21st Life Cycle Management in NATO Conference and Exhibition

20/21 January 2026

Holiday Inn Brussels Airport

**Cooperating for Capability: Life Cycle Management –
The Key Enabler from Investment to Combat Power**

The last year has seen nations across Europe scramble to increase their military capabilities, strength and readiness against a backdrop of emerging threats, uncertainties, and reevaluation of existing relationships. Speed is of essence, and ambitious plans and investments of heretofore unseen dimensions are being announced. New partnerships and modes of cooperation are being formed, and old ones are reinforced and reinvigorated, between governments, and between governments and industry.

Operational Availability of Systems is one of the key elements of NATO's Life Cycle Management objectives. Standardization is a means to achieve Interoperability between and among NATO nations and its industries. NATO AC/327 is following and building standardization on ISO/IEC 15288 and additional widely accepted international standards and specifications. NATO's AAP-20, AAP-48 as well as following standards, like ALP-10 provide a framework to support the whole life cycle of a systems and systems of systems / systems of sub-systems in an optimized and interoperable way.

Further information and tickets:
mittler-report.de/events/lcm

21st NATO LCM Conference

Holiday Inn Brussels Airport, 20/21 January 2026

Cooperating for Capability
Life Cycle Management – The Key Enabler from Investment to Combat Power
**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 E. Pedersen (Danish Defence Acquisition and Logistics Organisation - DALO) and

Andreas Kirchhofer, Global Head of System Life Cycle Management (SLCM) Sopra Steria,
member of ASD Service Commission, Vice Chair NIAG Industrial Interface Group (NIIG) to AC/327

Tuesday, 20 January 2026	
10:00 – 12:00	Welcome Coffee, Registration & Exhibition
12:00 – 12:10	**Introductory Remarks** Conference Chairmen
12:10 – 12:40	**AC/327 Activity Report and NIIG update** Ms Deniz Gizem Özkan,LCMG Chair and Ms Elena Manuela Tudosia, LCMG NIIG Chair
12:40 – 13:00	**Inherent and Operational Availability for COTS-intensive Systems** Massimiliano Filippi NCIA Agency Integrated Product Support Office, Life-Cycle Management Team
13:00 – 13:20	**Digital Enablement of Collaborative Lifecycle Management, Asset Development & Support** James Wood and Mark Gaunt , Deloitte MCS Limited
13:20 - 13:40	**Digital Foundations for Defence Sustainment: Collaborative Data Delivery across Defence Stakeholders** Simon Pettersson, Eurostep AB
13:40 – 14:00	**Secure Smart Maintenance as a Core Element of Life Cycle Intelligence: Predictive Maintenance for NATO Defence Systems** Dr. Markus Kröll and Dr. Robert Miehe Fraunhofer Institute for Manufacturing Engineering and Automation IPA
14:00 – 14:40	Q& A **Roundtable** - ILS/IPS, Data Management & Analysis
14:40 – 15:30	Exhibition – Coffee Break
15:30 - 15:50	**Modelling and Analysis for Successful LCM in Cooperative Programs** Younes Lousseief and Oscar Tengö, SYSTECON
15:50 – 16:10	**Discrete Event Simulation modelling in support of data-based decision making** Ryan Griffin and Craig Thomas, cds Defence & Security
16:10 – 16:30	**Strengthening Lifecycle Management through Integrated Digital Engineering, and the Digital Twin Concept** Dr. Martin Holland, PROSTEP AG
16:30 – 16:50	**Customer Oriented Aftermarket Approaches for Sustainable Support in International Defense Projects** Yarkin Sargin, ASELSAN Inc.
16:50 – 17:10	**Enhancing NATO Logistics and Obsolescence Management through Additive Manufacturing**

Michael Wohlfart, EOS GmbH

17:10 – 17:45	Q & A **Roundtable -** Modelling & Simulation, Obsolescence Management
17:45 – 18:00	**Presentation EUREKA/EUROSTAR and DIANA** Bo Leimand
18:00 – 19:00	Cocktail
19:00	Dinner

Wednesday, 21 January 2026

08:00 – 08:30	Morning Coffee - Exhibition
08:30 – 08:50	**The Future of LCC across NATO - A WG/3 Perspective and Long-Term Planning** Murat Arda Cakmak, WG/3 Chairperson
08:50 – 09:10	**Modern Helicopter Integrity Management** Atte Hytönen and Jaakko Mustonen, Patria
09:10 – 09:30	**LCC and TCO in the earliest phases** Joachim Schöffer 4cost GmbH
09:30 – 09:50	**Leveraging Single Source Principles in Evaluations** Dr Sanathanan Rajagopal and Harley Wye, SIRIUS Analysis
09:50 – 10:30	**Roundtable** - Optimization and Life Cycle Cost
10:30 – 11:30	Exhibition – Coffee Break
11:30 – 11:50	**LCM driven by Asset Data Optimization for operation readiness** Johan Kerst, KPMG Advisory N.V. Andrew Keserich, Camcode Global
11:50 – 12:10	**From Oversight to Enablement: The PMO's Role in AI-Driven Life Cycle Management** Emrah Özdemir, Roketsan Inc.
12:10 – 12:30	**From Contract to Capability: KPI Alignment in Equipment Support Solutions** Fergus Hawkins & Simon Pethick, TFD Europe Ltd
12:30 – 12:50	**Military Asset Management Using Unique Item Identification** Pam Rooney, US Department of Defense Office of the Under Secretary of Defense Acquisition and Sustainment Defense Contracting, Pricing, and Acquisition Policy contractor Alan Cunningham, Camcode Global
12 :50 – 13:30	Q& A **Roundtable** LCM processes and LCC
13:30	Concluding Remarks Chairmen

Programme: Subject to Modification