

NDIA Joint Armaments Conference

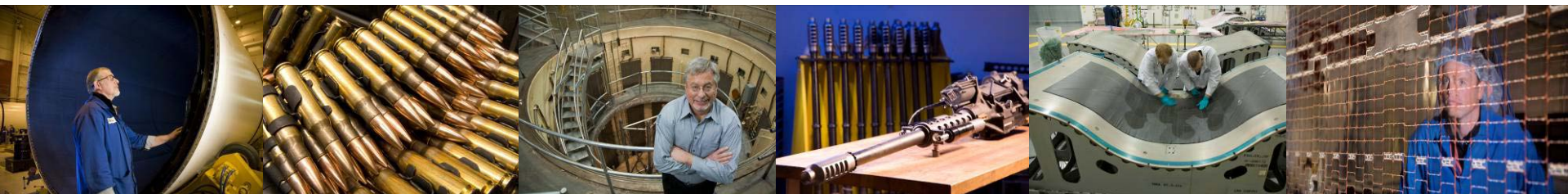
*Technology Development, Transition, and Next Week
An Industry Perspective*

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NDIA
National Defense Industrial Association

Advocate – Promote – Provide



- *“This budget provides the resources to sustain a military at war. It takes care of our people, rebalances military capabilities, reforms what and how we buy, and supports our troops in the field.”*
- *“I believe the Department should seek increasing competition, use of prototypes, and ensure technology maturity so that our programs are ready for the next phases of development...”*
- *“We must ensure that requirements are reasonable and technology is adequately mature to allow the department to successfully execute the programs”*
- *“The gusher has been turned off and will stay off for a good period of time...”*
- *“Must provide direct support to current operations and the current force through providing technology solutions and rapid acquisition”*
- *“We’ve seen how relatively low cost, off-the-shelf technology can have a huge impact on the battlefield”*
- *“...99% solution over a period of years, or a 75% solution over a period of weeks or months.”*

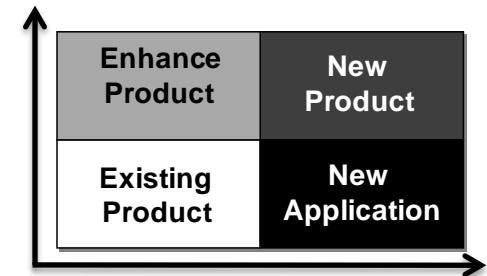


Must rapidly transition technologies that support current operations!

- Role and responsibilities – *Voice of the Customer*
 - *Maintain awareness of market trends, forecasts, and policies*
 - *Listen and communicate Customer needs, requirements, and timing*
 - *Identify and develop emerging market opportunities*
 - *Develop business cases for new products and services*
 - *Foster strategic relationships with technology partners*
 - *Prioritize and validate discretionary investment*
 - *Organizational responsiveness to Customer demand*
 - *Promote ATK as a supplier of choice*



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- Discretionary investment – *Business Sponsor*
 - *ATK's commitment to the Customer community*
 - *Integral part of business planning process*
 - *Limited resources so must select projects wisely*
 - *Focus IR&D projects that solve Customer problems*
 - *Business case – investment and return*



Prioritizing investment to meet demand!

- Industry must respond with rapid development cycles and more streamlined processes
- No time for science projects, may be fun for scientists but rarely provides meaningful capability to the Warfighter or meaningful revenue to Industry
 - *Industry is willing to invest to provide real capability that satisfies a real need*
- Seek technology partners and leverage existing technology
 - *Scale or adapt to fill capability gaps; do not have to develop*
- Affordable and innovation are match made in heaven; must go hand in hand
- Government spending patterns must reflect both the need to equip Warfighters and sustain industrial capability
 - *Requires sound investment strategies and partnering*
 - *Joint R&D reviews that align capability gaps with potential solutions*
- Technology advances that help preserve a viable industrial base are becoming as important as the technology in the weapons themselves
- Leverage ManTech Program to reduce manufacturing costs and risks
 - *Enables affordable production and transition of new technologies*



