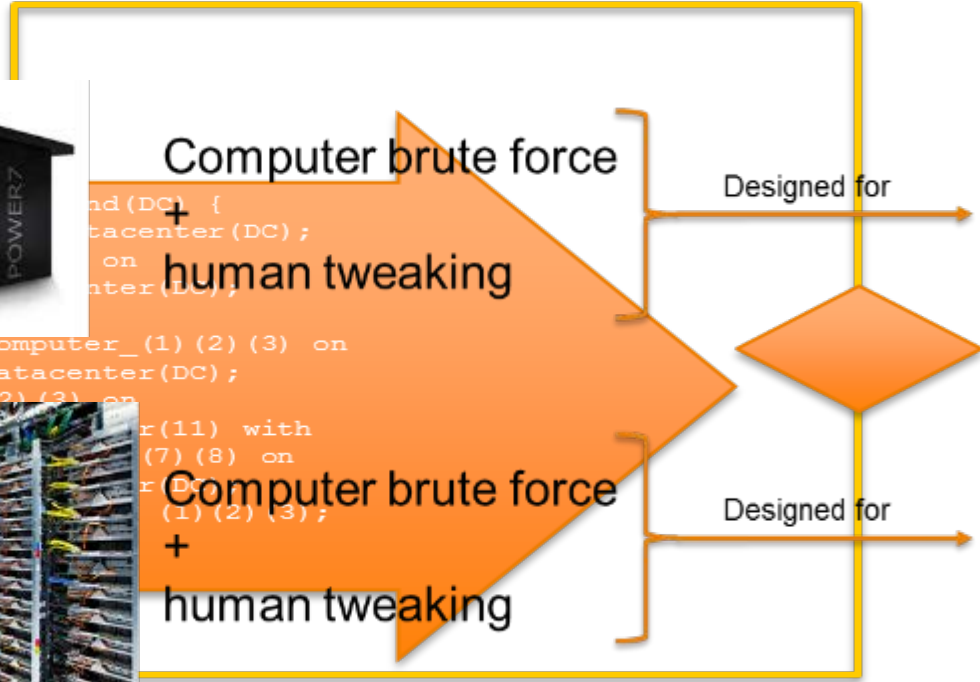


Computer brute force
+
human tweaking

```
computer_ (1) (2) (3) on  
datacenter (DC);  
Connect_router (1) (2) (3) on
```



Computer brute force
+
human tweaking



And the winner
is:

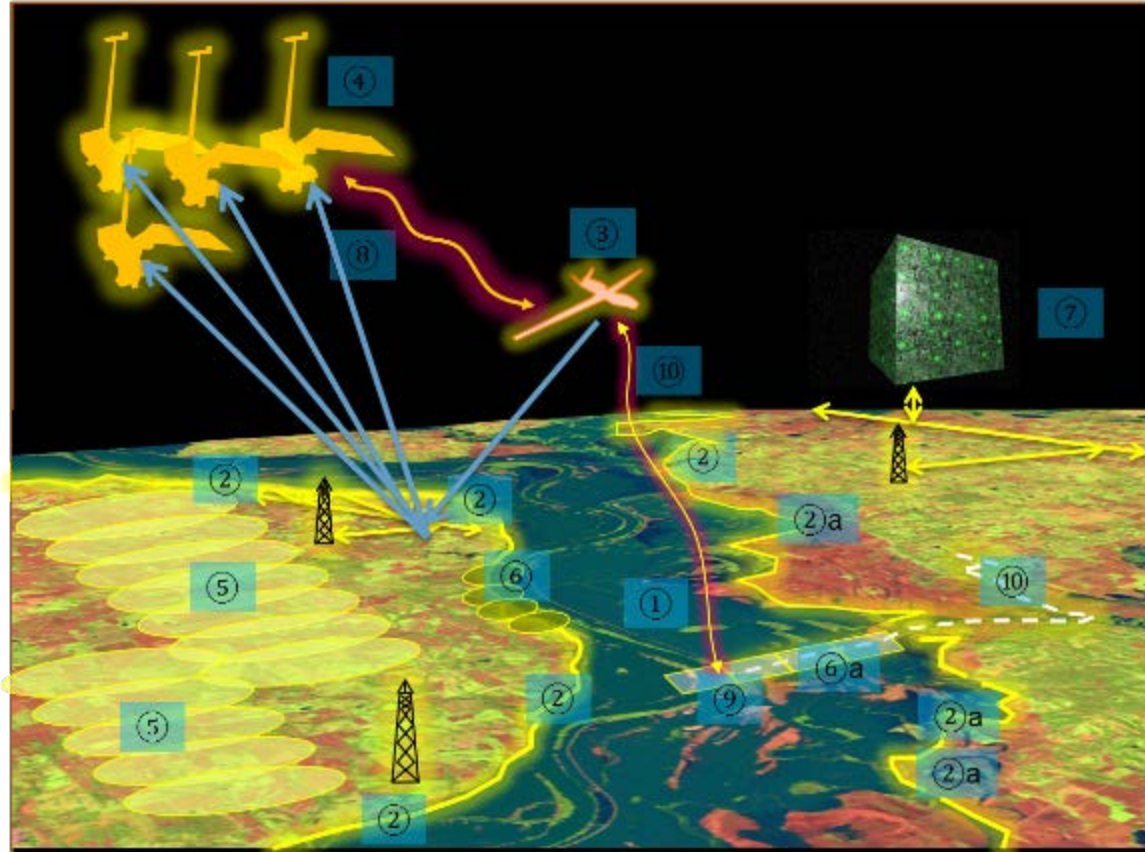
The smartest army



... THERE IS NOT ALWAYS A DATACENTRE ...

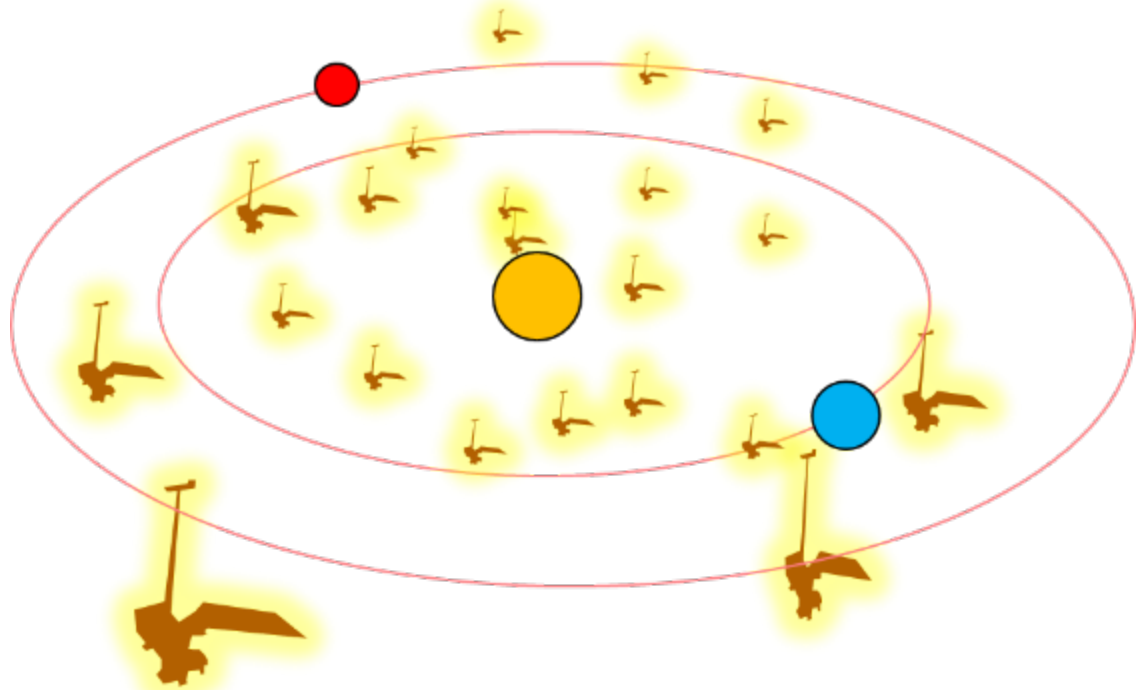
500 RADAR SATS

Software controlled ROBOTS



... THERE IS NOT ALWAYS A DATACENTRE ... INTERPLANETARY TELECOMMUNICATION SYSTEM

Software controlled ROBOTS



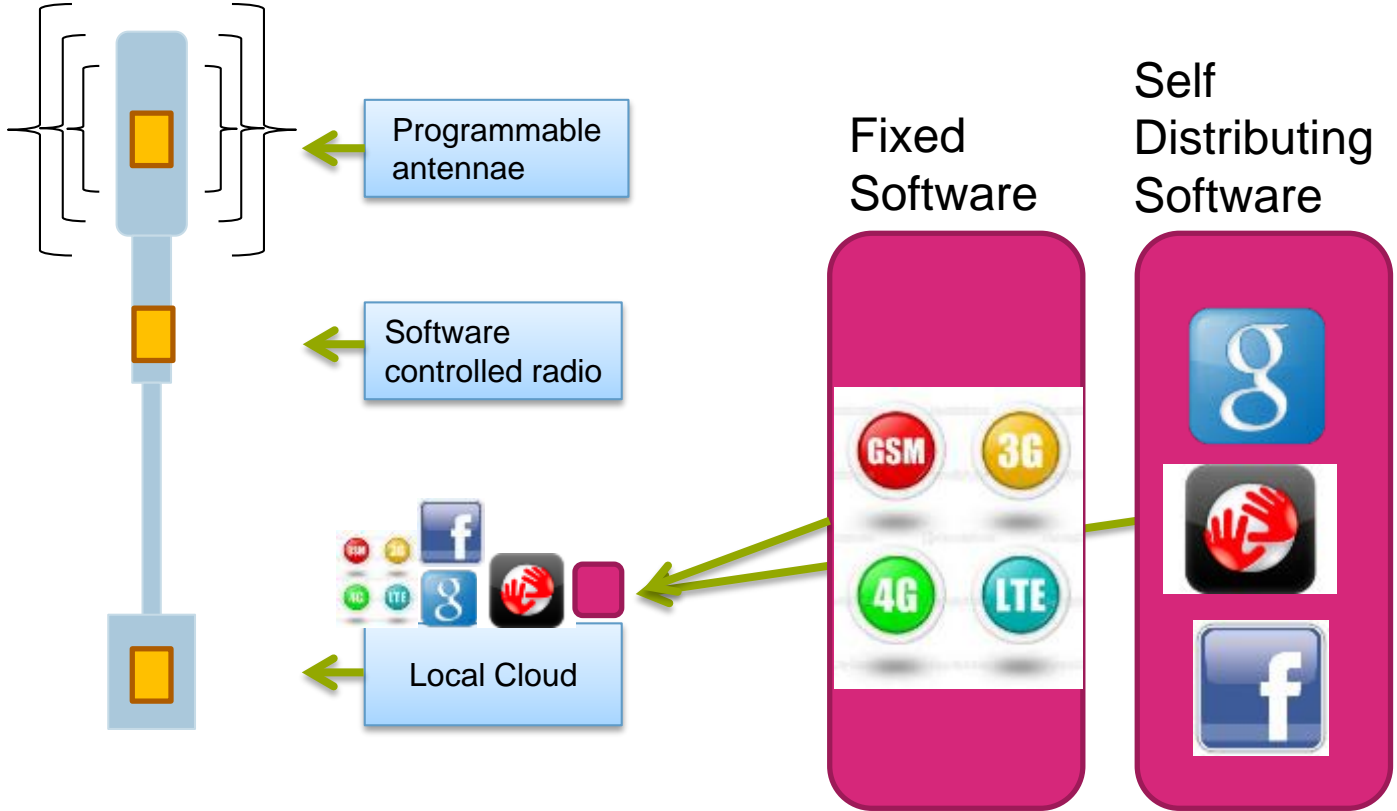
› AI MEETS CYBER
CYBER CONTROLS ROBOTICS
CYBER MEETS CYBER

DYNAMIC NETWORKED ARCHITECTURES DNA

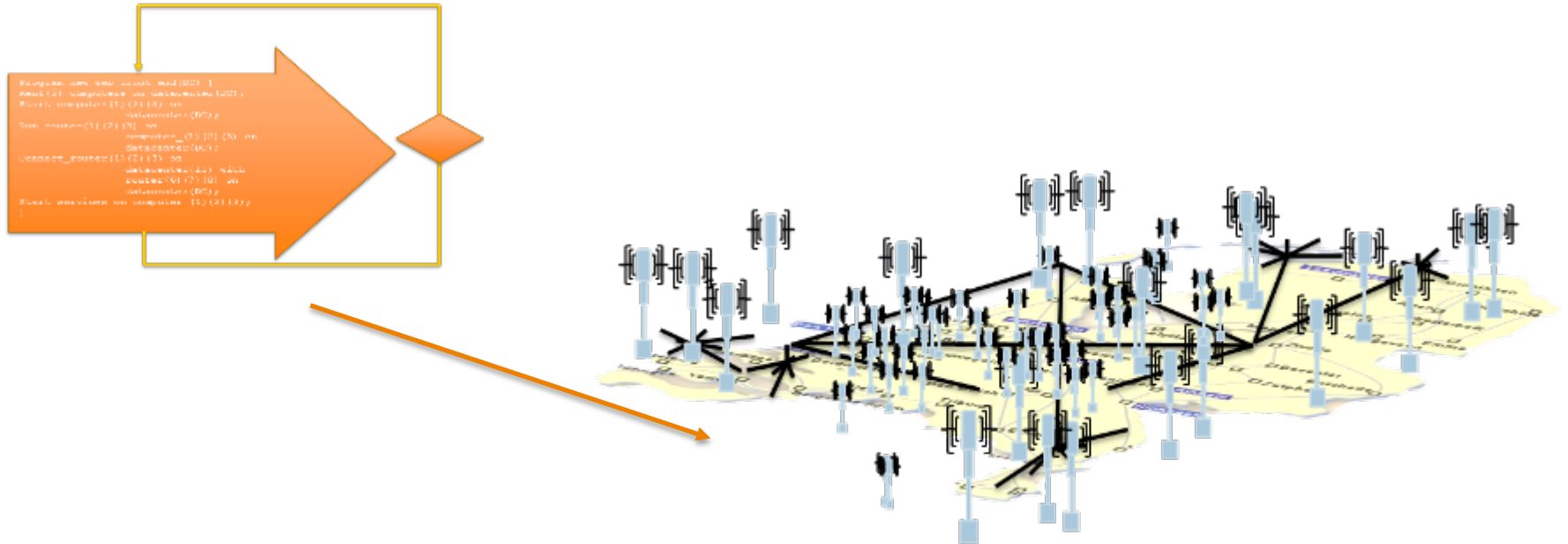
- › Method for
 - › Self Optimization
 - › (Genetic programming)
 - › Self Distribution
 - › Self Organisation
 - › Recursive Infrastructures



PROGRAMMABLE TELECOM MAST



SOFTWARE CONTROLLED CYBER SELF DISTRIBUTING TELECOM AND SOFTWARE



NETWORKS THAT CHANGE BEFORE THEY ARE REVERSE ENGINEERED

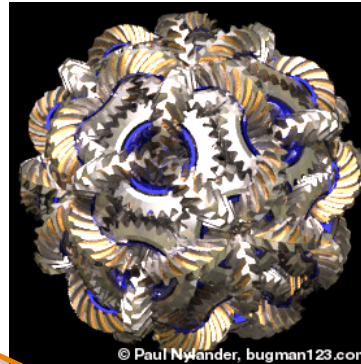
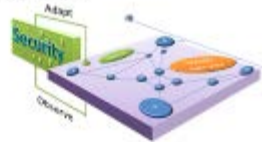
TNO

SECURITY ADAPTIVE RESPONSE NETWORKS

- Security of ICT
- SARNET Security adaptive response networks
- Virtual and real (fiber) networks



PhD UVA 2019, Ralph Koning,



© Paul Nylander, bugman123.com



THE PROGRAM IS THE ONLY THING WE UNDERSTAND

- › PROGRAM → Dynamic Network Architecture
- › DNA

```

Program new_web_front_end(DC) {
  Rent(3)_computers on datacenter(DC);
  Start computer(1)(2)(3) on
    datacenter(DC);
  Run router(1)(2)(3) on
    computer_(1)(2)(3) on
    datacenter(DC);
  Connect_router(1)(2)(3) on
    datacenter(11) with
    router(6)(7)(8) on
    datacenter(DC);
  Start services on computer (1)(2)(3);
}
    
```

How it currently works



How it transforms



How it can be understood



007: "He hacked me"

DNA: CREATE DATA CENTRE AND NETWORK



Computer brute force
+ human tweaking

Used for

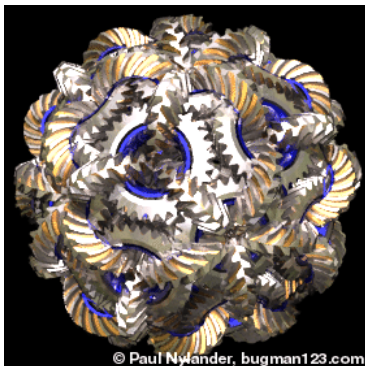


Computer brute force
+ human tweaking

Designed for



DNA: DISTRIBUTE DNA



© Paul Nylander, bugman123.com



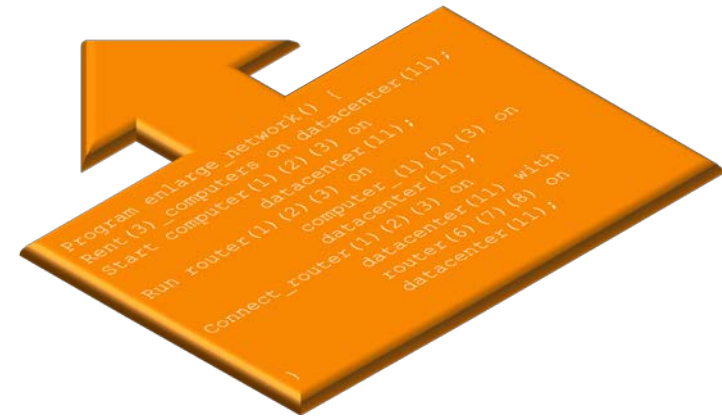
DYNAMIC NETWORKED ARCHITECTURES DNA

A long shot



Lives in Drachten

- 3rd 300m National Championship 2013
- 2nd 300m National Championship 2011

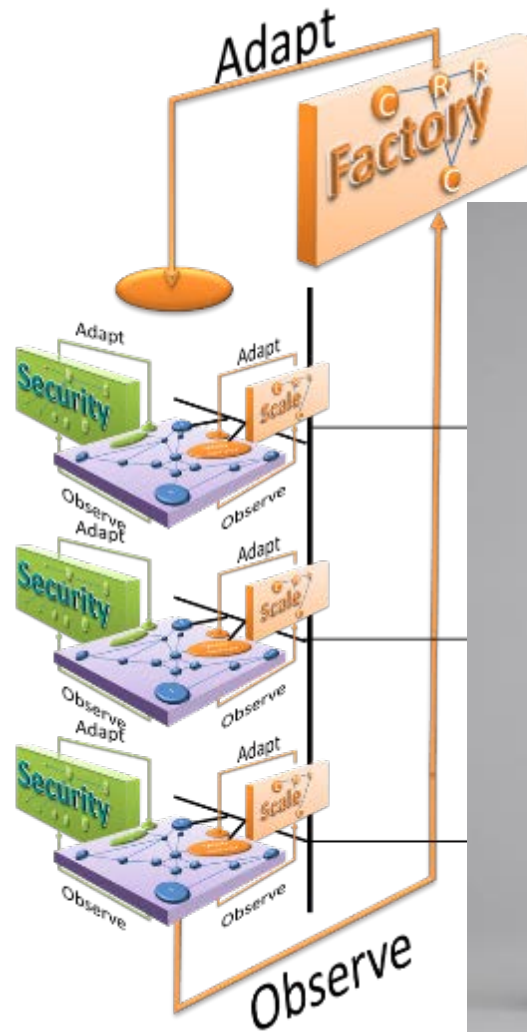


› AI MEETS CYBER
CYBER CONTROLS ROBOTICS
CYBER MEETS CYBER
CYBER MEETS ROBOTICS

MULTISCALE COOPERATION



MULTISCALE COOPERATION



MULTISCALE COOPERATION

DNA



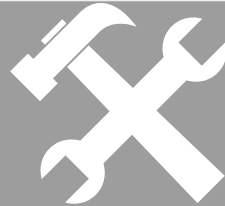
- THANK YOU,

AI: REALITY

R&D DISTRIBUTED SYSTEMS:

- SOFTWARE FOR COLLABORATIVE ROBOTS
- CYBER SECURITY
- SMART MACHINES
- SPACE

TNO innovation
for life



Q? A?

