



# **3<sup>rd</sup> Offset – An Industry Point of View**

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# The 3<sup>rd</sup> Offset

## What does it mean....



What we are hearing from DoD leadership

- Addresses operations in the denied environment
- Increased automation and autonomy in weapons
- Collaboration and networking
- Agile, Adaptive, Integrated,.....and Affordable
- Exploiting technology at the operational and tactical level....improving the battle network
- 3<sup>rd</sup> offset builds on foundation of 1<sup>st</sup> and current challenges executing 2<sup>nd</sup>
- ...doesn't replace anything...it is additive



*It's "not about technology per se" it's exploitation and evolving the foundation*

# The 3<sup>rd</sup> Offset

## What does it mean.....Attributes

- Systems evolution to provide revolutionary capabilities
- Affordable...1<sup>st</sup> and 2<sup>nd</sup> aren't going away nor are the fiscal constraints
- Easily deployable...A2AD requires it
- Flexible and adaptable
  - “fit” into the current core functions
  - allow innovative airmen, seamen, and soldiers to fully exploit capability
- Collaborative - Implementation that reaches across all existing platforms
- Easily modified and scalable – open architecture designed to grow as we / it learns
- Cyber Hard



*First Augment What You Have For New Capabilities - Be Pragmatic*



# The 3<sup>rd</sup> Offset

## How do we get there.....A Culture Change



- Urgency and Mandate to Trust and Work Toward Common Objectives – Bring Industry In to the Requirements Conversation Early
- Move out on good ideas regardless who brings them forward and don't avoid a gap filler because it's not competitive
- Avoid paralysis by analysis – make adaptability a KPP and move forward
- Risk is the price of innovation with speed – partner with industry to share the risk
- Pull to left and avoid pushing right



*We don't have to get this perfectly right, we just need to get it less wrong than our adversaries" Gen Mark Milley*