Focused on rapidly fielding mission-critical technology

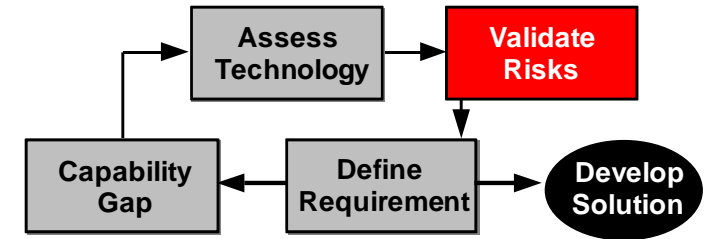
Closing the Gap – A Few Simple Suggestions



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Risk – What is to be achieved measured against what is available

- Process begins and ends with the User
 - Needs must be translated to meaningful requirements
- Evaluate the criteria upon which requirements are based
 - Validate maturity of technology and producibility
 - State of the art vs. state of the possible – real world context
- Set realistic requirements and expectations so industry can deliver on time and on budget
 - Industry must communicate reality of delivering desired capability
- Requirement \$hift, requirement \$hift, requirement \$hift
 - 75% is good enough...get it to the Warfighter!
 - Mature it later through spiral development with user input
- Solidify technical baseline then move to production
- Safety first but streamline test and evaluation protocol to accelerate material release



Driving through the development cycle



Providing the Right Response – *Technology in Action*



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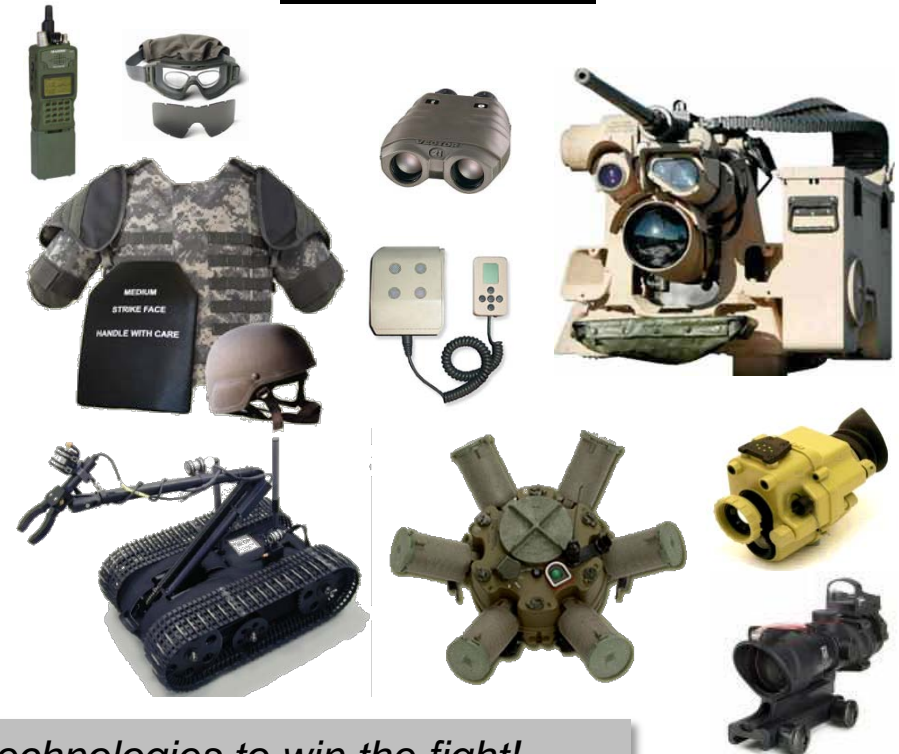
- Warfighters adapt quickly to ever-changing threats and challenges
- Technology permeates almost every aspect of preparing Warfighters for war
- Transformation-enabling technology advances were quickly fielded
- Focus on affordable technology that fills Warfighter's capability gaps



Lethality



Survivability



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