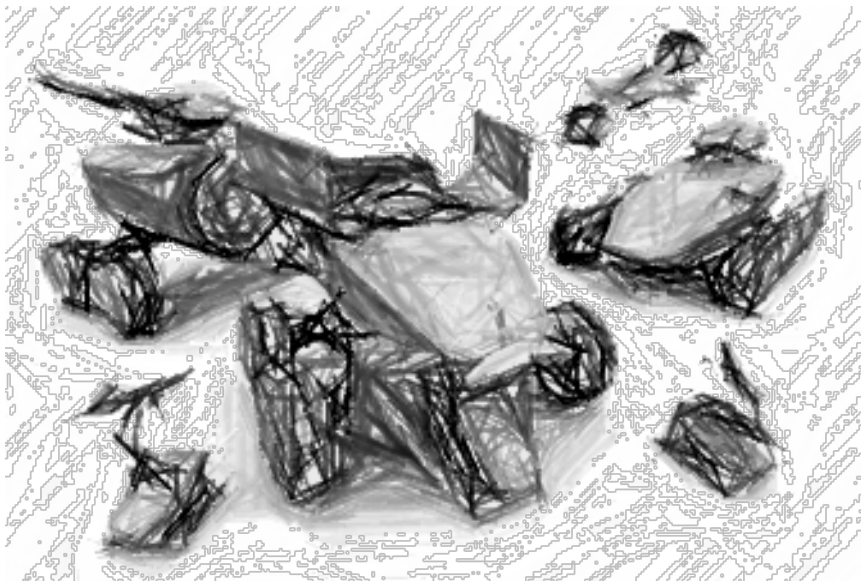
```
Robotnik: um, um, você sabe, não! (02) 1  
Ratchet: computador em funcionamento! (01)  
Ratchet: computador (1) (2) (1) em  
  funcionamento! (02) y  
Ratchet: (2) (2) (1) em  
  funcionamento! (2) (2) (1) em  
  funcionamento! (02) z  
Comandante: (1) (2) (1) em  
  funcionamento! (1) (2) (1) em  
  funcionamento! (02) y  
Ratchet: computador em funcionamento (1) (2) (1) z
```



Emerging technologies and long term technological trends impacting defence

Panel session I “From Emerging to Critical Technologies”

ZU
2016



**EDA R&T Conference 2016, Amsterdam,
25 April 2016**

Hans-Martin Pastuszka

Fraunhofer-Institute for Technological Trend
Analysis - INT

Source: modified from UK MoD

Background:

Defence Technologies Foresight @ Fraunhofer INT

- Scientific based decision support to German MoD R&T planning since 1974
- Focus: identification & assessment of “long-term oriented” (5 – 30 years) technological developments of potential relevance for defence applications
- Quarterly reports on basic technologies and future systems concepts (11 topics per year)
- Product: “*Wehrtechnische Vorausschau*” (WTV) – Defence Technologies Forecast



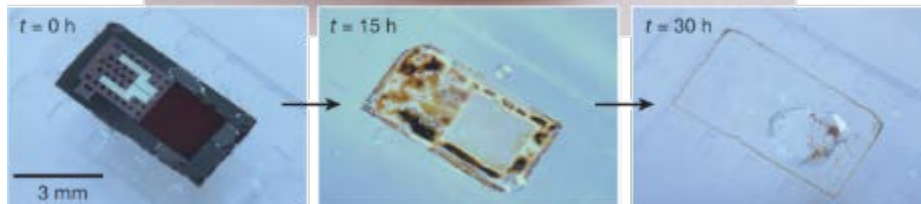
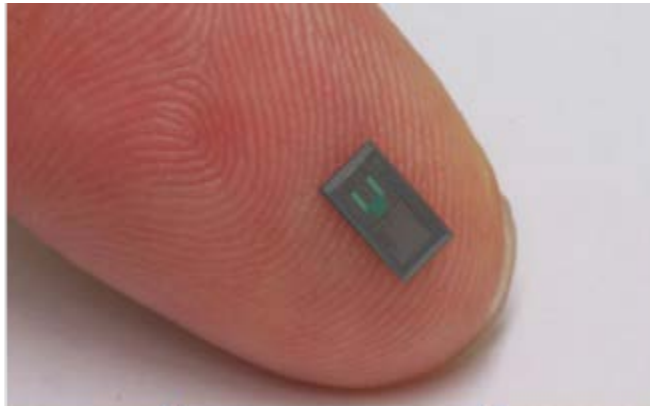
What are actually “emerging technologies”?

- Are they just visions of the future / science fiction?
- Are they at the stage of early conceptual ideas / theoretical sciences?
- Are they emerging when they are mentioned first in scientific publications?
- Until when can a technology be qualified as “being emerging” -
 - As long as it is not (successfully) commercialized / operationalized?
 - As long as it has not been demonstrated in a relevant environment (i.e. < TRL 6)?
 - As long as there is no experimental proof of concept (i.e. < TRL 3)?
- [...]?

Example #1

Emerging technology?

Transient Materials



Sources: arstechnica, Kang et al.



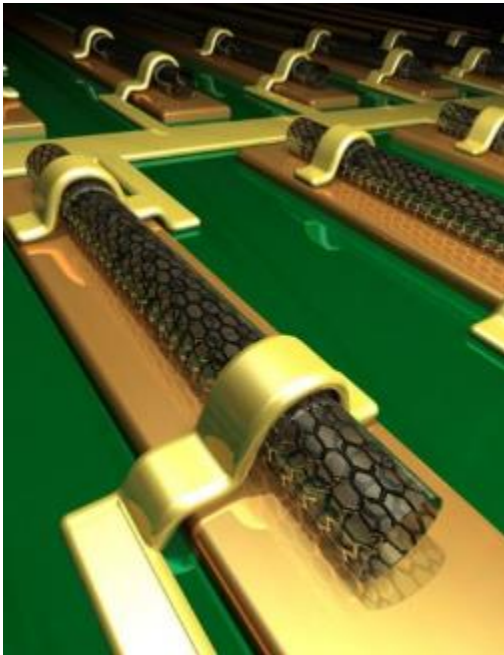
Source: Kun et al.

Status: Proof of concept



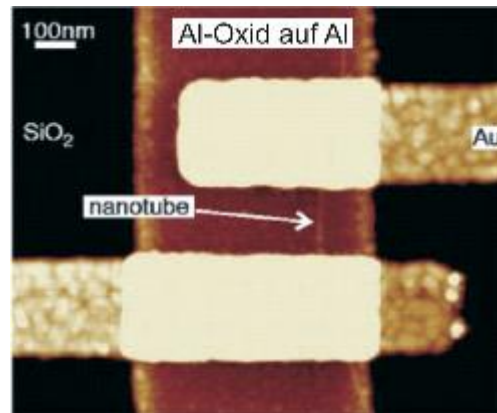
Example #2

Emerging technology?



Source: TU Delft, Cees Dekker Lab

CNT-based chem/bio sensors



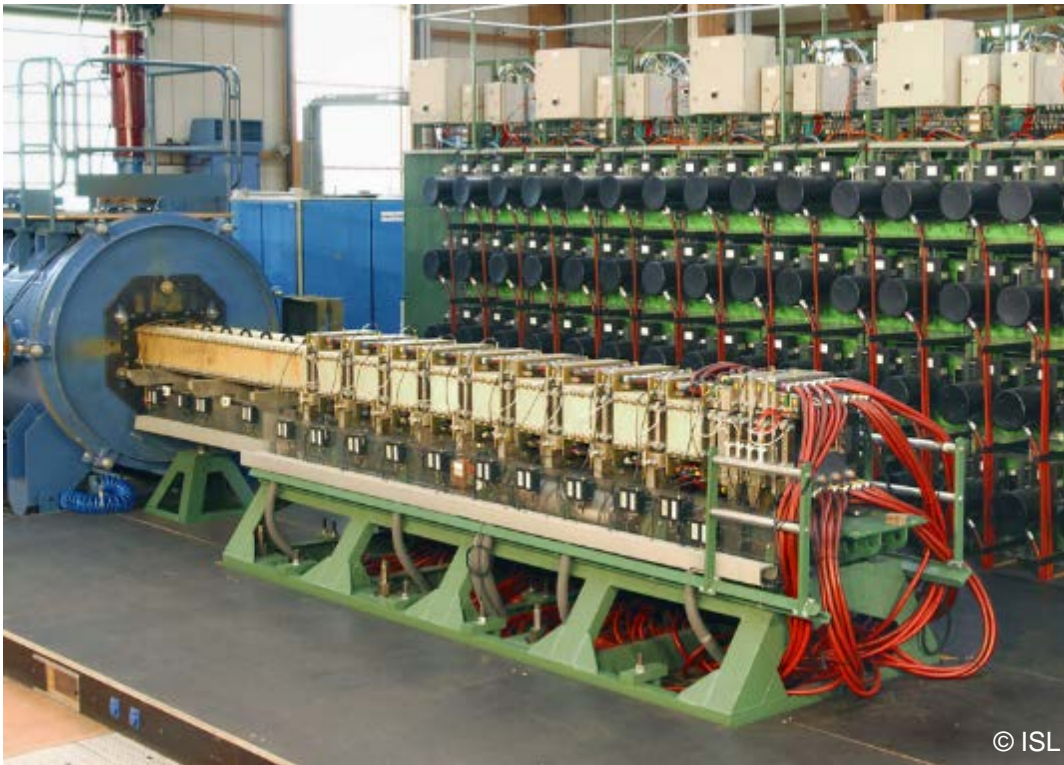
Source: Baughman, Ray H. et al

Status: first commercial products
-- but for defence?



Example #3

Emerging technology?



© ISL

EM gun

Here:

PEGASUS railgun @ ISL

Status:

Possibly TRL 6/7



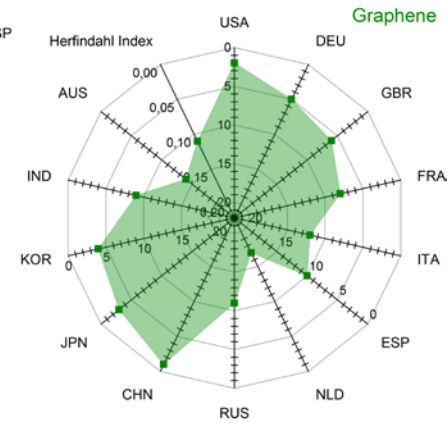
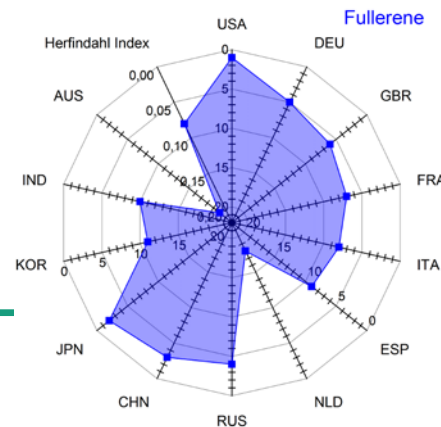
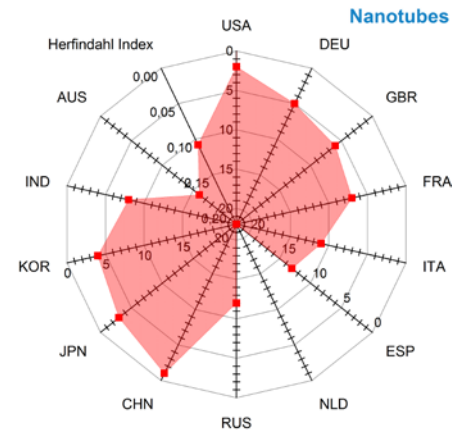
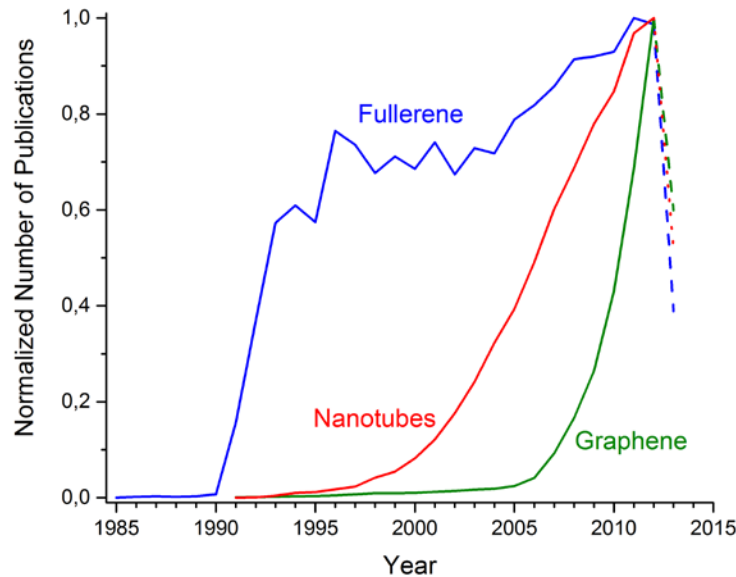
Source: Hundertmark, Stephan et al.

Slide 6

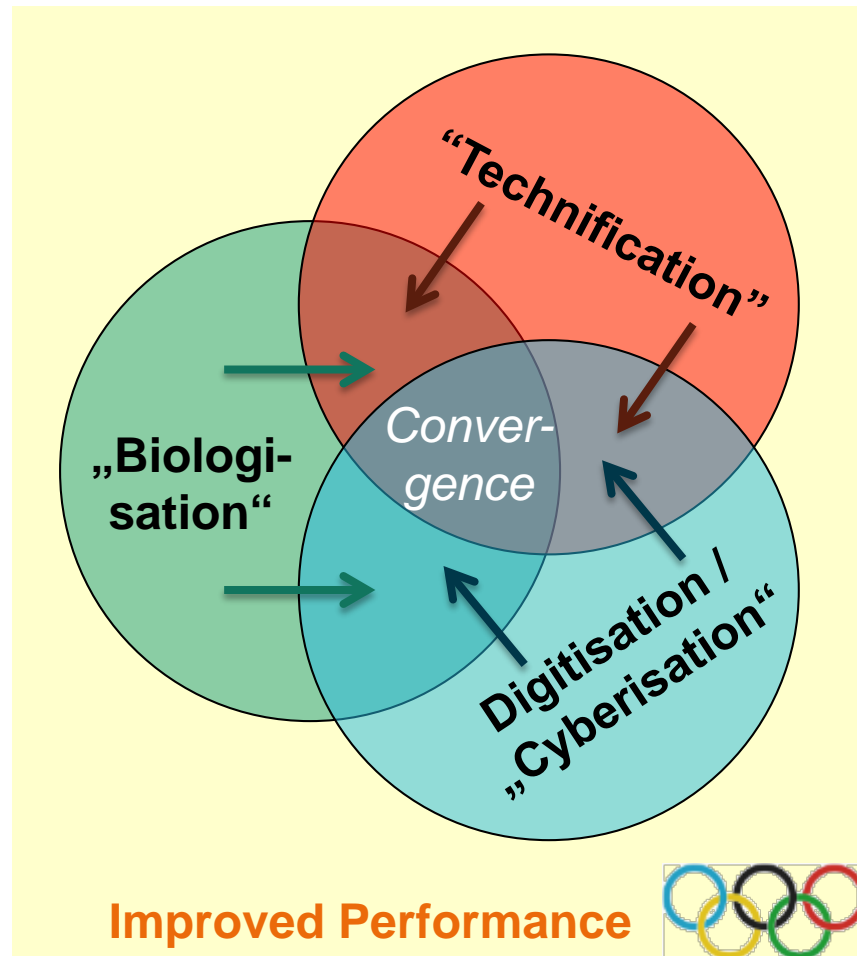
How to identify “emerging technologies”?

