



20th NATO LCM Conference

Holiday Inn Brussels Airport, 21/22 January 2025

20 Years of NATO Life Cycle Management - Looking back, moving forward, facing new challenges

In cooperation with the NATO Life Cycle Management Group (LCMG) and
supported by the NATO Industrial Advisory Group's (NIAG) Industrial Interface Group (NIIG)

Conference Programme

Chaired by:

Thomas Espelund Pedersen, Danish Defence Acquisition
and Logistics Organisation (DALO), Ballerup, Denmark

J. Bo Leimand, LEIMAND Freelance Consultancy, Naestved, Denmark

Tuesday, 21 January 2025

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| 12:00 – 12:30 | Welcome Coffee, Registration |
| 12:30 – 12:40 | Introductory Remarks, Administrative Remarks Conference Chairmen |
| 12:40 – 13:10 | Keynote: NSPA - Life Cycle Management Allan McLeod, Director NATO Support and Procurement Agency, Capellen, Luxembourg |
| 13:10 – 13:50 | AC/327 Activity Report, NIIG Introduction & Update Mrs. Deniz Gizem Özkan, Chair, AC/327 NATO Life Cycle Management Group Manuela Tudosia, Chair NIIG to AC/327 Life Cycle Management Group |
| 13:50 – 14:20 | ACT's progress in Establishing Requirements Traceability through life for NATO common funded capabilities Barbara Craib, NATO Allied Command Transformation (ACT) |
| 14:20 – 14:50 | A comparative study using Linear Regression and Artificial Neural Networks: Estimating the Cost per Flying Hour of U.S. fixed-wing tactical aircraft. Michail Bozoudis and David Odesser, Nato Communications and Information Agency (NCIA) |
| 14:50 - 15:50 | Exhibition - Coffee Break |
| 15:50 – 16:20 | Life-cycle Services 'from Sunrise to Sundown' of Aviation systems Leo Vanhatalo, Insta ILS OY, Finland |
| 16:20 – 16:50 | Digital Engineering in Defence and optimising Asset Development Jamie Smallman & James Wood, Deloitte, UK |
| 16:50 – 17:20 | The need for integrated analysis capabilities to keep focus on cost effectiveness through the life cycle Younes Lousseief and Oskar Tengö, Systecon, Sweden |
| 17:20 -17:50 | The tale of two cost elements "procurement and in-service" and its role in the Life Cycle Management of Defence project. Dr Sanathanan Rajagopal and Del Roberts, Sirius Analysis, UK |
| 17:50 – 18:00 | Discussion, Concluding Remarks, Exhibition |
| 18:00 – 18:45 | Reception |
| 18:45 | Dinner Dinner Speaker: Rear Admiral N.J. Wheeler, Director NDS |

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| 08:30 – 09:00 | Multinational Life Cycle Management within the CAVS programme Hannu Kenttämies and Atte Hytönen, Patria ISP Oy, Finland |
| 09:00 – 09:30 | What does it take to implement a NATO platform with life cycle support to a country that has been using Russian systems, while in a serious contested environment Ian Knight, ILIAS Solutions, Belgium |
| 09:30 – 10:00 | How to enable product definition lifecycle continuity in collaborative environments Mattias Larsson & Simon Pettersson Eurostep AB, Sweden |
| 10:00 – 10:30 | The Digital Threads and the Importance of Configuration Management to quality and traceability Pedro Cunha, Chair/Rapporteur IAG Study Group 306 |
| 10:30 – 11:00 | Exhibition Coffee Break |
| 11:00 – 11:30 | DOM Digital Obsolescence Management Tool Dalila Onorati, Elettronica S.p.A., Italy |
| 11:30 – 12:00 | Sustainable AI for Military-Industrial Workforce Efficiency Gabe Batstone, Contextere, USA |
| 12 :00 – 12 :30 | Applying Life-cycle Analysis to Sustainability : A Case Study Fergus Hawkins & Simon Pethick, TFD Europe Ltd, UK |
| 12:30 – 13:00 | Hot wash up – a first impression report Holger Ziegler, NATO Headquarters, Brussels, Belgium Andreas Kirchhofer, Vice-Chair, NIAG Industrial Interface Group (NIIG) to AC/327 |
| 13 :00 | Concluding Remarks |

Programme: Subject to Modification



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REPORT

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