

Profiles in Information Age Innovation

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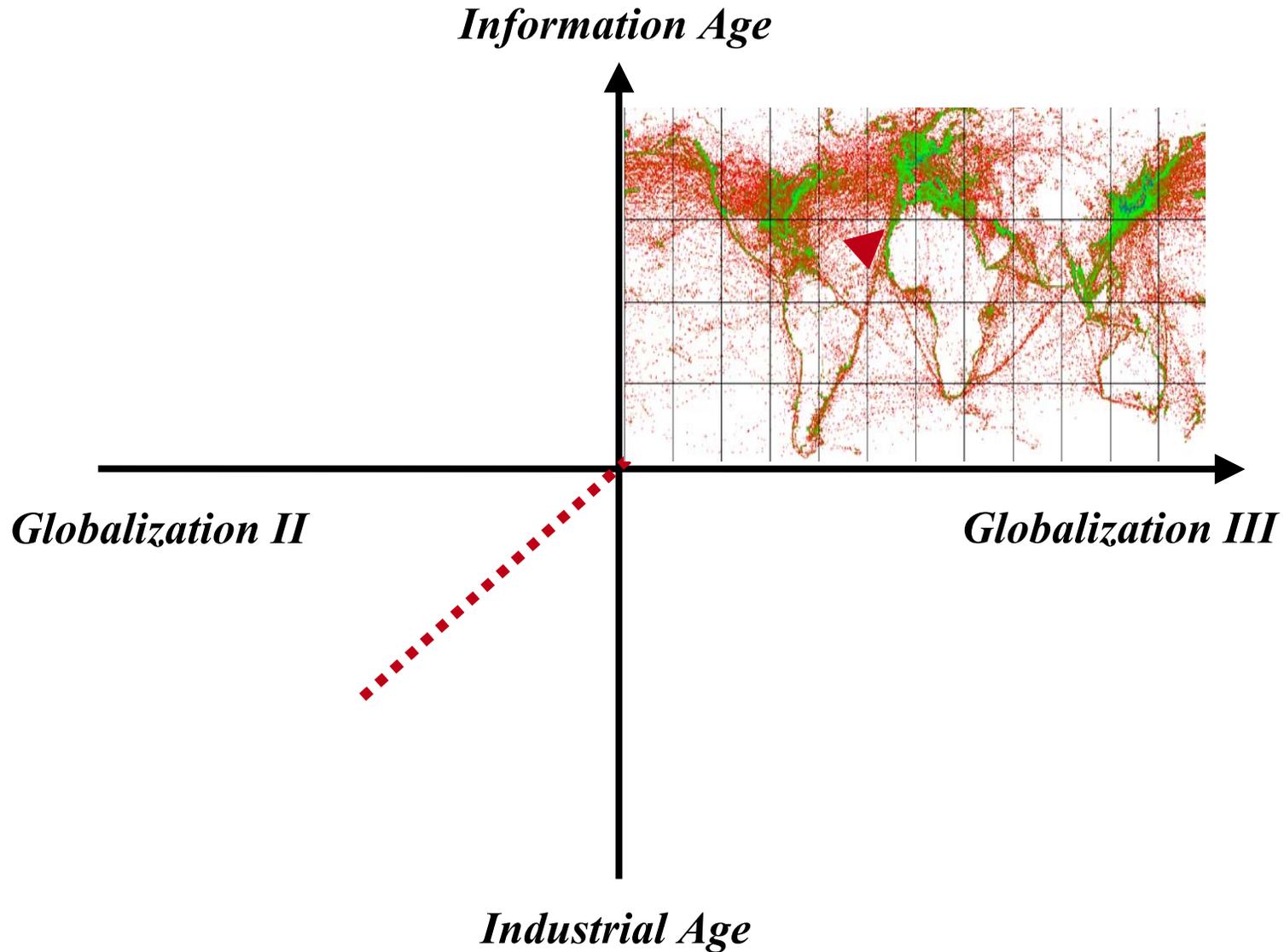
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Panel Overview

- Innovation and Information Age Transformation
 - John Garstka
- Innovation in the Royal Netherlands Army
 - Lt Col (Ret) Lex Bubbers, RNLA
- Innovation in Navy Special Warfare Group One
 - LT Jim Ford, USN
- Innovation in Logistics
 - CAPT Linda Lewandowski, USN