- Through dedicated research by foresight experts scanning key information sources (“technology horizon scanning”)
- By applying supporting tools, such as

■ Bibliometric analyses



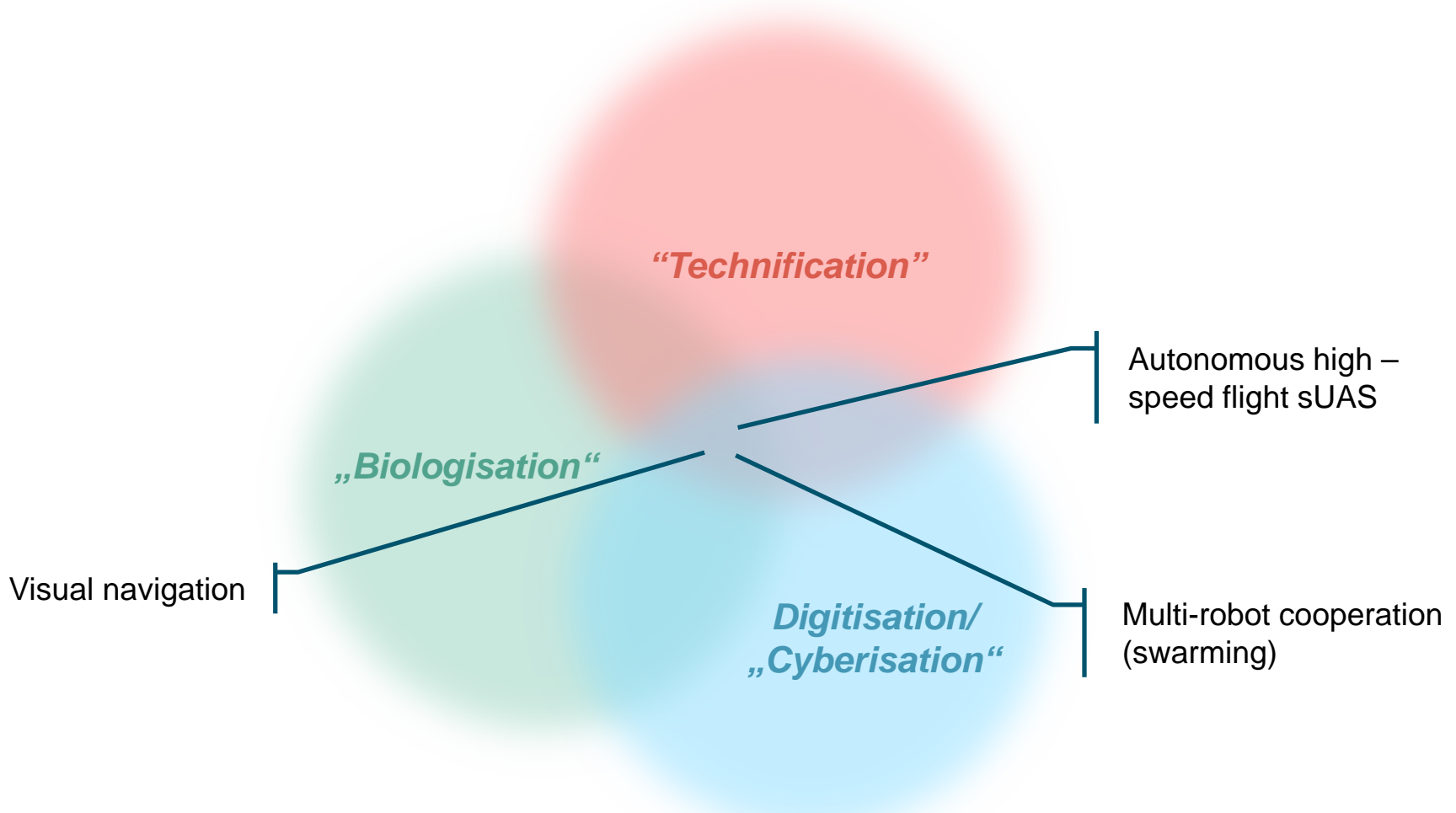
Long term “mega trends/drivers” – one view of many



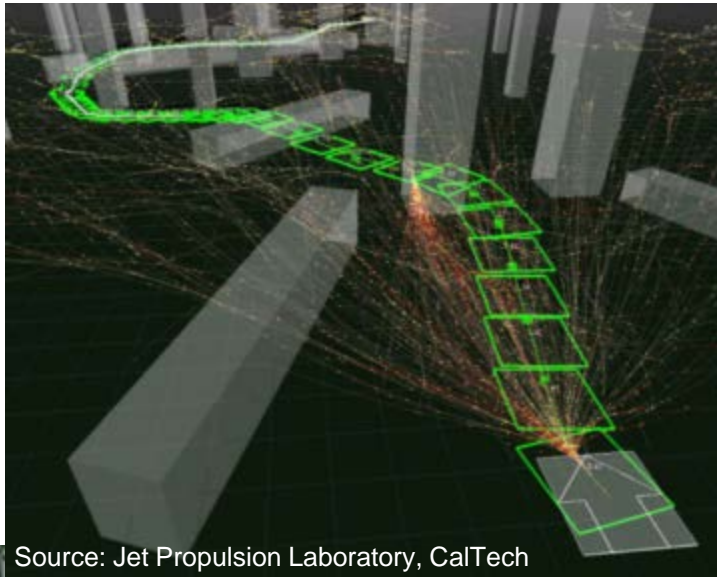
Dynamic cross-cutting themes:

- Materials science
- Robotics
- “Web 3.0” and Big Data
- Human Enhancement

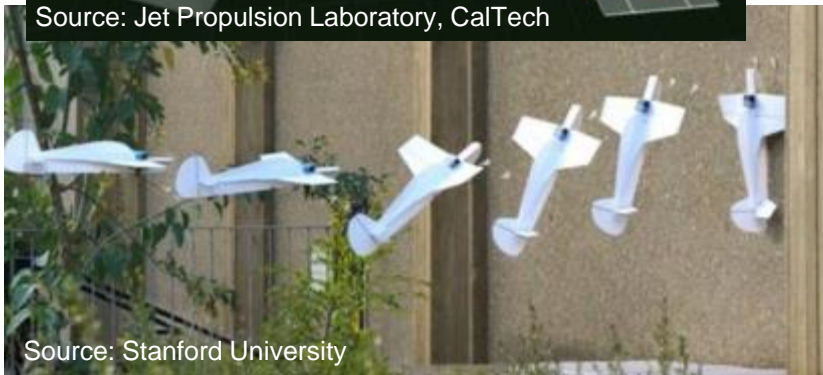
Some examples for emerging technologies “impacting defence”



Autonomous high-speed & aggressive flight manoeuvres of sUAS



Source: Jet Propulsion Laboratory, CalTech



Source: Stanford University

State of the art:

- Experimental research

Expectation:

- Autonomous operation of sUAS in complex / cluttered environment

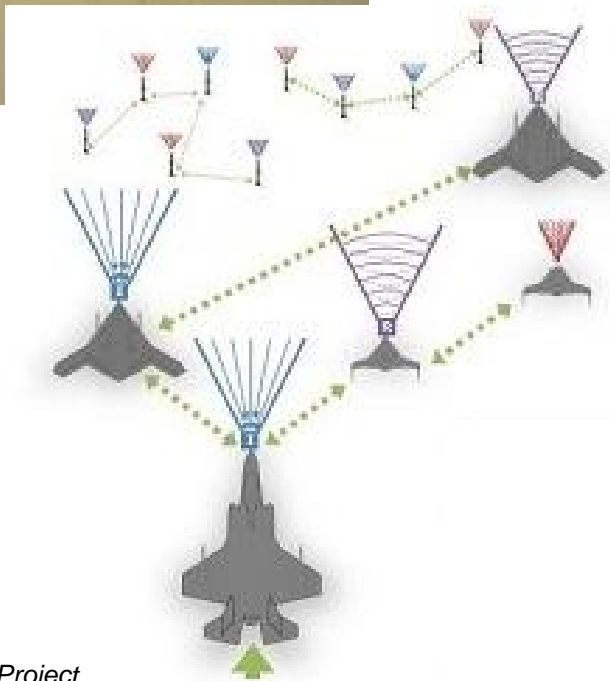
Defence relevance:

- sUAS support to MOUT and in forest areas
- Overwhelming / outpacing C-UAS measures
- Collision avoidance in UAS swarms
- Active landing / docking systems for UAS, ...

Multi-robot cooperation / Manned-Unmanned Teaming



Source: ETH Zürich



Source: DARPA - Project SoSITE

State of the art:

- Experimental / basic research

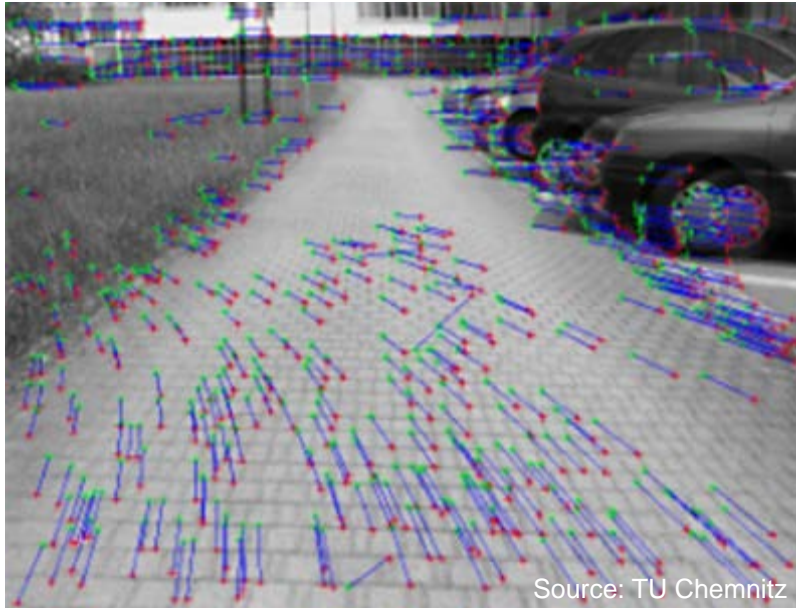
Expectation:

- Ensuring e.g. future air superiority

Defence relevance:

- Collision avoidance in UAS and MUT swarms
- Cooperative handling of military tasks
- Effective and secure operation of UAS and MUT swarms under battlefield conditions (evasion manoeuvres etc.)

Visual navigation



State of the art:

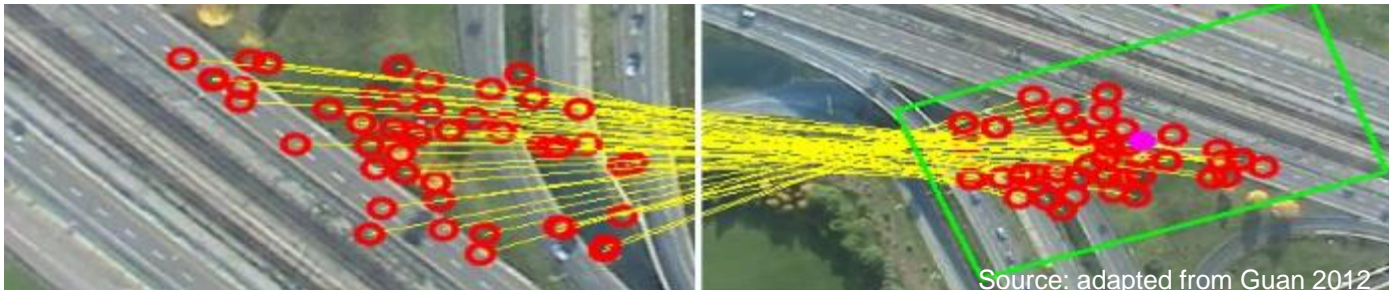
- Depending on application

Expectation:

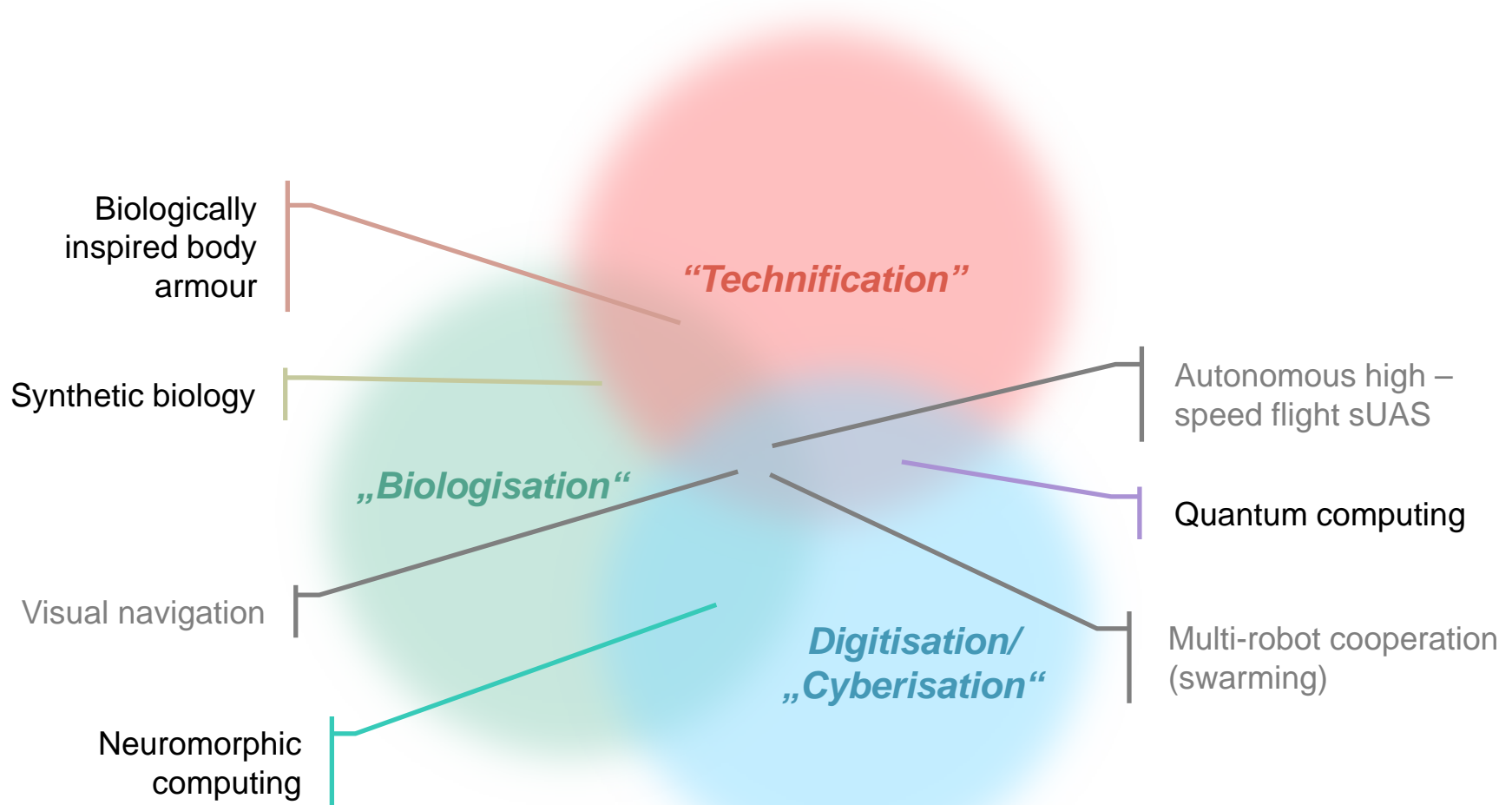
- High-precision, passive navigation

Defence relevance:

- Indoor navigation & navigation in urban terrain
- Independent from GNSS signals
- Covert operations
- Smart munitions

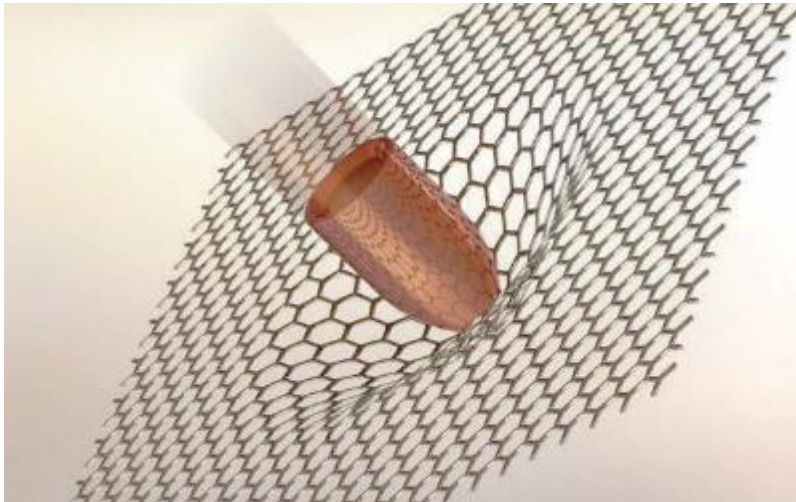


Some examples for emerging technologies “impacting defence”



Biologically inspired body armour

- e.g. CNT-reinforced spider silk -



Source: Graphenow

State of the art:

- Basic research

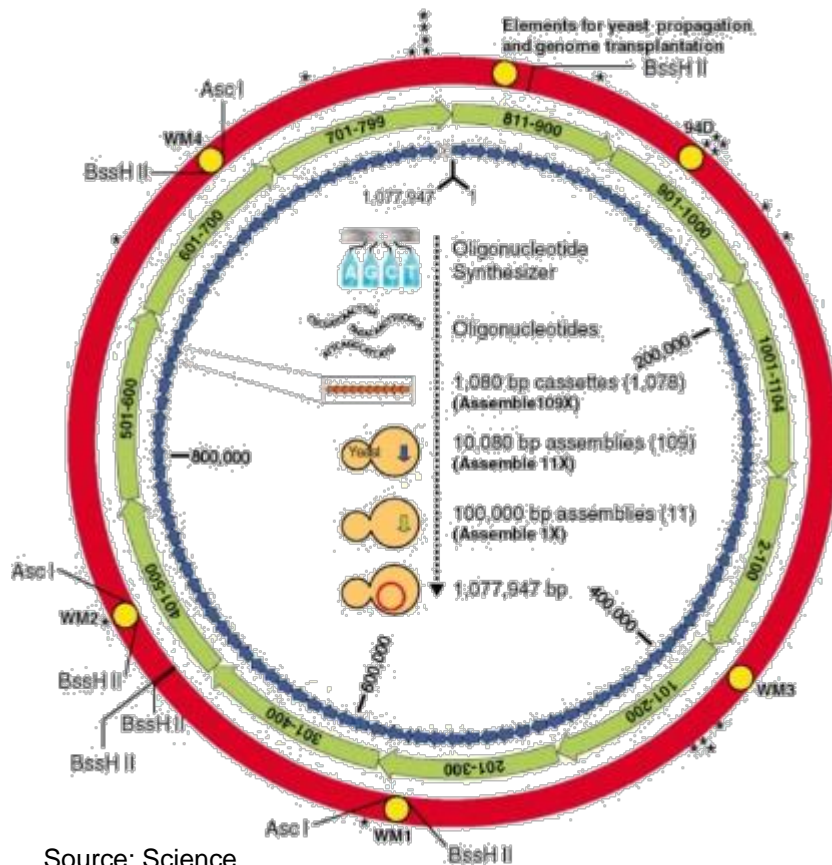
Expectation:

- Completely new protection concepts

Defence relevance:

- Improved survivability and agility of soldiers through lighter & more flexible body protection
- Increased protection beyond current body coverage

Synthetic biology



State of the art:

- Experimental proof of concept

Expectation:

- Disruptive potential for enabling technologies (e.g. DNA sequencing & synthesis)

Defence relevance:

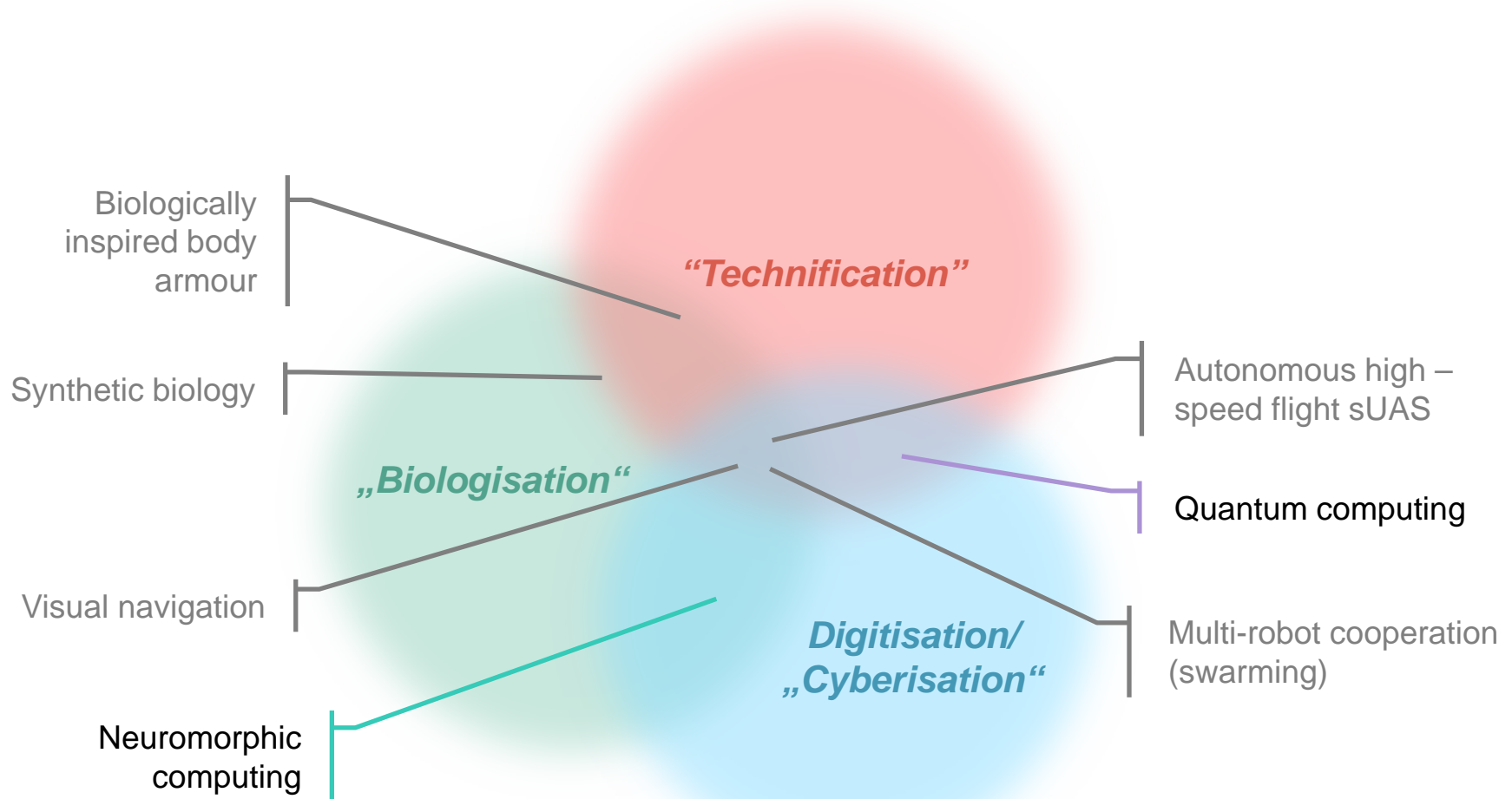
- „Living Foundries“ for tailored production of e.g.

