

# **MILITARY-CIVIL FUSION: CRAFTING A STRATEGIC RESPONSE**

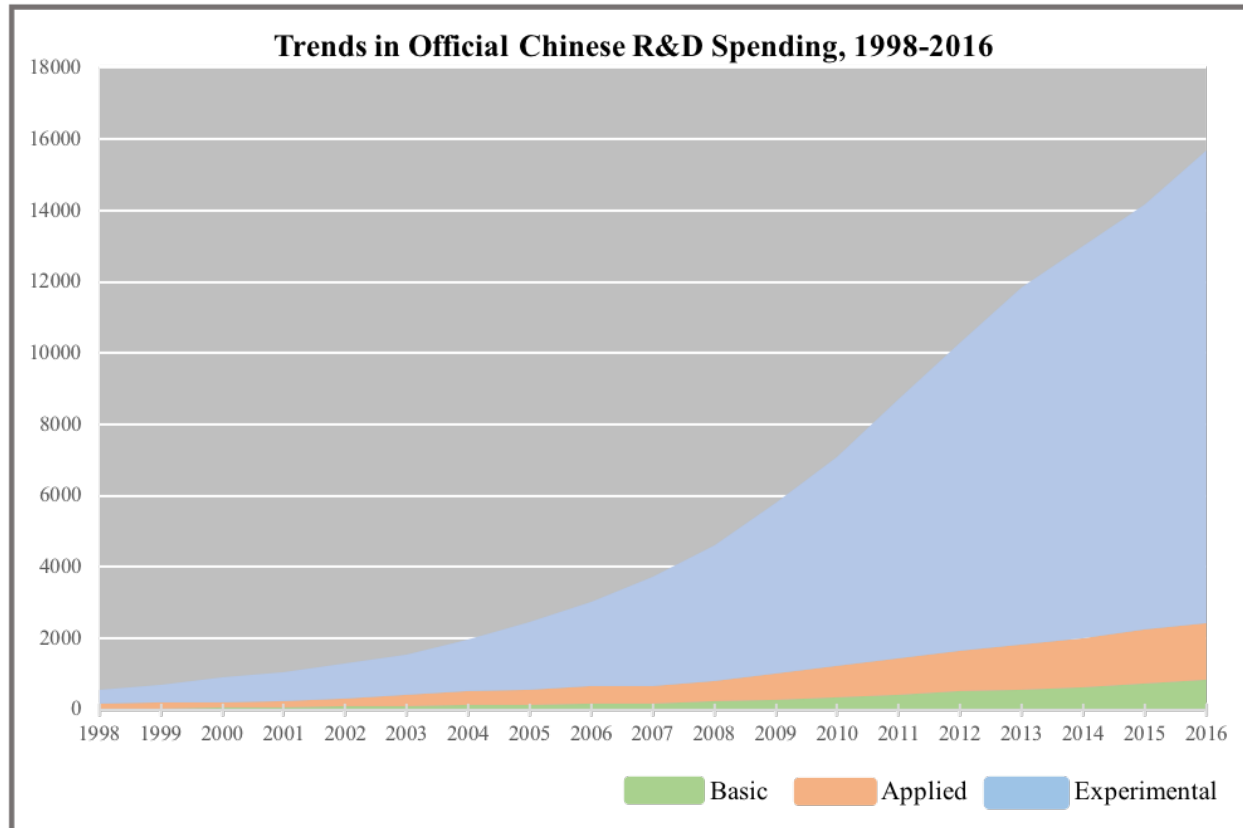
**Prepared for the NPS Acquisition  
Research Program Symposium**

*8 May 2019*

## ROADMAP

- I. MCF: A Misunderstood Chinese Grand Strategy
- II. Misaligned Competitive Orientations
- III. A Cue from the Office of Critical Technologies & Security

# MCF: A Misunderstood Chinese Grand Strategy



# Misaligned Competitive Orientations

## Diagnosis

*Asymmetric information competition*

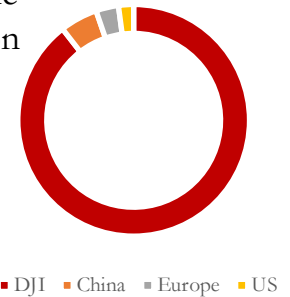


## Objective

“Innovation is time-consuming, laborious, and risky... But when it comes to **applying** technology, the opportunity cost to leap ahead is low, the chances of success high. Therefore, China must strive for the **international standard-setting power** in the application field...”

## Mechanisms

“International cooperation in the military field faces restrictions on access to advanced technology. But the **private economy continues to draw on foreign advanced technology** and development experience, with fewer restrictions.”



## Diagnosis

*Direct competition over determinative future military capability*

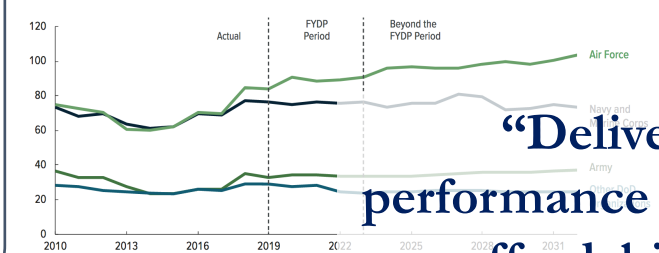


## Objective

“High-tech heavyweights ... are aggressively pursuing ‘**open innovation**’ models, where leadership emphasizes collaboration with outside partners ... to mine the global technology commons for **disruptive new ideas** ... Like competitive industry, DoD must strike the appropriate balance between sharing and security. However, in a world where technologies are quickly rendered obsolete, **protecting technology secrets is less important than ever before** ...”

## Mechanisms

Base-Budget Costs of DoD's Acquisition Plans Under the 2019 FYDP, by Military Service



**“Delivering performance with affordability”**

# A Cue from the Office of Critical Technologies & Security

## *Narrative*

- Message positioning for long-term, peacetime competition
- Reframe innovation debate
- Alliance coordination; marshaling of scale
- Official language targeting PRC sensitivities (e.g., “high-tech blockade”)
- Innovation defined as threat-informed, concept-driven advance
- Communication with allies in advance of shifts in DIB policy

## *Mechanisms*

- Impose costs via implementation of high-tech blockade
- Seize winner-take-all future networks
- Develop isolated R&D environments in critical domains
- Threat-informed acquisition culture & concept development
- Mitigate risks associated with extant supply chain vulnerabilities
- Investment review & export restrictions revamped, tied to FMS/security cooperation
- Public-private partnerships & alliance coordination
- Proprietary learning datasets for weapons system AI
- Defense innovation initiative investments directed according to great power competition
- Expansion of threat library inputs across programs and decision milestones

*Examples*

