MITTLER REPORT

22nd Life Cycle Management in NATO Conference and Exhibition

19/20 January 2027

Holiday Inn Brussels Airport

Life Cycle Management: Boring but necessary?

The basis for operational availability, sustainability, and interoperability

The Life Cycle Management in NATO Conference and Exhibition is organised by Mittler Report Verlag GmbH in cooperation with the NATO Life Cycle Management Group (LCMG) and supported by the NATO Industrial Advisory Group's (NIAG) Industrial Interface Group (NIIG).

Experts from NATO, armed forces and industry share how Life Cycle Management turns investments into real combat power. Discover practical solutions, new partnerships and lessons learned. Meet decision-makers and expand your network. A focused exhibition presents innovations and capabilities to ensure sustained operational strength.

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, 19 January

22nd Life Cycle Management in NATO Conference and Exhibition

Chaired by:
Thomas E. Pedersen & Andreas Kirchhofer

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**
Katja Peura, Chair AC/327 Life Cycle Management Group
Holger Ziegler,Head Standardization and Enablement, NATO IS D2IA
Elena Manuela Tudosia, LCMG NIIG Chair

Panel 1: LCM & ILS processes and standards

12:40 – 13:00 **Bridging the Velocity Gap: An ALP-10 Framework for Minimum Viable Supportability in Contested Environments**
Robert F. Briar, U.S. Department of War

13:00 –13:20 **Do Differently, Do Better – The UK programme to Do Support Better by Doing Support Differently**
Allan Goody, (UK CLEP), Team Defence Information

13:20 – 13:40 **Unified Framework for Support and Sustainment**
Dan De Lange, Member NIIG LCMG, Chair ASD SC S4000P

13:40 – 14:00 **Buy Availability, Not Equipment: Contracting the Standards That Deliver it**
Paul Hörchner, Enginia

14:00 – 14:40 **Q & A / Roundtable**

14:40 – 15:30 **Exhibition – Coffee Break**

Panel 2: Analysis and Decisionmaking in LCM

15:30 – 15:50 **Amplifying Your Life Cycle Management Impact: From Analysis to Influence**
Matias Rauma, Systecon

15:50 – 16:10 **Enhancing Operational Readiness through Data-Driven Life Cycle Management**
Richard Mann & Mark Gaunt/James Wood - Deloitte

16:10 – 16:30 **Supportability in Contested Environments Applying Innovative Approaches to NATO Systems Lifecycle Management**
Patrick Bains, U.S. Department of War

16:30 – 16:50 **Keeping Defence Capabilities Alive: From Reactive Obsolescence Management to Predictive Life Cycle Decisions**
Neslihan Güdek, ROKETSAN

16:50 – 17:10 **Innovation and technology improvements require integrated supply chain automation for Life Cycle Cost Management (LCCM)**
Joachim Schöffer, 4cost

17:10 – 18:00 **Q & A / Roundtable**

18:00 – 19:00 Cocktail

19:00 Dinner

Wednesday, 20 January

22nd Life Cycle Management in NATO Conference and Exhibition

Chaired by:
Thomas E. Pedersen & Andreas Kirchhofer

08:00 – 08:30 Morning Coffee & Exhibition

08:30 – 08:50 Gernot Friedrich
Head of Interoperability and Standardization, NATO HQ

Panel 3: Practical applications and field experience

08:50 – 09:10 **Sustaining Ukrainian Military Equipment Through Advanced Manufacturing Lessons from the Advanced Manufacturing Centre of Excellence**
Michael Wohlfart, EOS GmbH

09:10 – 09:30 **Virtual Twins, PLM, and AI: A Synergistic Relationship for Mission-Critical Advantage**
Karim Fradj & Jason Bellman, Dassault Systemes

09:30 – 09:50 **From Vehicle Data to Fleet Readiness: A Scalable Concept for Multinational Life Cycle Management**
Harry Corstens, ILIAS Solutions & Simo Saarinen, Patria

09:50 – 10:30 **Q & A / Roundtable**

10:30 – 11:30 **Exhibition – Coffee Break**

Panel 4: Developments in LCM

11.30 – 11:50 **Fundamentals of Logistic Support Modeling: theory and example**
Guy Langenaeken, NSPA

11:50 – 12:10 **Life Cycle Management - Safety & Security - Safe & Secure Enough?**
Alec T. Quaite, Quotec GmbH/Ltd.

12:10 – 12:30 **From Configuration Chaos to Combat Effectiveness: The Digital Thread enabling Operational Availability Resilience, Sustainability, and Interoperability**
Victoria Rogstrand Nyqvist, FMV/NATO LCMG WG7

12:30 – 12:50 **The effects of modularity, redundancy and maintenance complexity on System's Availability, Readiness and Through-Life Costs**
Massimiliano Filippi, NCI Agency

12:50 – 13:30 **Q & A / Roundtable**

13:30 **Concluding Remarks**
Chairmen