- Materials
- Fuels
- Chemicals

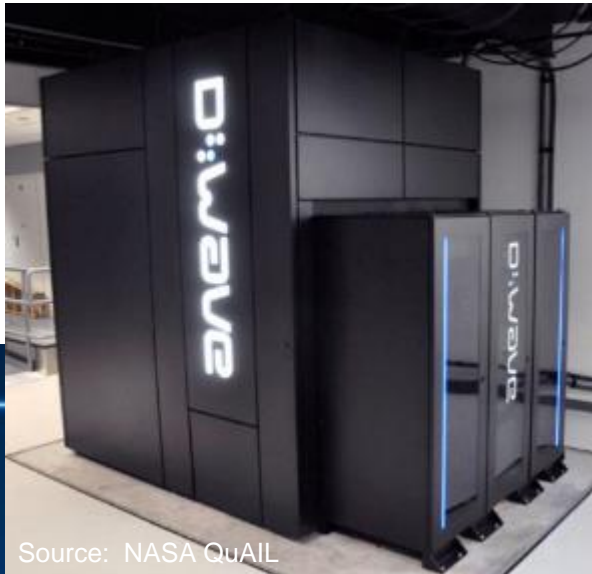
- Bio sensors, information storage, etc.

Source: Science

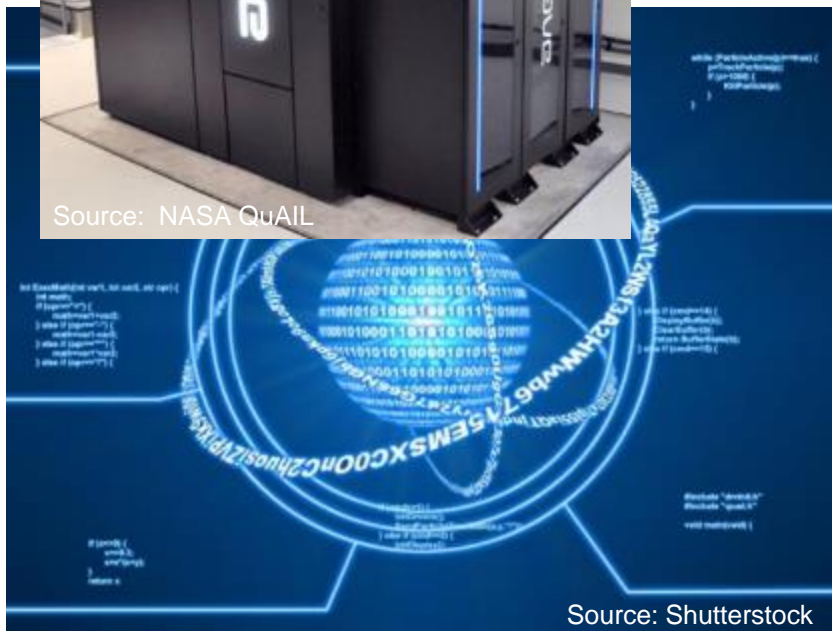
Some examples for emerging technologies “impacting defence”



Quantum computing



Source: NASA QuAIL



Source: Shutterstock

State of the art:

- 1st systems seem to be operational

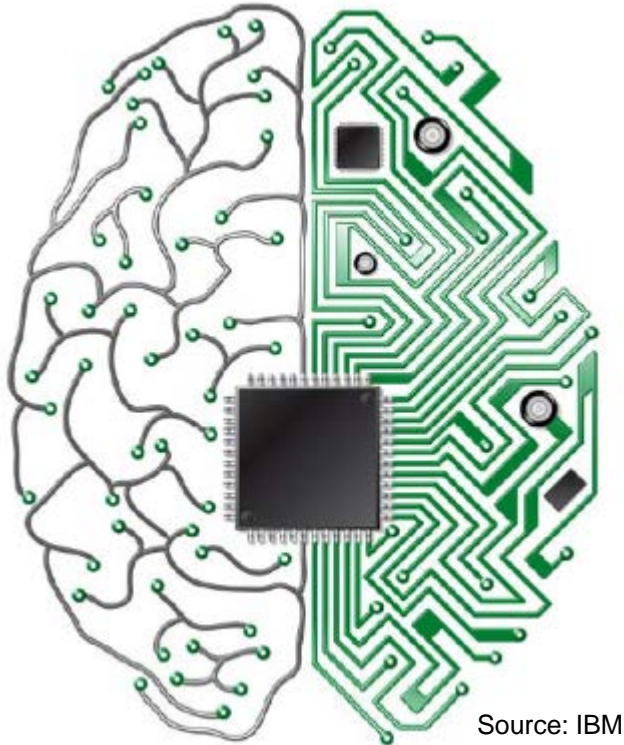
Expectation:

- Major improvement in computing power in specialised applications

Defence relevance:

- Cracking of currently used cryptography methods
- Improved computing of e.g. information management & supply
- Enhanced ISR data exploitation
- Modelling & Simulation

Neuromorphic computing



State of the art:

- Basic research (e.g. “Human Brain Project”)

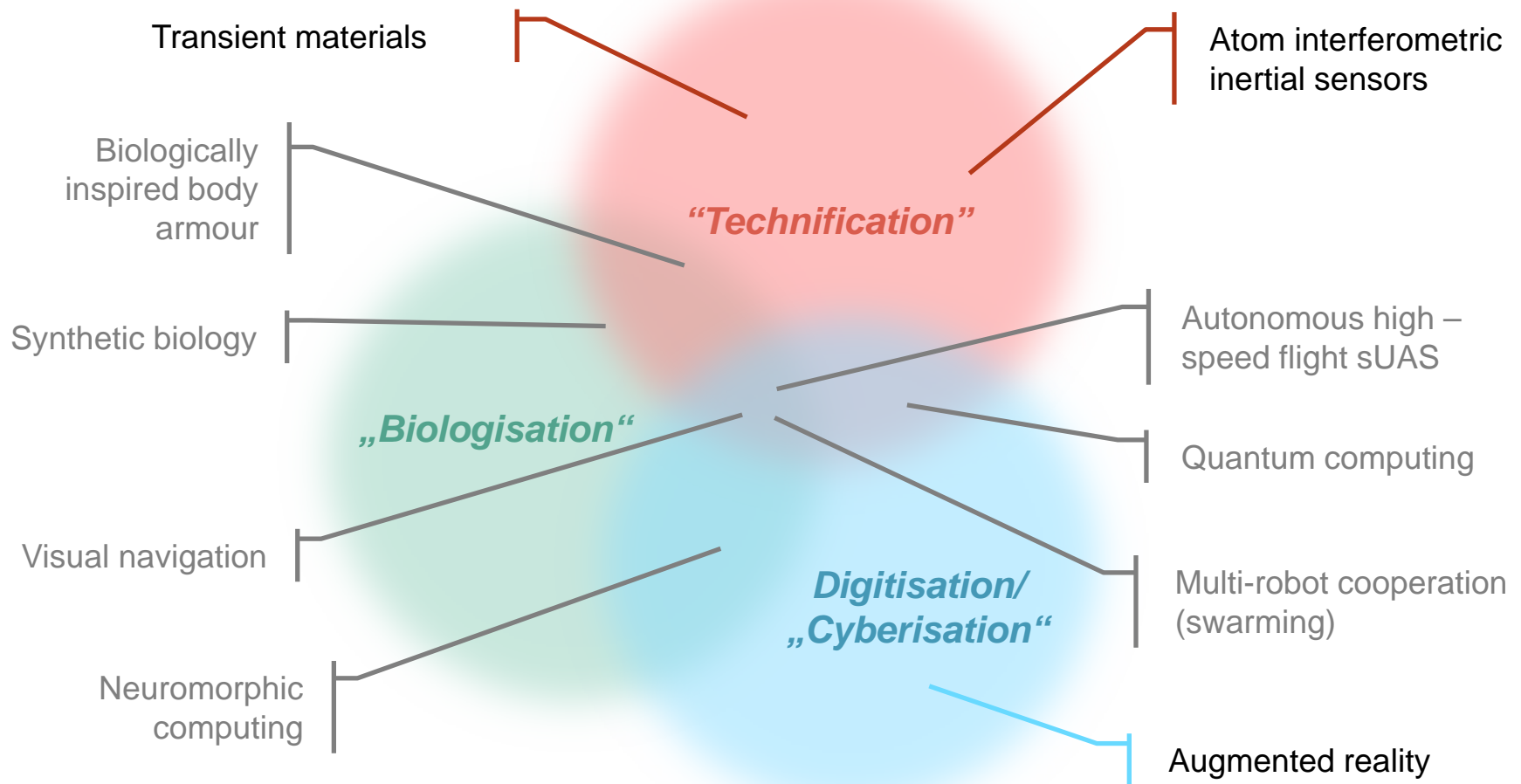
Expectation:

- Key technology for enabling demanding applications of AI

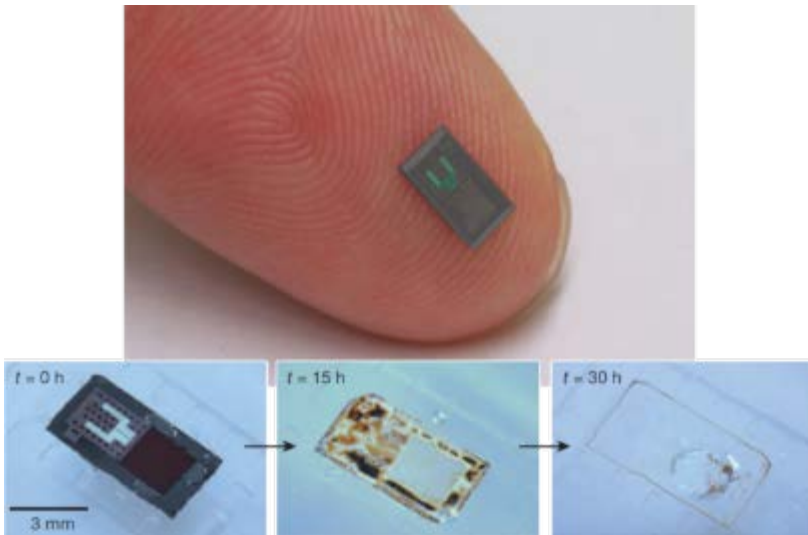
Defence relevance:

- Autonomous unmanned systems
- Improved command support and ISR
- Automatic target recognition
- Automatic language translation
- Improved M&S of human behaviour

Some examples for emerging technologies “impacting defence”



Transient materials



Sources: arstechnica, Kang et al.

State of the art:

- Lab studies

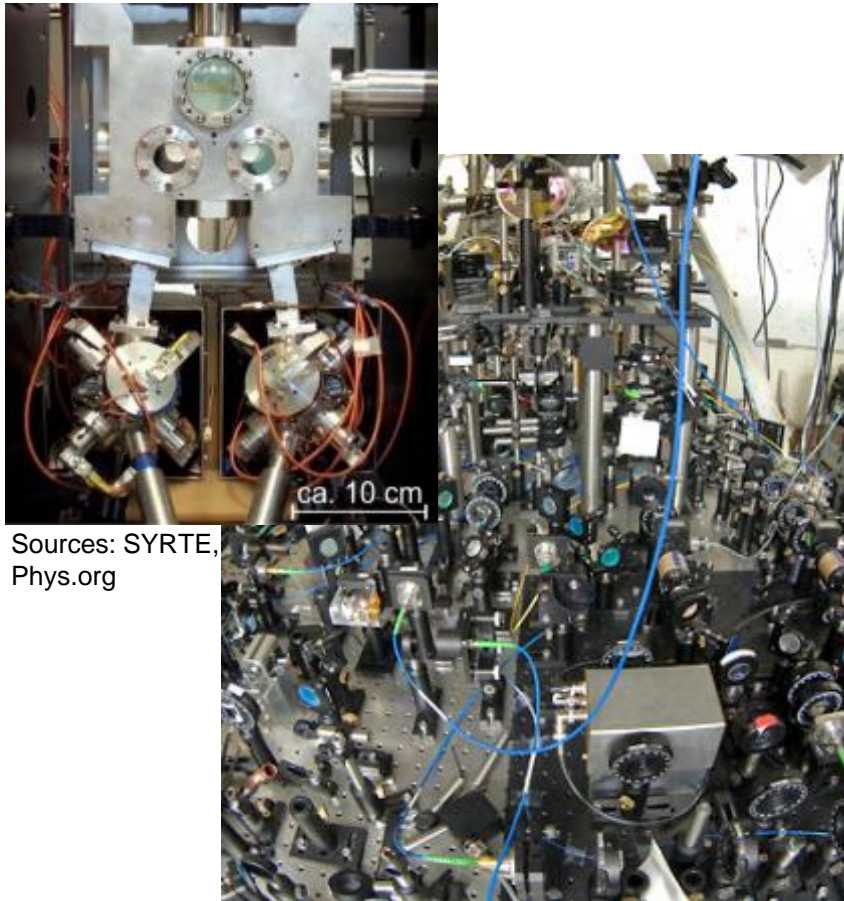
Expectation:

- New way of protecting “confidential know-how”

Defence relevance:

- Dissolution of e.g. “confidential sensor technology” after covert operations / when at risk to fall into “enemy’s hands”
- Prevention of unauthorised use of own weaponry / sabotage
- Medical diagnostics, ...

Atom interferometric inertial sensors



Sources: SYRTE,
Phys.org

State of the art:

- Validated in lab environment

Expectation:

- Quantum leap in GNSS-independent navigation precision

Defence relevance:

- Long-enduring operations of mobile platforms & cruise missiles without GNSS signal
- If used as gravitation sensor:
 - Underwater collision avoidance
 - Through-the-wall sensing; detection of hidden tunnels, etc.

Augmented reality



State of the art:

- First commercial applications

Expectation:

- Improved situation awareness of soldiers

Defence relevance:

- Identification Friend or Foe
- Support to MOUT
- Support to battlefield medicine, field maintenance, etc.
- Support to navigation
- Support to training & exercises, ...

Contact

Fraunhofer-Institute for Technological Trend Analysis

Department “Technology Analysis and Strategic Planning“

Business Unit Defence Technology Foresight

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Germany

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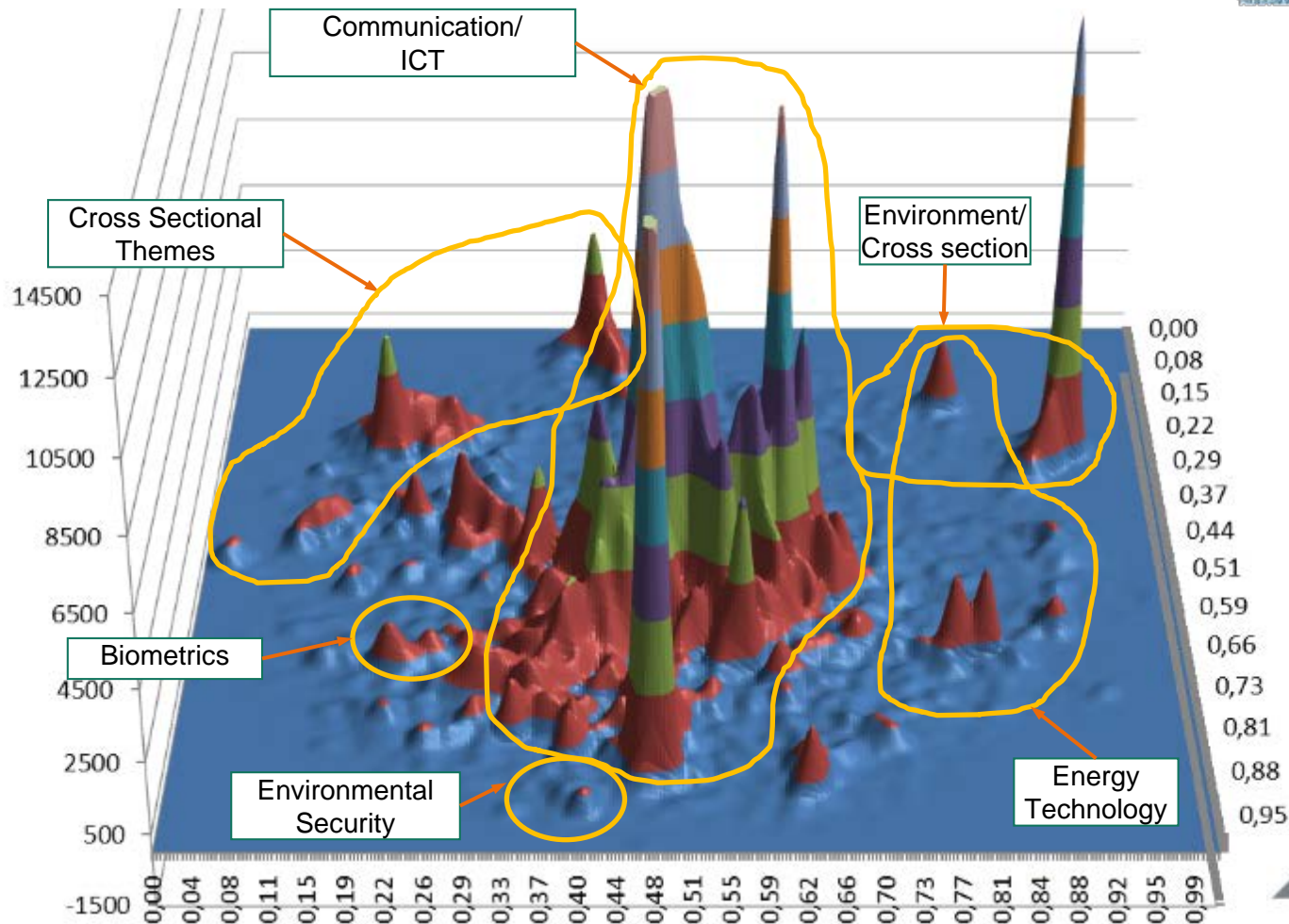
Dr. Ulrik Neupert