Transformation: Meeting the Challenges of the New Competitive Landscape



Global Trends

Globalization II

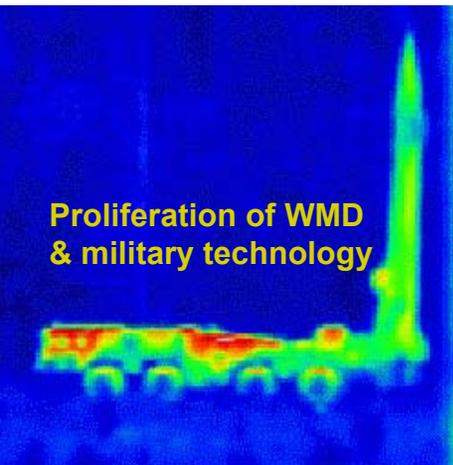


Globalization III

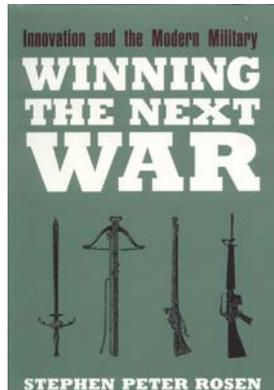
- Static, bipolar “market”
- Bulk of population in 3rd World
- Limits on security “exports”
- **Beliefs in Conflict: Political Ideology**
- Ordering principle = Great Power War; yet none since 1945

- Also bifurcated, but very fluid
- 4 Billion in Core, 2 Billion in Gap
- “Unlimited” global demand for security exports
- **Beliefs in Conflict: Religion/culture**
- Warfare now simultaneous across system, state and individual levels

- *New Rules*
- *New Institutions*
- *New Security Environment*
- *Disconnectedness*  *Danger*



Proliferation of WMD
& military technology



Global Trends

Industrial Age

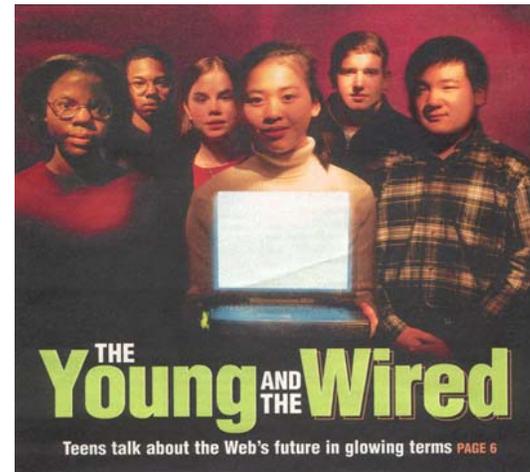
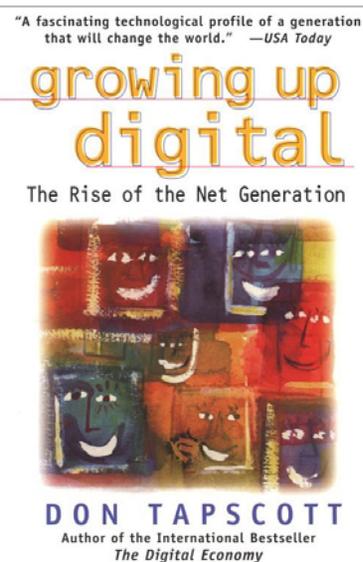
- Success = Scale + Scope
- Top Down - Centralized
- Vertical Integration
- Information Hoarding
- Local Awareness
- Arms Length Relationships
- Make and Sell
- Inwardly Focused



Information Age

- Success = Adaptability + Agility
- Empowering the “Edges”
- Virtual Integration
- Information Sharing
- Increased Transparency
- Collaboration & Synchronization
- Sense and Respond
- Externally Oriented
- Accelerated Innovation & Experimentation

