

How EA Enables Transformation

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Context: EA and Transformation

- Transformation refers to a revolutionary or disruptive advance in capability.
- Defense Transformation is a strategy for determining WHAT capabilities DoD requires and HOW to best combine defense capabilities for various strategic objectives. (CONOPS)
- Evolutionary Acquisition is a strategy for determining HOW to best acquire systems to rapidly deliver “Useful Capability” to the warfighter in a continuous process.
- Evolutionary Acquisition Supports Transformation

Defense Transformation

- Transformation is the centerpiece of the 2001 Quadrennial Defense Review, intended to counter asymmetric threats that are highly unpredictable. Calls for capability-based planning and acquisition where technologies can be rapidly fielded and combined in several ways to get the desired effect.
- One highly publicized example of combined old and new technology is the Special Ops fighter on a horse with a Satellite phone and laser designator. This results in a highly effective capability intended for a specific operation.
- Each service has a transformation plan: Army's lighter Objective Force, Navy's interoperable ForceNet, and the Air Force's EAF Task-Force concept. In each case, transformation objectives requires the acquisition of systems that will "Rapidly Dominate" opposing forces.
- A central theme for force transformation is adding incremental capabilities through aggressive, integrated operational planning.

Defense Transformation Goals

- **Protect the U.S. homeland and our bases overseas**
- **Project and sustain U.S. military power**
- **Deny enemies sanctuary**
- **Protect information networks from attack**
- **Use American information superiority to seamlessly weld the U.S. armed forces together as a joint force**
- **Maintain unhindered access to space and protect U.S. space assets**

“A culture of change, flexibility, and adaptability is more important to transforming the military than simply having new hardware.”

**Donald Rumsfeld
Secretary of Defense
January 31, 2002**

Transformation: Characteristics of Process

- Transformation, which has been elevated to a strategy to determine current and future force structure, requires three essential characteristics:
 - **advanced technologies, enabling**
 - **new concepts of operation, integrated with**
 - **organizational change, for rapid execution.**
- Aggressive Planning to integrate existing systems with new technology to result in revolutionary (disruptive) operational capability.
- Rapid fielding of incremental capabilities, bringing lessons learned back into requirements and development.

EA matches Transformation Characteristics

- The central goal of EA is faster delivery of advanced technology to the warfighter, with focus on ensuring a *useful capability*.
- EA processes, including spiral development, provide the means to meet transformation characteristics:
 - Time phased requirements delivers advanced technology at the earliest opportunity, enabling experiment / adoption of new concepts of operation.
 - System increments will produce fielded systems that are disruptive in nature, leading to war-winning capabilities.
 - EA matches the commercial model of system development and innovation without the limitation of COTS.
 - Spiral development provides immediate opportunity for feedback into near-term development activities.
 - EA involves an unprecedented amount of interaction between various life-cycle processes, reaching back into S&T and forward into operations and product support.

EA will lead to Force Transformation

- Without EA, transformation would take 25+ years.
- EA produces unparalleled opportunities for new capabilities through the fastest response between development, acquisition and operation.
- EA and transformation share a central tenet: fast, proven adaptation of useful technology that provides innovative concepts of operation to produce a decisive advantage.

The key is agility: the ability to accelerate and change direction in near-real-time.