Phone +49 2251 18 224

ulrik.neupert@int.fraunhofer.de

Example – technology scanning using bibliometrics

- “weak [early] signals identification” -



Slide 24



Dedicated to innovation in aerospace

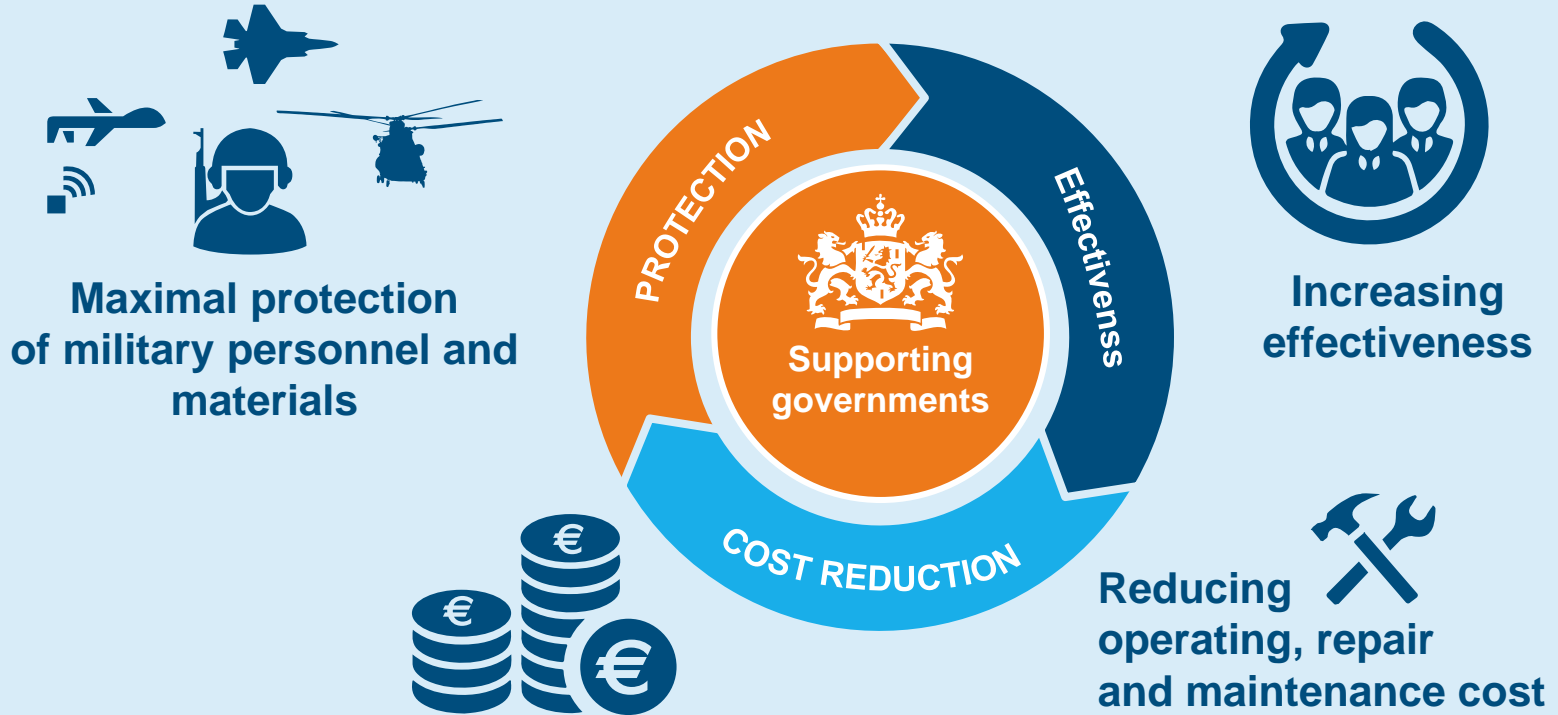
Cooperation = key to innovation

| Michel Peters, CEO NLR

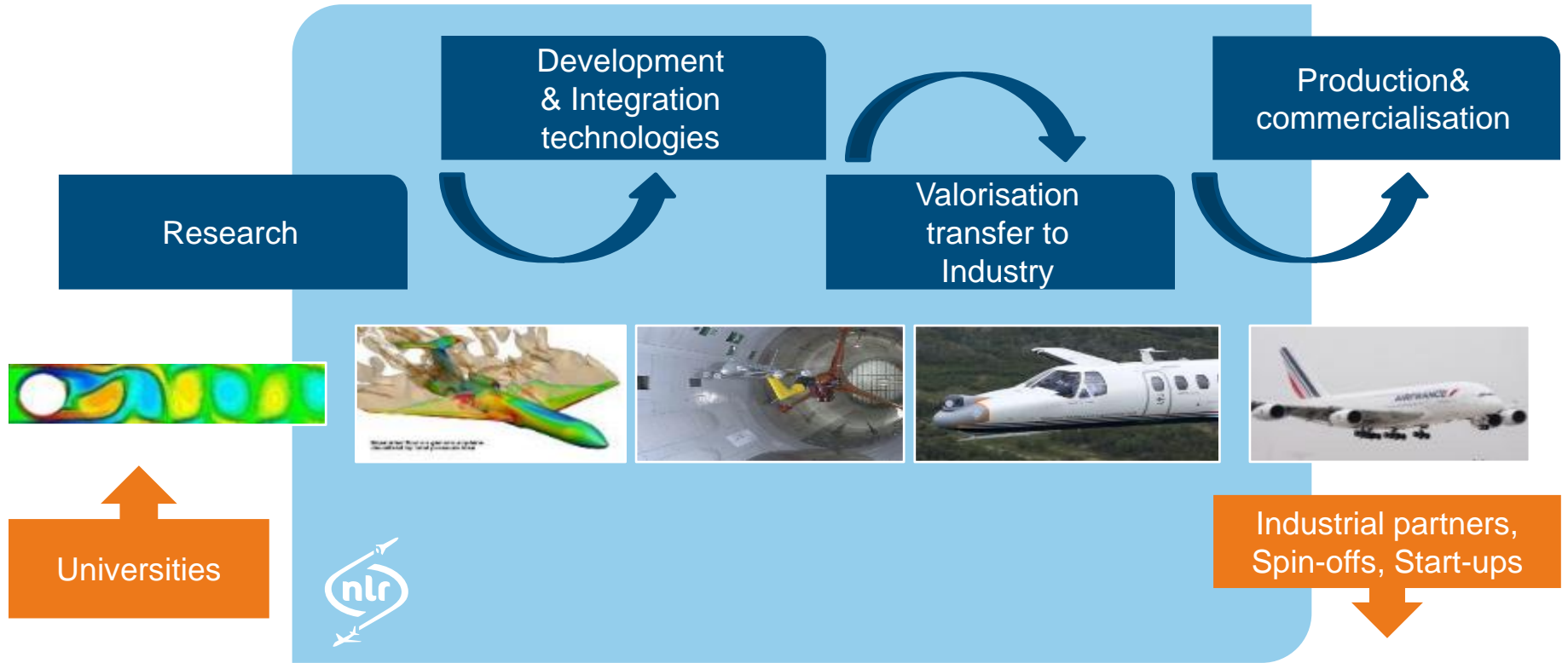


Making operations
safer, sustainable
and more efficient

Our mission supporting governments in:



Triple helix in practice



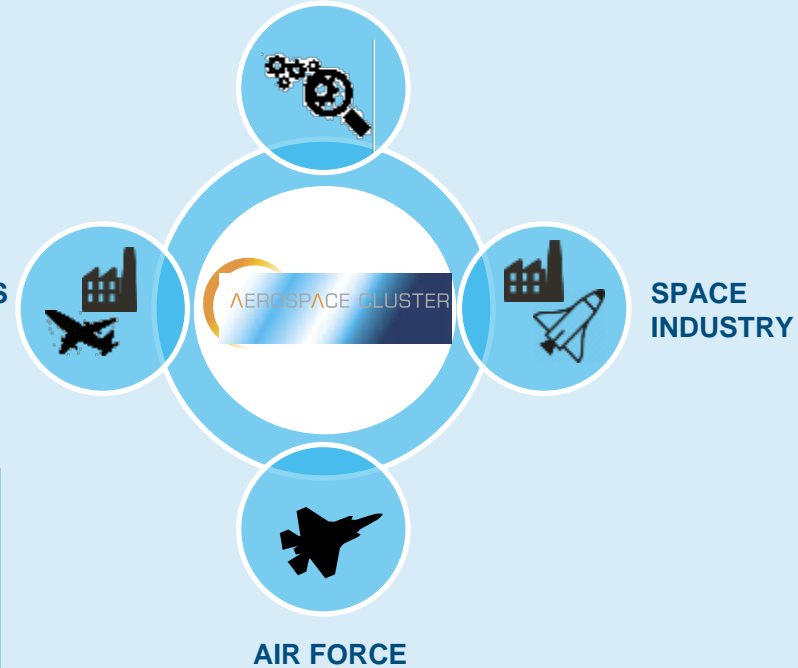


Aerospace Cluster

OPEN INNOVATION & COOPERATION KEY TO SUCCESS

AERONAUTICS
INDUSTRY

KNOWLEDGE INSTITUTES



Successful innovations



Competence Sharing



Development Center for Maintenance of Composites



3D Printing



ACM Pilot Plant

3D Printing NH90 Ladder bracket

Results:

- Redesigned
- Certified !
- 40% weight reduction component

Ready to fly during 'luchtmacht dagen' (RNLAf airshow)



Automated Composites Manufacturing Pilot Plant

- New manufacturing techniques
- 'Robotification' of fabrication process
- Overall design and production cycle improvement

Example: Landing gear component for F-35





Pushing the edge in R&D and cooperation



TSE 1
Safety

FUTURE SKY
DEFENCE

THIS PROGRAM WILL BRING TOGETHER

TSE 4
33
Energy

EUROPEAN PARTNERS

OVER A 4 YEAR PERIOD

Food for thought!



Theme 1: European military airworthiness harmonization

Theme 2: Electronic Warfare, EW interconnectivity and Cyber

Theme 3: Versatile and responsive training for joint, combined and interagency capabilities

Theme 4: Space & multi-platform sensor fusion / big data



Dedicated to innovation in aerospace



Fully engaged

Netherlands Aerospace Centre



NLR Amsterdam

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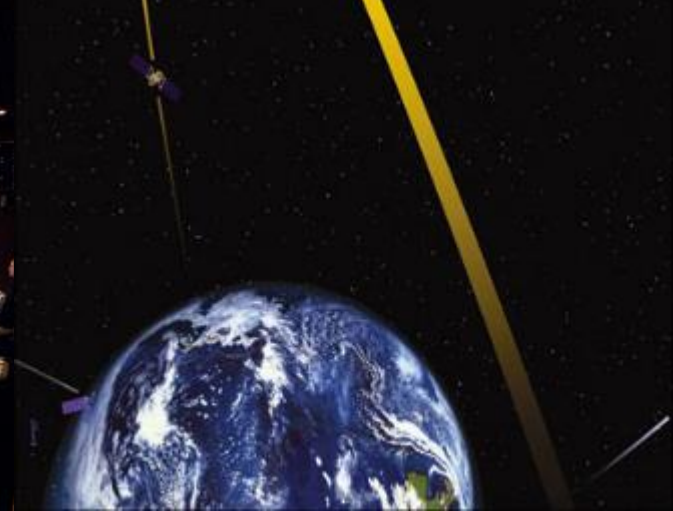
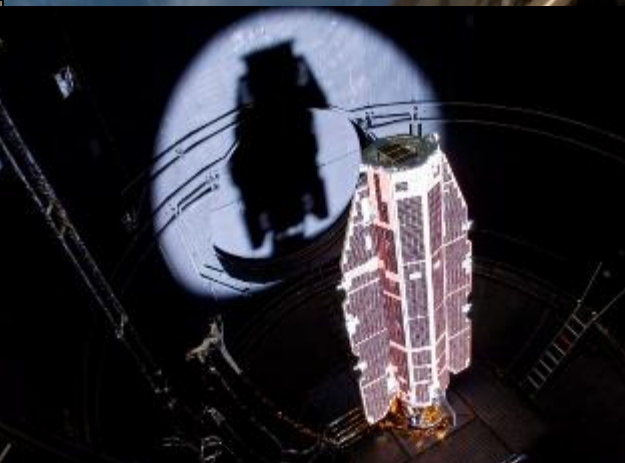
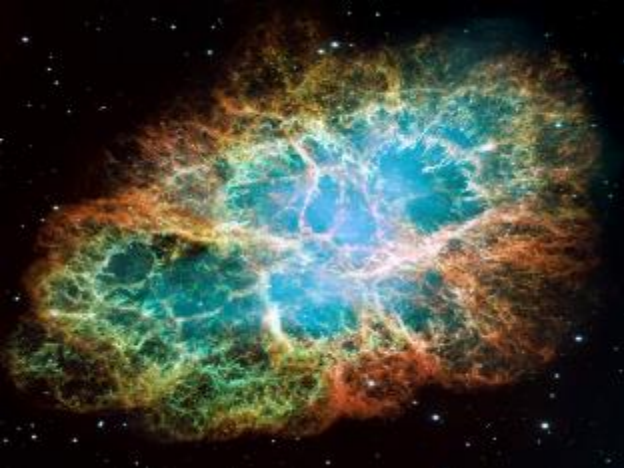
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e) info@nlr.nl **i**) www.nlr.nl

ESA funding innovation – a commercial approach

A. Ginati and R. Rinaldo

*Integrated and Telecommunications-related Applications Department
European Space Agency*

"Seminar on Research and Technology " - EDA R&T conference 25th-26th April 2016– Amsterdam



The goal :

Foster new utilization of existing space capacity and capability, in **close partnership with end-users**, through the development of integrated (**different space and non space technologies**) applications projects which demonstrate a potential for **sustainable services**.

Incubator of Services

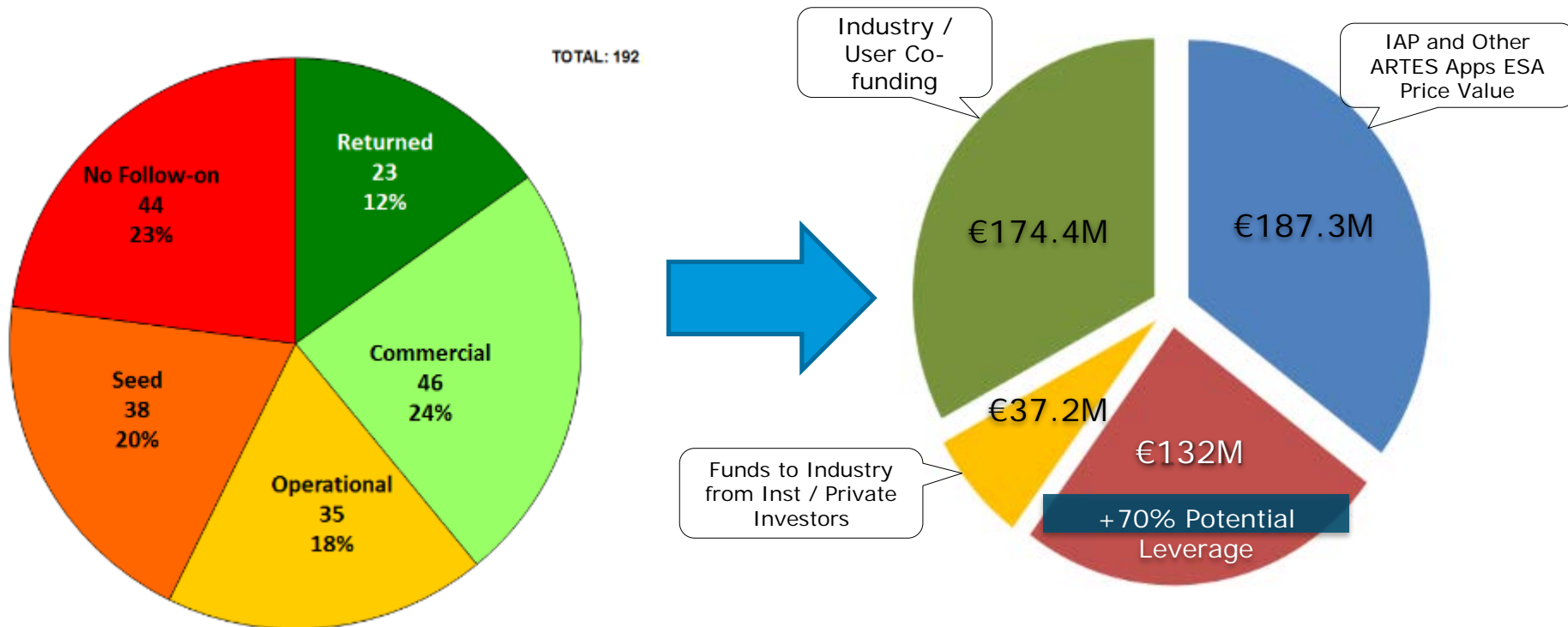


- Sustainable services**
based on
- SATCOM
 - SATEO
 - SATNAV
 - SATAIS
 - SATADS-B
 - SSW
 - HSF
 -
 -
- in combination with terrestrial systems!

Security-related themes

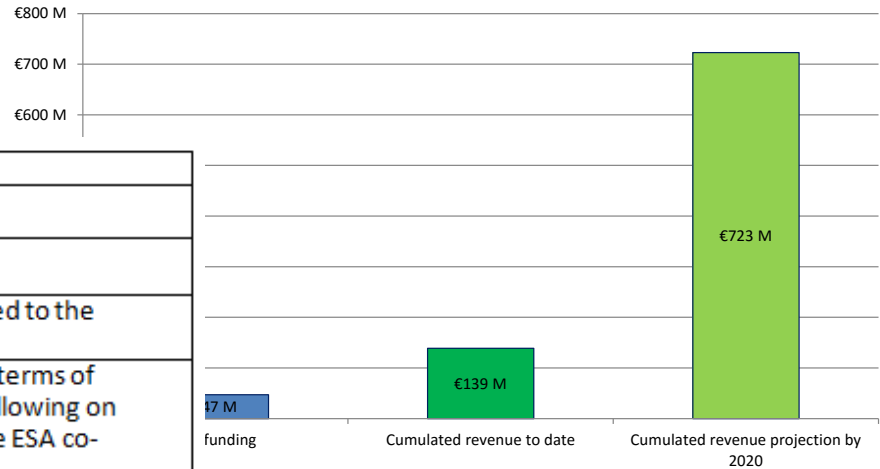
- The offer**
- Financial support
 - Technical & Business expertise
 - Promotion
 - ESA “branding”
 - Networking
 - Access to 3rd party funding

The data collection initiates from the **192** completed and appraised projects from ARTES Integrated applications and service programmes.