- *New Rules*
- *New Behaviors*
- *New Competencies*
- *New Relationships*



Transformation

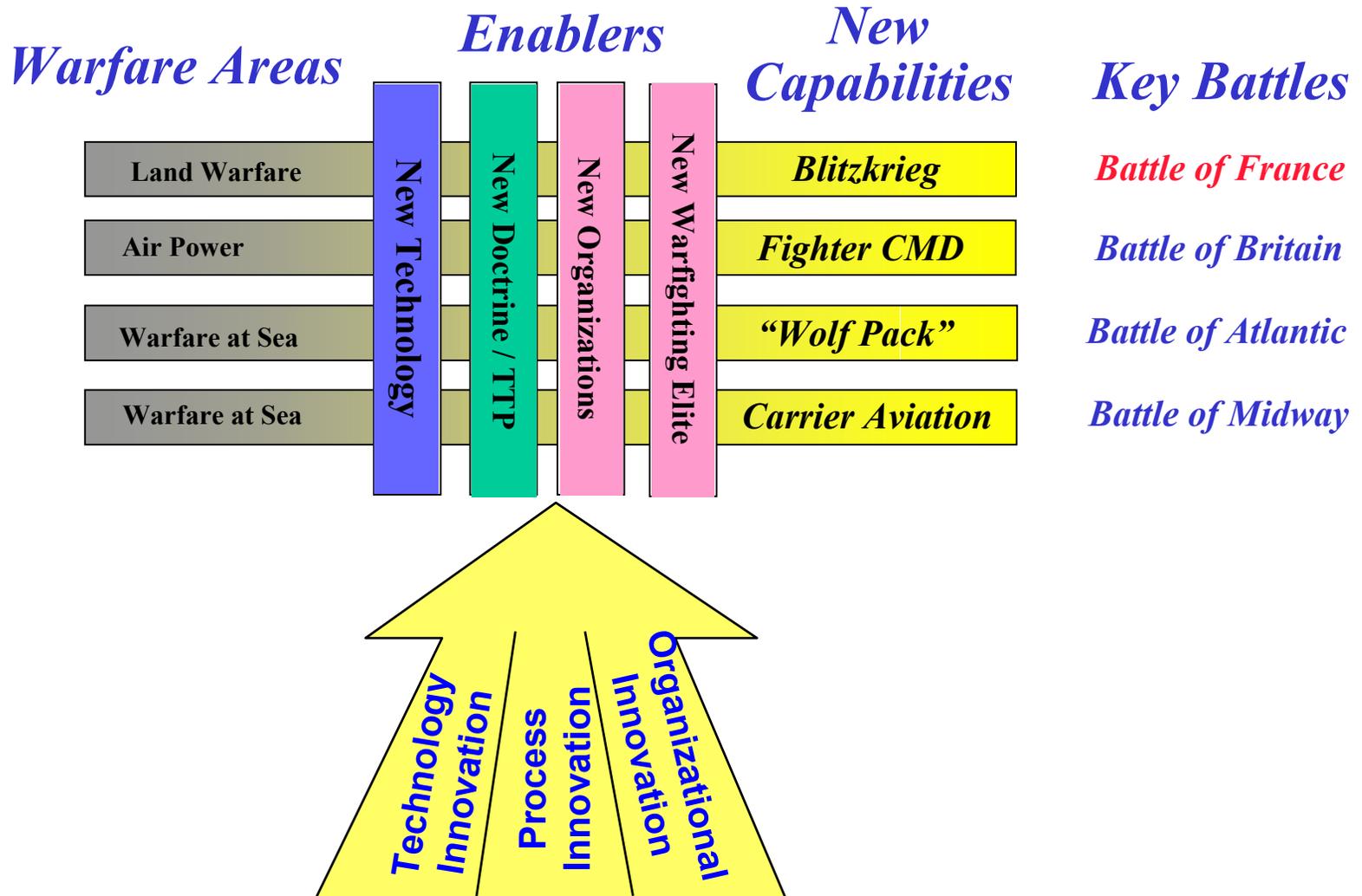
...Elements

- ✓ **Continuing process**
- ✓ **Creating/anticipating the future**
- ✓ **Co-evolution of concepts, processes, organizations and technology**
- ✓ **New competitive areas / competencies; revalued attributes**
- ✓ **Fundamental shifts in underlying principles**
- ✓ **New sources of power**
- ✓ **Broadened capabilities base**