43 project's impact appraised against 10 Societal -Economic indicators

**1. Cumulated revenue to Date, 3 : 1
Cumulated revenue projection 2020, 15 : 1**



#	Description	Measure
1	Revenue	Euro
2	Exports	% of revenue going to export
3	Jobs	no. of employees created or sustained linked to the project
4	Investment leverage	Euro, includes total 3 rd party investment in terms of equity, debt, grant, public funds or M&A following on from the ARTES project, as compared to the ESA co-funding
5	R&D spend uplift	Increase in the ratio of R&D expenditure/revenue
6	Extent of the value chain	Number of business relationships. This includes consortium partners, suppliers, distributors etc.
7	Addressable market size	Potential financial value without possibility to compare or aggregated
8	Value creation	May be linked to a financial measure without possibility to aggregate figures
9	Societal benefits	E.g. improvement in emergency distress, better education in rural schools, saved lives due to telemedicine
10	Innovation impacts	E.g. market disruption and patents

2. >70% of revenue goes to export

3. 280.5 Jobs were created European Space Agency

IAP Strategic Partnerships



Maritime Activities



RPAS Activities



eHealth for Sub-Saharan Africa



Space for Rail

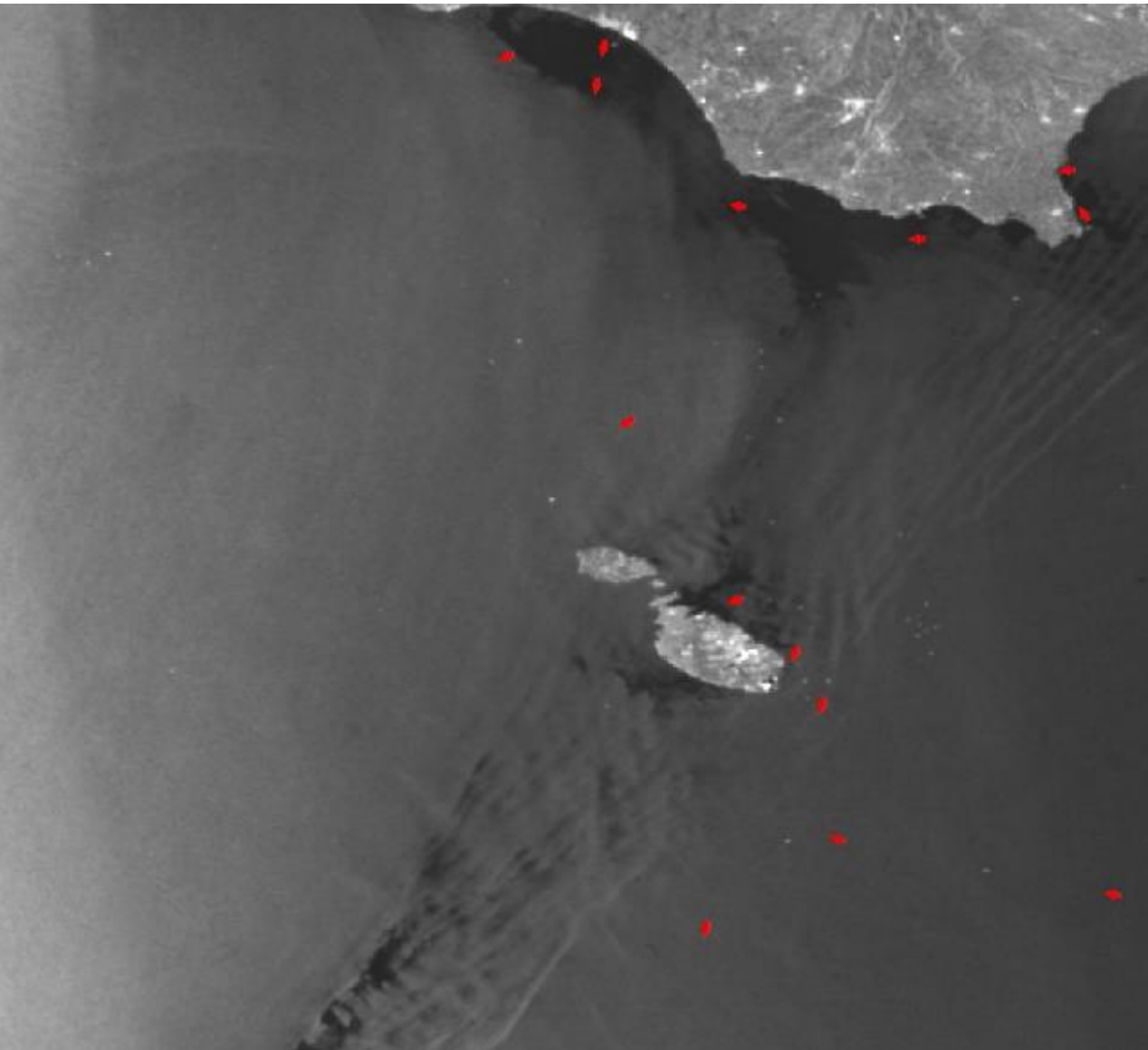


"SMAP Fund"

Space for Mediterranean Acceleration Programme



The value of Space: Satcom, Nav, EO & RPAS



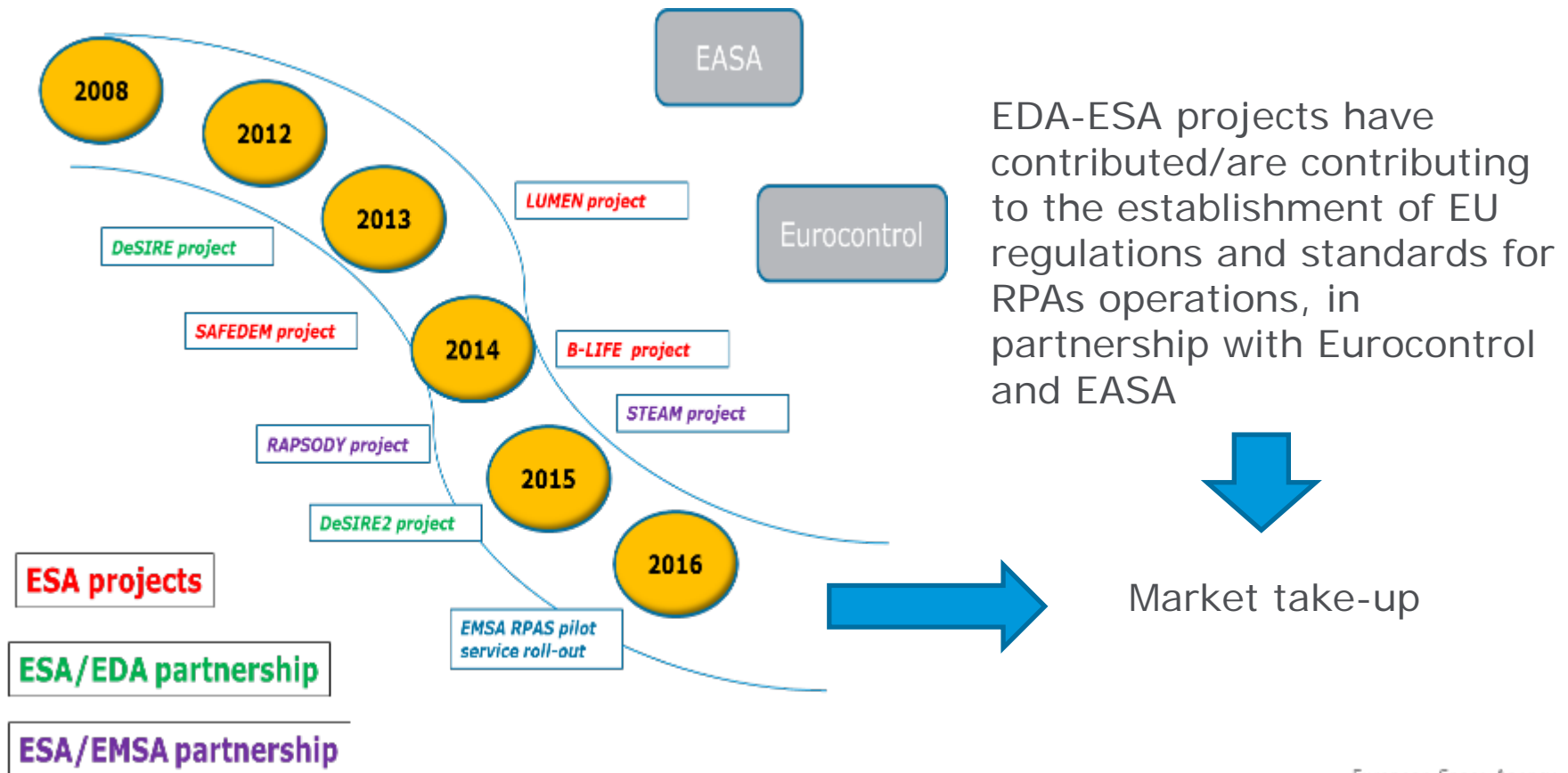
AIS tracks from ships

SAR detected ships

Correlation SAR & AIS

**Remaining
uncorrelated ships &
UAS for identification**

Since 2008 EDA and ESA have established a collaboration in the domain of RPAs with the objective of integrating RPAs in the general air space, paving the way for sustainable services



IAP activities related to Remotely Piloted Aircraft Systems - RPAS



Feasibility

- Unmanned Postal Delivery
- BIOSCOPE crop mgmt service for potato farmers
- STEAM ship emission aerial measurements
- UASatcom exploration & pipeline monitoring
- PalmOil-Vision carbon footprint in palmoil sector
- SAFEDEM enhanced and safe demining
- SINUE Integrating RPAS into non-segregated airspace

Demonstration

- B-LiFE biological crisis field laboratory
- RAPSODY UAV based S&R (1) and Pollution Monitoring (2) Services
- KORE crop precision farming
- SAFEDEM enhanced and safe demining
- DeSIRE Integrating RPAS into non-segregated airspace
- DESIRE 2 Integrating RPAs into non-segregated airspace

Operational

- SURMON (UASatcom) exploration & pipeline monitoring



RPAS range: Micro to MALE RPAS

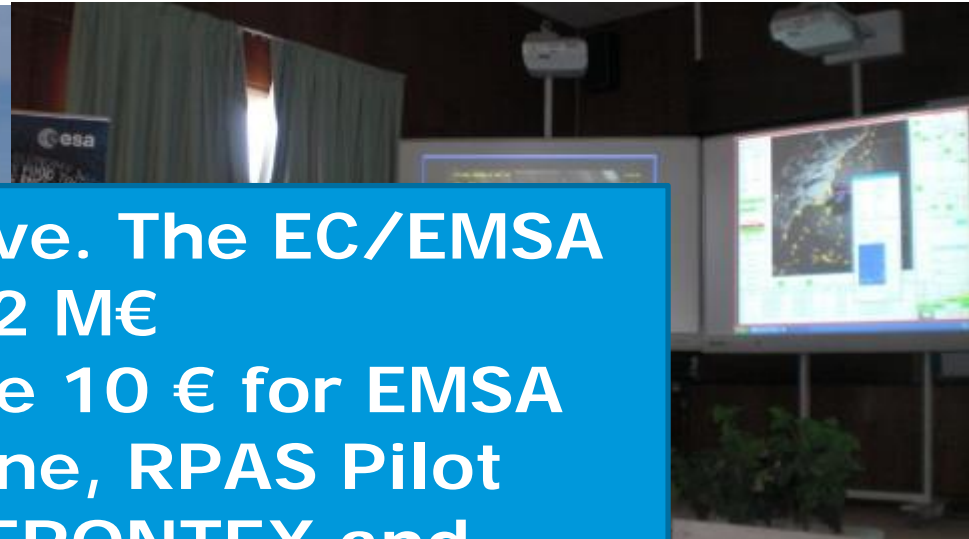
Space assets: Satcom, SatNav integration with sat EO data

User / Customer Engagement

1st RPAS (UAV) Demo Day 24.4.14 in Murcia (DeSIRE)



- SAT-AIS initiative. The EC/EMSA are investing 10.2 M€
- 1st RPAS service 10 € for EMSA
- The following one, RPAS Pilot Services (with FRONTEX and EFCA) to Monitor fishery /Migration etc (~60M€/ 2017)



Demonstration of Satellites enabling the Insertion of RPAS in Europe – 2 (DeSIRE 2)



Objectives

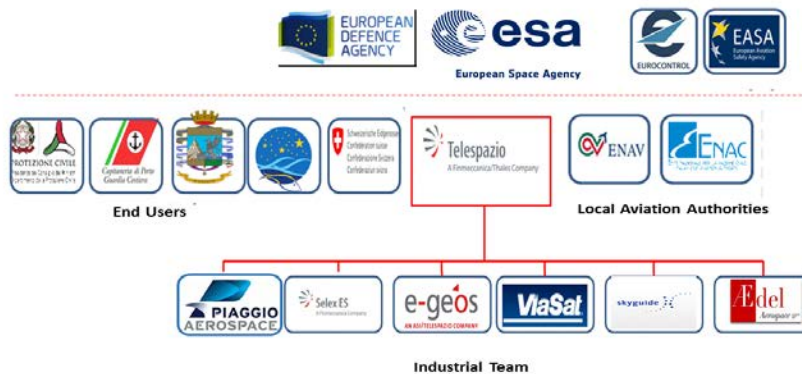
To develop and to demonstrate a service based on a Remotely Piloted Aircraft (RPA) flying in Beyond Radio Line of Sight (BRLOS) using a dual satcom link supporting C2 and ATC functions.

To demonstrate to the users the potential of RPAS complemented by satellite applications (Satcom, Satnav and Earth Observation) for developing new services for operations.

User(s):

Maritime and Environmental agencies, Civil protection, Police, Public authorities, Coast-Guards, National Air Forces, FRONTEX, MoDs

Status: On-going

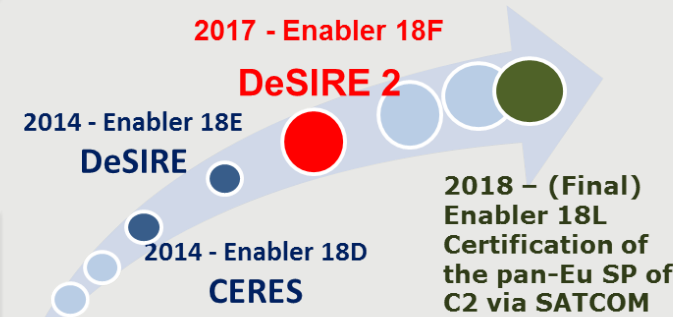


Maritime Surveillance and Border Control

Law enforcement

Environmental Surveillance

EU REGULATORY ROADMAP FOR RPAS
Regulatory Improvement 18*
ICAO TARGET 2018
“Restricted RPAS operations BVLOS/BRLOS/IFR supported by SATCOM”



Enabler 18F: Comprehensive C2 requirements validation from 2nd demonstration of C2 operation via satcom European Space Agency

Budget: 2.625 kEUR cost, 600 kEUR funded by EDA, 1.185 kEUR by ESA and 840 kEUR by Industry

DeSIRE 2 Search and Rescue scenario



Birds and Flight Safety



GAF (1997-2004): **360** collisions strikes/year
FAF (1998-2005): **320** collisions strikes/year
RAF(<2004): **110** documented serious accidents
Estimated conservative cost due to damage and delays of **commercial** aircraft worldwide
1.2 billion USD per year



FlySafe Objectives

FlySafe activities:

- ✓ Started in June 2007
- ✓ In partnership with : RNLAf, BAF, FAF, GAF



FlySafe objectives: To develop a bird warning system of systems to improve flight safety & increase flight operation time in northwest Europe by:

- ✓ Improving existing en route bird detection systems
- ✓ Reducing human dependency
- ✓ Developing bird forecast models
- ✓ Developing tools for bird flight activity detection at and near airports
- ✓ BIRDTAM Cross border harmonization

FlySafe project team



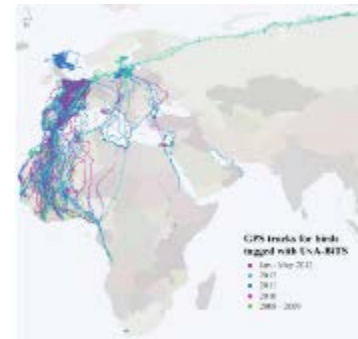
UNIVERSITEIT VAN AMSTERDAM



the bird migration model & bird tracking system:

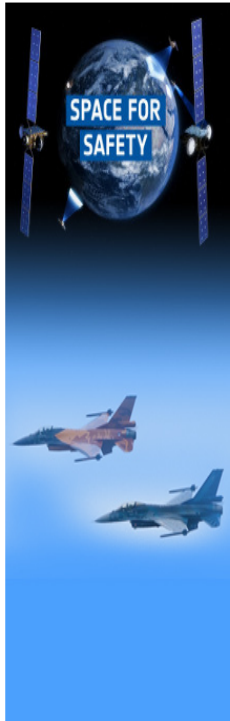
- ✓ RNAF has funded two additional *FlySafe follow-up projects, FlySafe II and FlySafe III*, respectively aimed at extending the geographic coverage of FlySafe services through co-operation with new European weather institutes (OPERA network) & users: 16 countries (> 60 radars), and to build bird migration models based on bird weather radar algorithm developed in FlySafe.
- ✓ led to a new e-COST action *European Network for the Radar Surveillance of Animal Movement (ENRAM)*, with a NL and UK lead, to increase and strengthen the international research network (e.g. insect migration, bird migration, meteorology)
- ✓ UvA-BiTS: **more than 50 projects all over the world** (South Africa, Australia, Siberia, Oman, Europe), >50 research institutes/companies involved, >1,200 birds (39 species) tagged

Avian Radar: **ROBIN Radar Systems** got contracts in 10+ countries (e.g. the Netherlands, Belgium, UK, Turkey, Estonia, Bulgaria, Poland, France, Norway, Spain, Israel). Tens of systems are operational in Europe and is planned a business expansion towards the Middle East, Asia & Australia. To support its international roll-out and innovation agenda, ROBIN Radar Systems has obtained additional investment from Inkef Capital (ABP) and the Mainport Innovation Fund (KLM, Schiphol Airport a.o.)



the flysafe
bird avoidance model service centre

Home Migration More information About us Legal Disclaimer



The FlySafe Bird Avoidance Model (FlySafe-BAM)

The FlySafe Bird Avoidance Model, Operational Service Centre provides near real-time information and forecast on large scale bird mobility in the air space of The Netherlands and Belgium. The information includes bird density measurements and predictions and altitude profiles over The Netherlands and Belgium. This information is used by the Belgian Air Force (BAF) and the Royal Netherlands Air Force (RNLAF) to create and disseminate BIRDAM's (bird notice to airmen) to their pilots, enabling them to adjust their operations and avoid collisions between aircraft and birds.

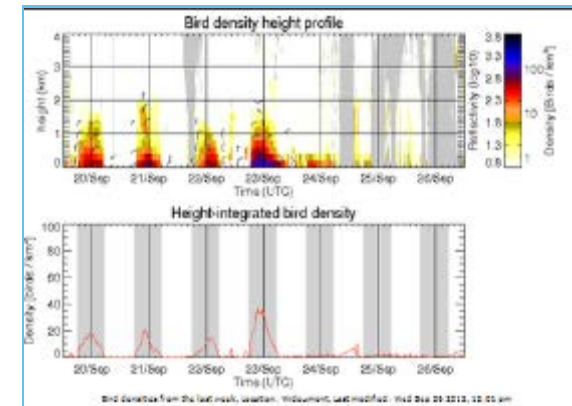
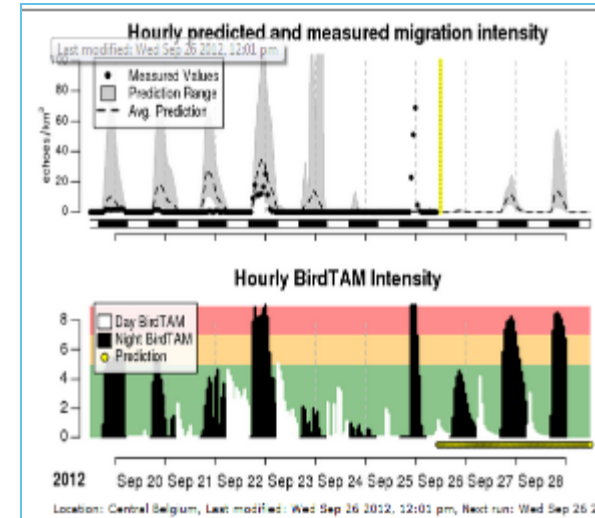
The FlySafe Bird Avoidance Model, Operational Service Centre is the result of the FlySafe project initiated by the European Space Agency's (ESA) Integrated Applications Promotion (IAP) programme in partnership with the BAF and the RNLAF to develop a bird warning system to reduce bird strike risk of collision and improve flight safety in northwest Europe.

This website presents:

- Near real-time measurements of local bird movements and bird density altitude profiles;
- Forecast of bird migration intensity over The Netherlands and Belgium;



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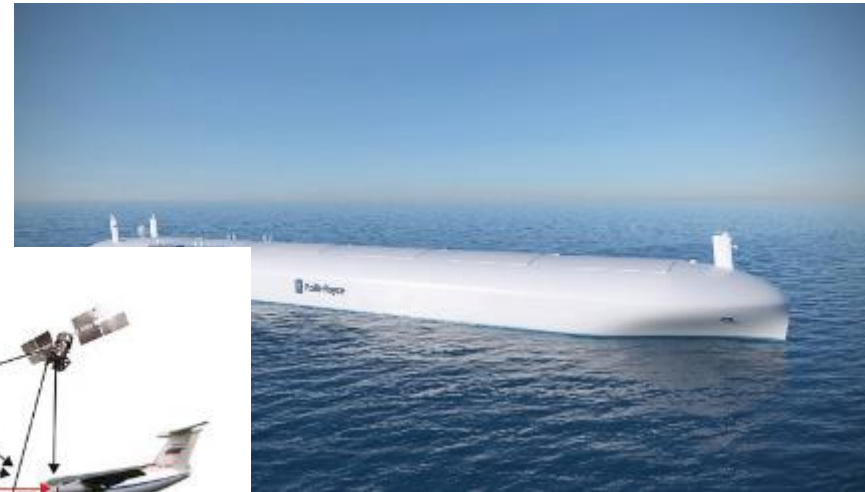
<http://www.flysafe-birdtam.eu/>

What is next?

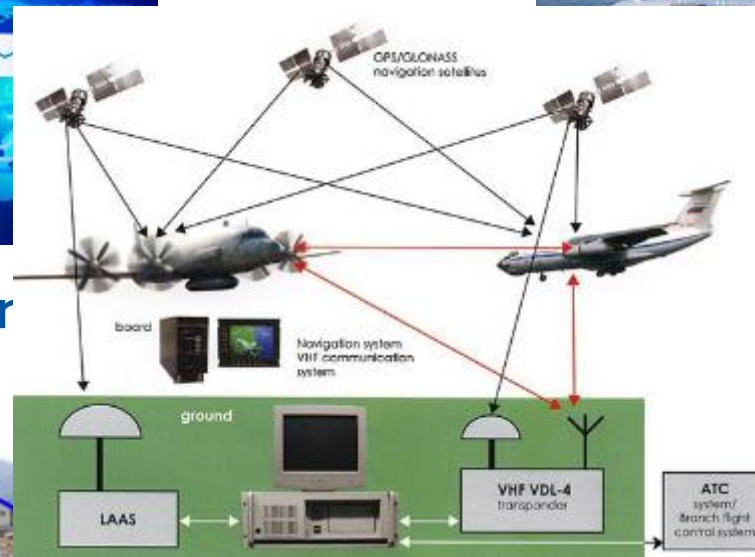
Cyber-security



Unmanned Maritime Vehicles



ADS-B



CBRN



Emergency response



Others???



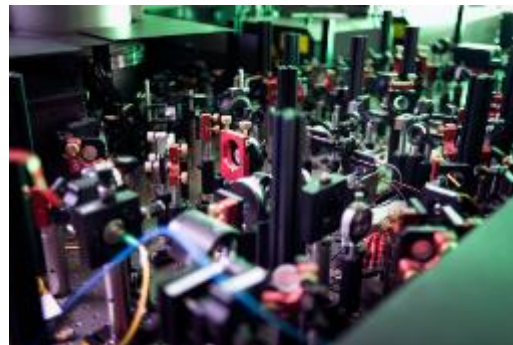
"Space is the Limit"

Thank You!



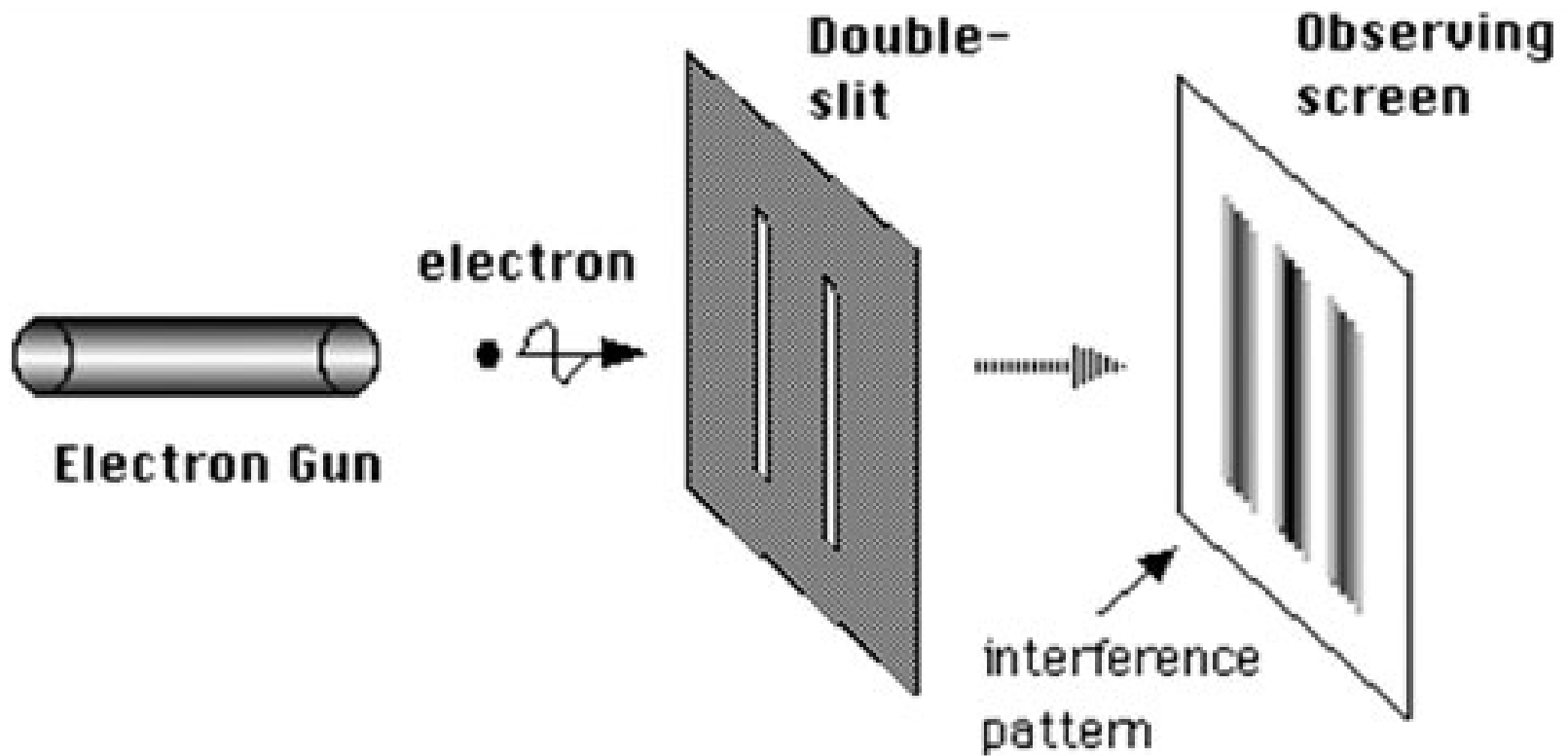
Quantum technologies and their impact

Dr. R. (Rogier) Verberk
April 25, 2016





Superposition

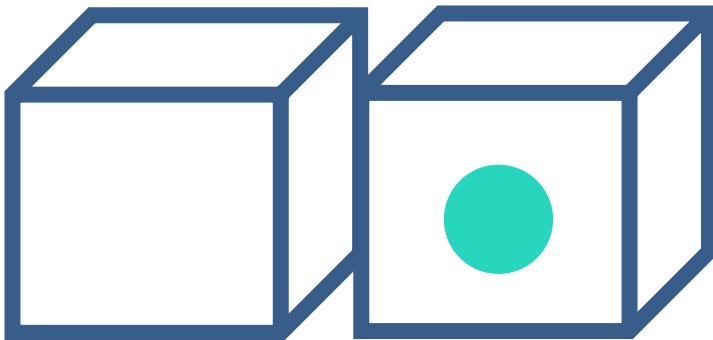
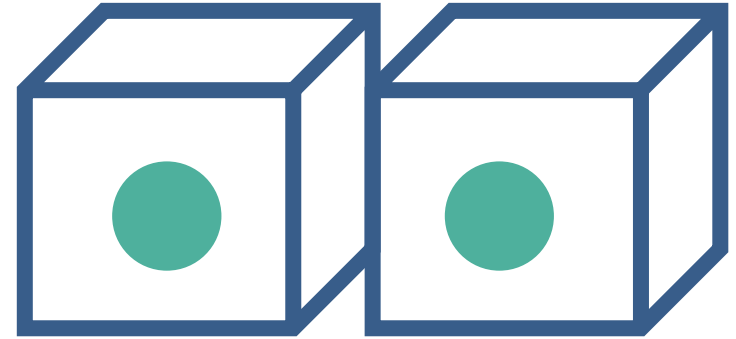
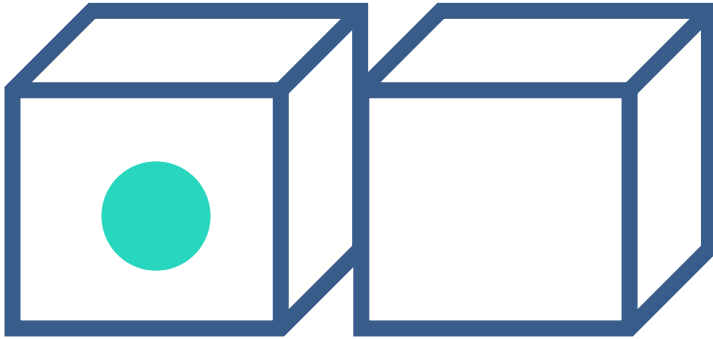




Conventional

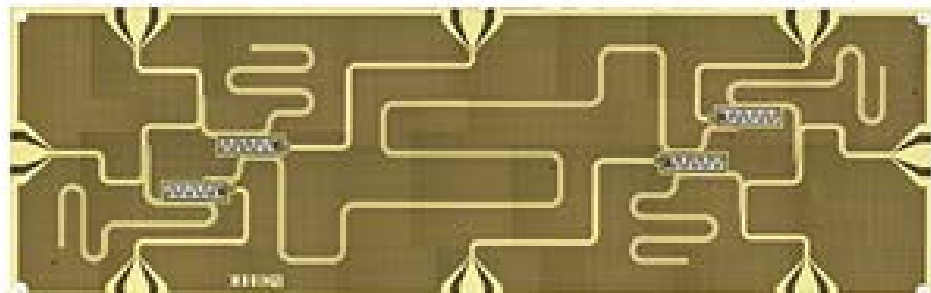
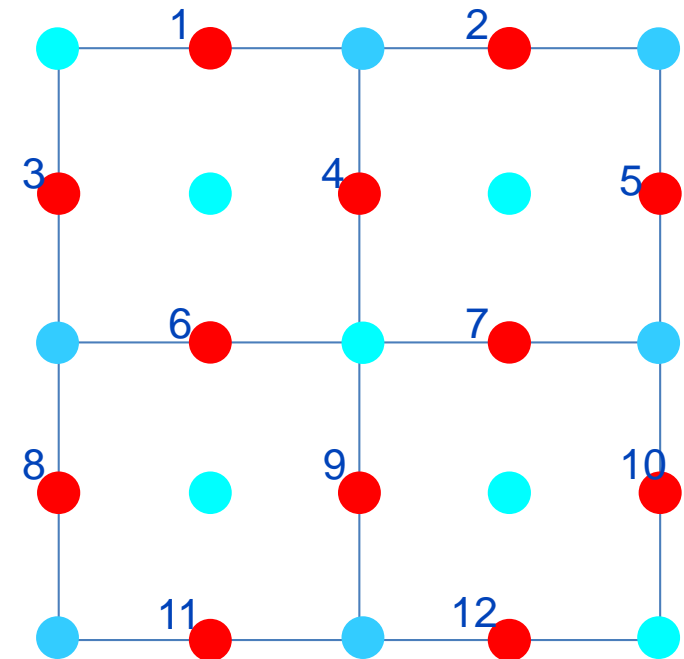
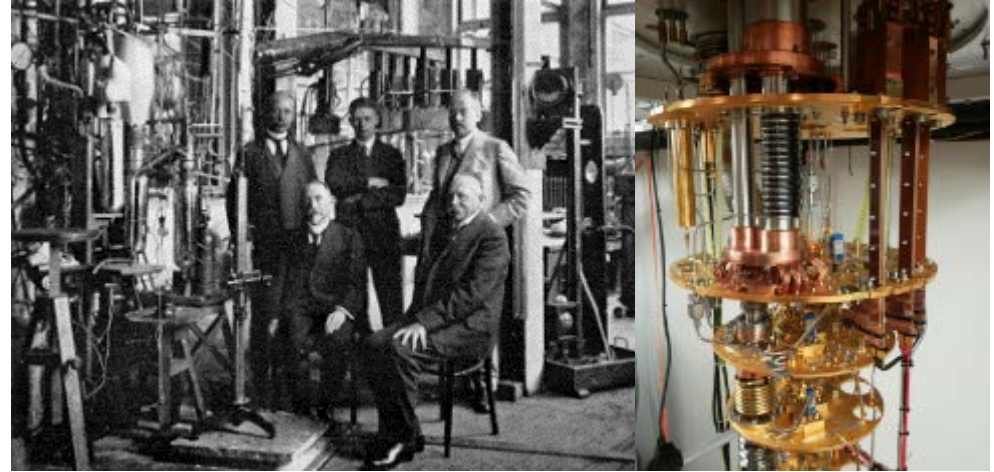
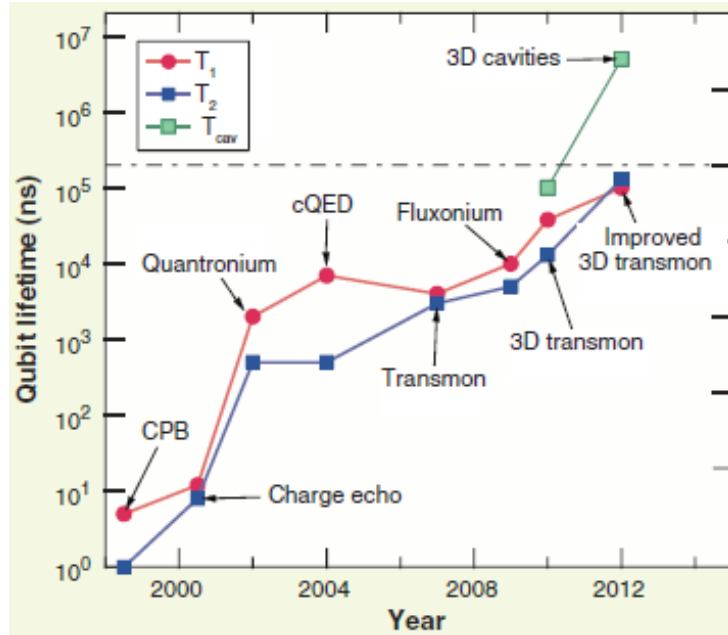
versus

quantum computing



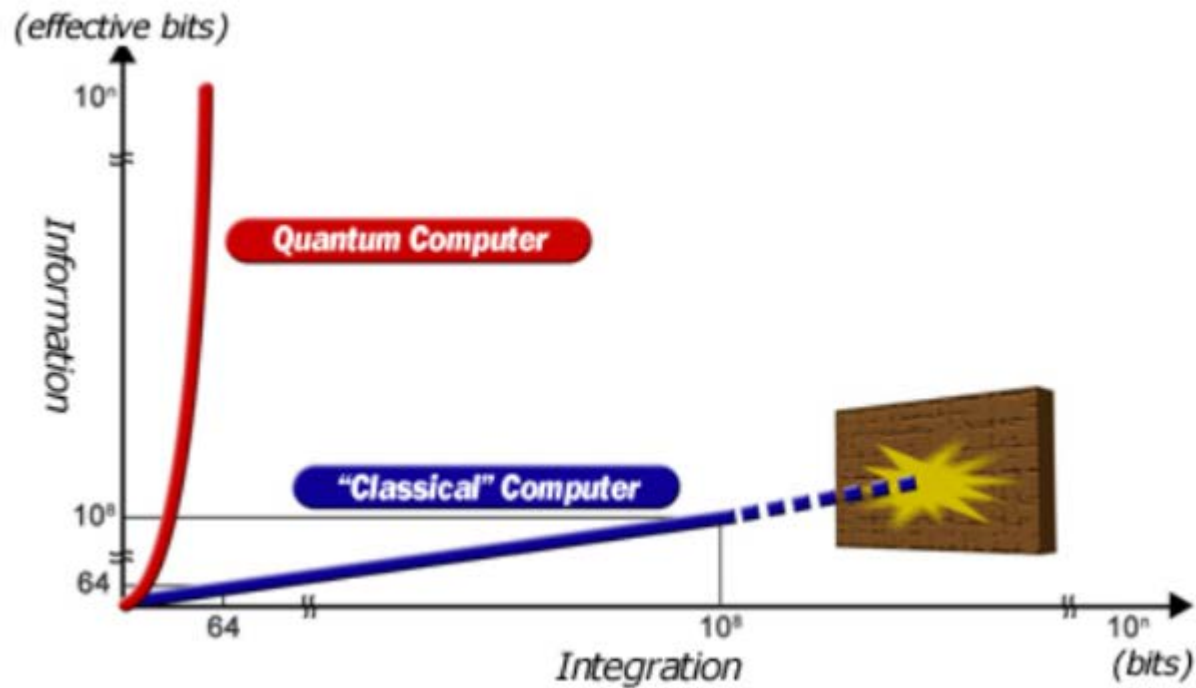


Recent developments



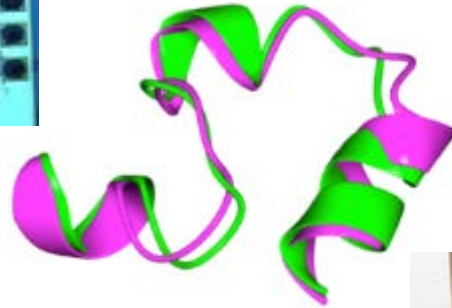
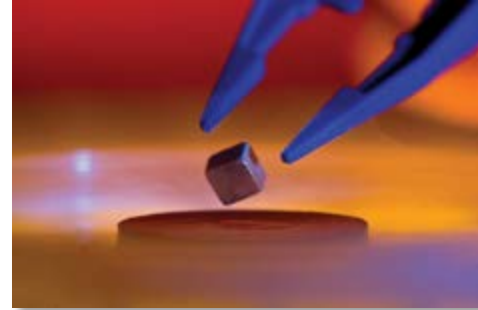
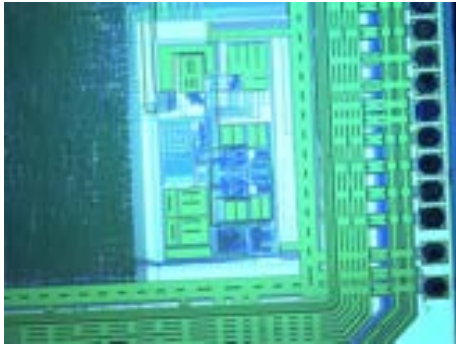