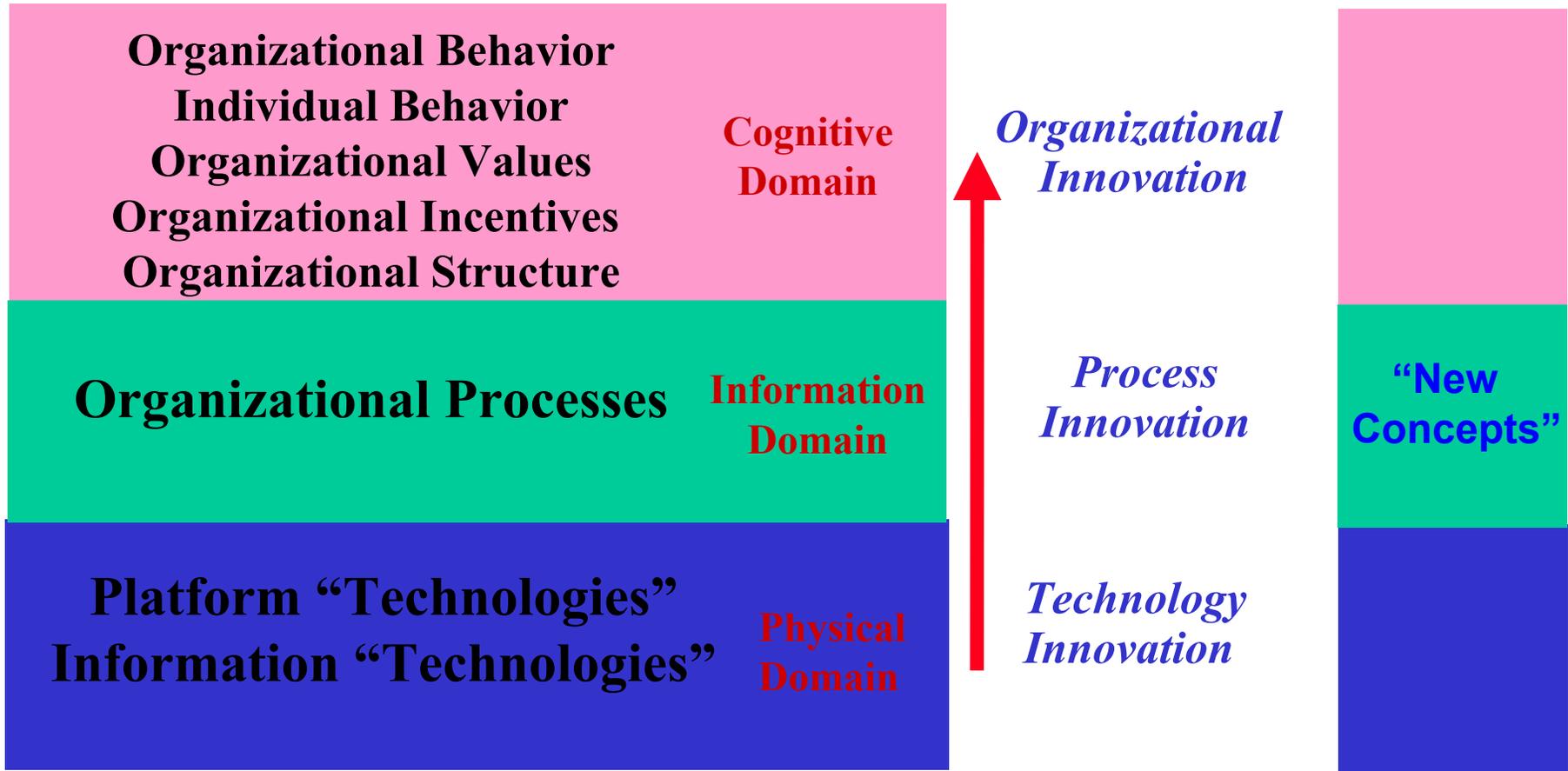
- *New technology context*
- *Broadened threat context*
- *New strategic context*

A Broad and Sustained Competitive Advantage

Creating Competitive Advantage: Warfighting Innovation



Creating Competitive Advantage: Overcoming Impediments to Innovation



Increasing Level of Difficulty for Change