Scaling of computing power





QC applications

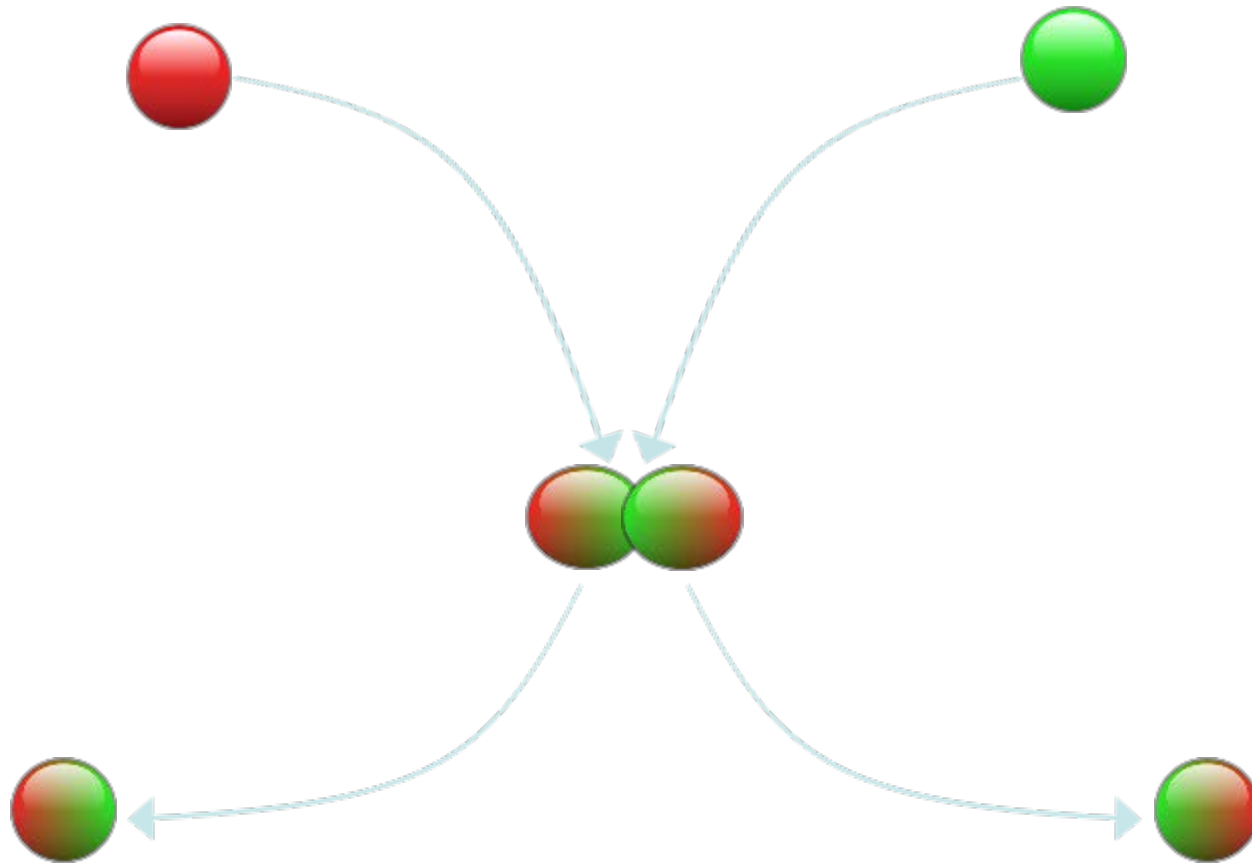


1000 qubits: factorize 232 decimal number
10000 qubits: factorization beyond HPC





Quantum entanglement





Also at huge distances...



A measurement at
left-hand side,
affects right-hand side

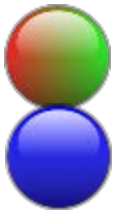


... instantly!





Teleportation



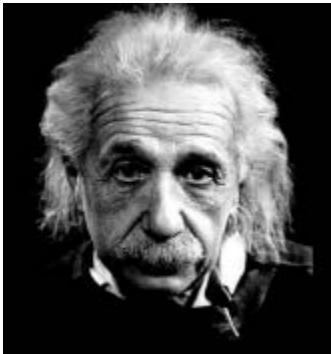


Teleportation





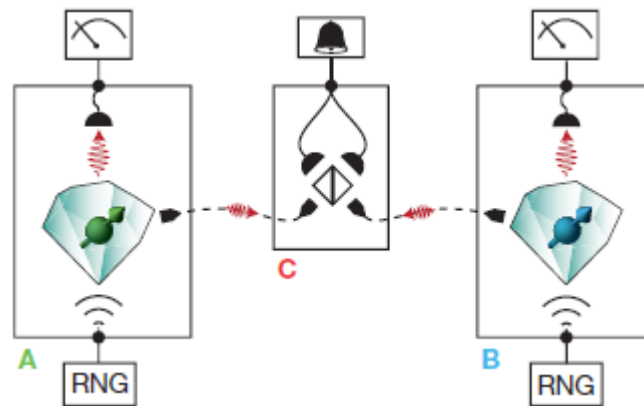
Teleportation



*“Spooky action
at a distance”*

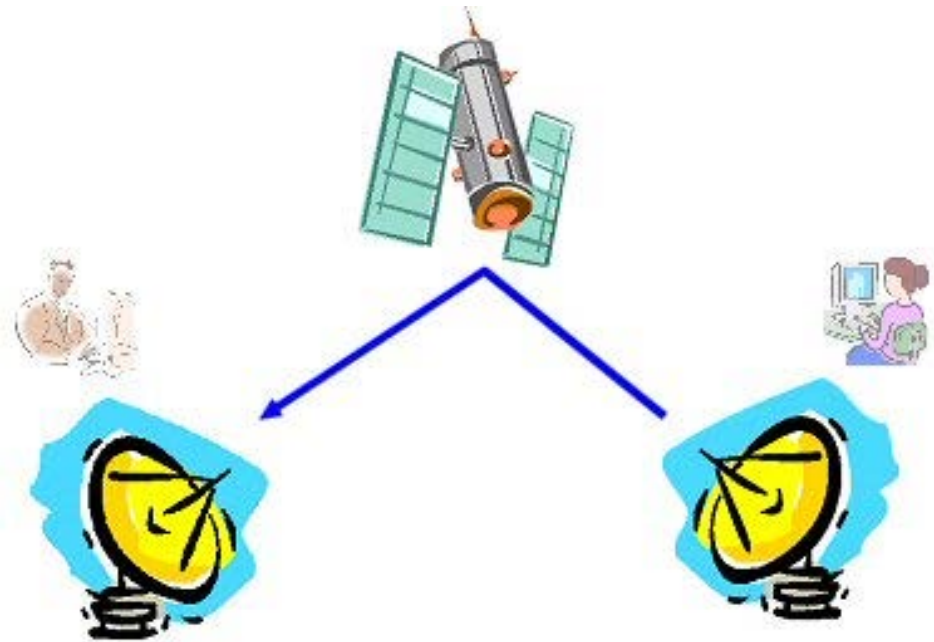


First Loophole-Free Bell Test (QuTech, Delft, 2015)



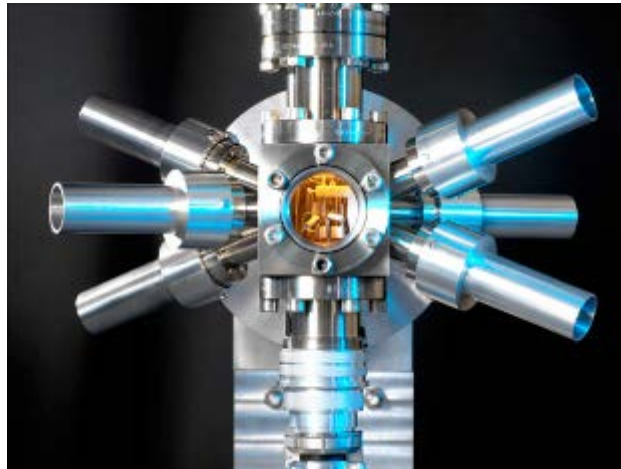


Quantum Internet



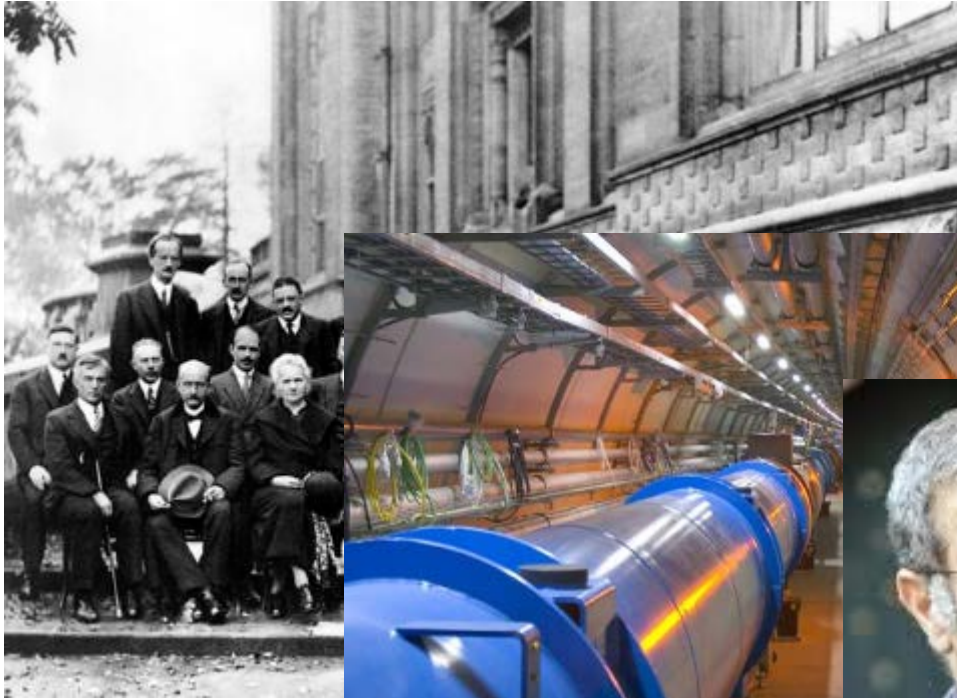


Quantum metrology





Position of Europe



Flagship Quantum Technologies



Partners:

Leiden University
Univ. CopenhagenAn initiative by:  and 
Delft University of TechnologySupported by:
Dept. of Economic Affairs & Innovation, Dept. of OCW
Dutch industry / Topsector HTS&M, ERC



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DELIVERING INNOVATIVE DEFENCE RESEARCH AND TECHNOLOGY

Dr Bryan Wells

Defence Science and Technology, UKMOD

Chair, EDA R&T Steering Board

Amsterdam, 25 April 2016



Defence Science and Technology



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Coverage

The technology landscape challenge: getting the best S&T for innovative game-changing advances

UK thinking on Innovation

Role for International S&T Leaders



<http://upload.wikimedia.org/wikipedia/commons/a/a0/Social-media-for-public-relations1.jpg>



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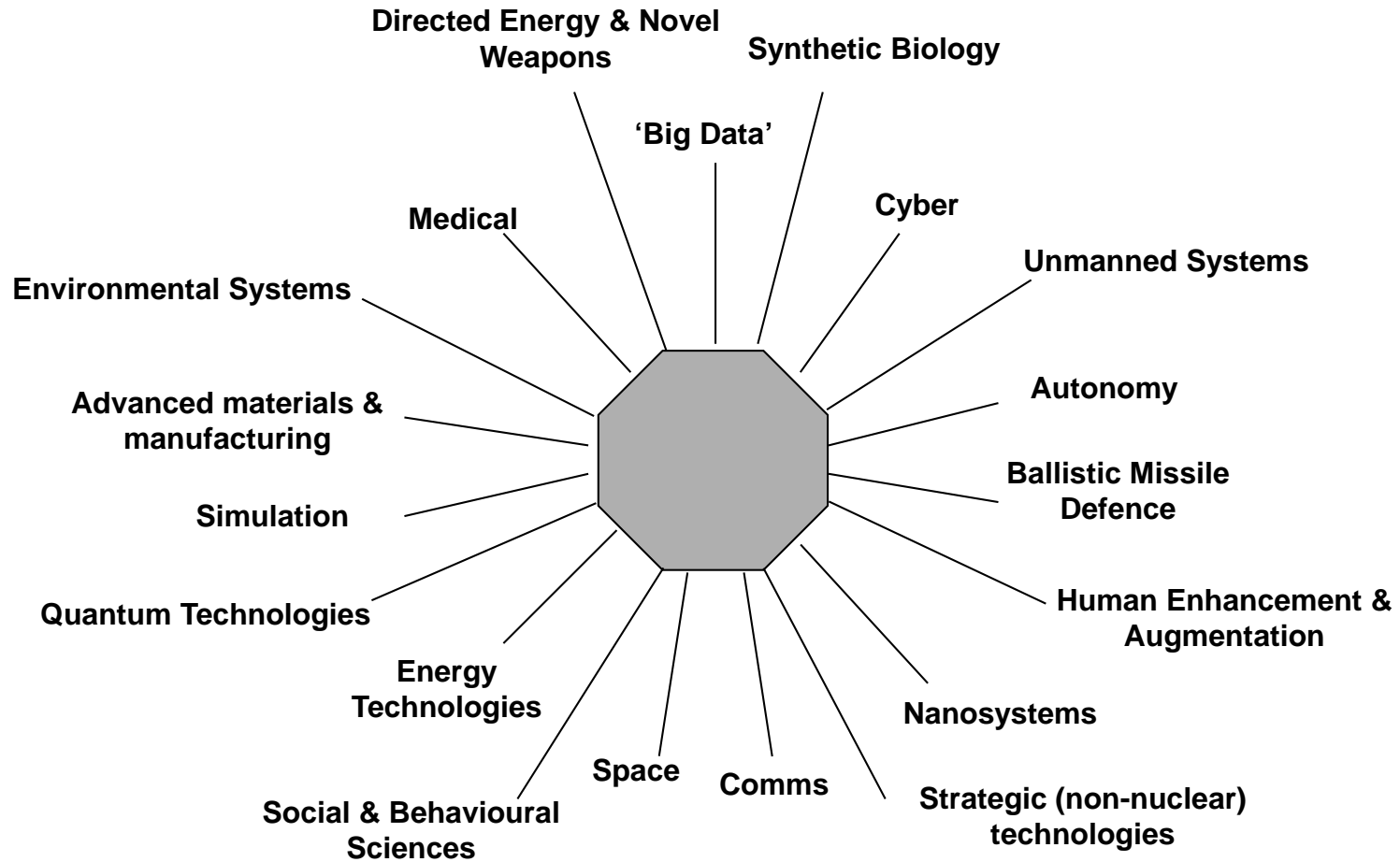
Why Innovation?



*“Dieu n’est pas pour les
gros bataillons, mais pour
ceux qui tirent les mieux”*



Thinking to the Future

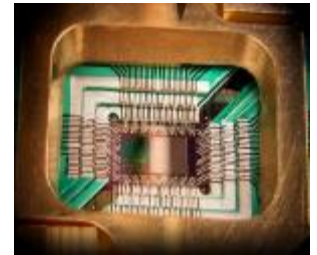




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Implications of Technology Trends

- Few Technologies are the preserve of the defence sector
- Rate and direction of change cannot be controlled by defence
- Technology trends are both opportunities and threats
- Combinations of technologies may lead to real innovations
- Innovative use of existing capabilities could be game-changing



http://commons.wikimedia.org/wiki/File:DWave_128chip.jpg



S&T Themes

Data and Information

- Our dependence on information will grow
- Growing info-structure...Growing inter-connectedness
- More data & smarter analytics...Better control & optimisation
- Increased dependence...Greater vulnerability

Humans and Autonomy

- The humans' role will remain central; but change
- Human – and – military productivity increases
- Decision-making shifts towards machines
- Span of human control increases

Decentralised Critical Infrastructure and Innovation

- Distributed infrastructure will build the 21st Century
- New trade, geo-political models etc built – mostly bottom-up
- Distributed grids/ networks for info, communications, energy etc replacing 20th C heavy, centralised, capital-intensive, infrastructure

Shocks and Surprises

- Novel, contentious, potentially disruptive developments may surprise and disrupt us.

S&T as a Potential “Leveller”

- Historic advantages that ‘Western Nations’ once enjoyed by default in defence will reduce..



*www.defenceimagery.mod.uk File:
45155077.jpg*



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UK Strategic Defence and Security Review – 2015 Innovation Announcements

- Horizon Scanning for Innovation: Emerging Technology and Innovation Analysis Cell
- Defence and Security Accelerator for Innovative capabilities
- Workforce initiatives: entrepreneurial skills
- 1.2% of defence budget on S&T
- *Around £800M over 10 years specifically on Innovation*
- *20% of S&T budget currently on Disruptive Capabilities*



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The International Dimension

INNOVATION IS INTERNATIONAL

Co-operation must add value

cutting-edge research
Industrial capacity
Operational advantage





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Innovation – The Challenges

- Defence does not have exclusive access to high technology
- There is a rapid spread of know-how
- Defence does not invent the technology future





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Innovation – Our Strengths

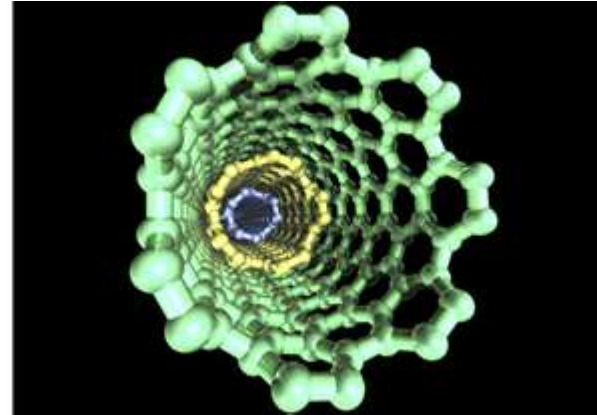
- Cutting-edge research
- Cutting-edge capabilities
- Our people





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Opportunities and Challenges



Defence Science and Technology



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|

“My dear, here we must run as fast as we can, just to stay in place.”



Sir John Tenniel