

Covering the defence industry of Estonia, Latvia, Lithuania and the wider Baltic Sea region

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Photo is illustrative. Source: Shutterstock

Estonian Defence Forces to set up Force Transformation Command

This week the Estonian government green-lighted the plan to set up a Force Transformation Command within Estonian Defence Forces (EDF).

The goal of the Force Transformation Command is to support the rapid and sustainable growth of the combat capability of EDF, oversee the growth of defence forces and to ensure the continuous renewal of the force structure and situational awareness as well as testing, developing, and implementing future defense capabilities in cooperation with the defense industry.

International experience confirms that the existence of such a structure accelerates innovation and ensures efficient use of resources.

Similar force transformation command units have also been created in allied countries, such as the US (Army Futures Command), the UK (Strategic Command), and France (Agence de l'Innovation de Défense).

"This is not simply the creation of a new structure, but rather a renewal of the development of the EDF", says Maj. Ivo Peets who heads the new command unit.

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Trump to Stubb: I would defend you

During a White House meeting of Finnish President Alexander Stubb on Oct. 9, U.S. President Donald Trump said he would "vigorously" defend Finland if Russia attacked it.

"I would, yes, I would," Trump replied when a reporter asked whether he would come to Finland's defense in the event of a Russian attack. When asked how he would defend Finland, Trump said, "vigorously."

2025 defence expenditure as share of GDP in Baltics (%)



Source: NATO Defence Expenditure 2025

TALLINN DIGITAL SUMMIT Tallinn becomes stage for global dialogue on AI, cybersecurity and digital resilience

This week leaders from governments, business, innovation, and security gathered in Tallinn for two days for the 8th edition of the **Tallinn Digital Summit**, an international forum bringing experts, policymakers, and heads of tech firms together to discuss digital development and new tech.

The summit featured 200 specially designated VIP and leadership guests alongside 1,000 carefully selected stakeholders from across the digital ecosystem.

Keynote speakers included **Frank-Walter Steinmeier**, President of Germany, **Kaja Kallas**, EU High Representative for Foreign Affairs and Security Policy, **Mehmet Fatih Kaçır**, Minister of Industry and Technology of Türkiye, **Oksana Ferchuk**, Deputy Minister of Defence of Ukraine, as well as CEOs and senior executives of tech firms such as **Meta**, **Microsoft**, **Mistral AI**, **NVIDIA**, **Amazon Web Services**, **Palantir Technologies** etc.

This year's theme – “Collectively at the Crossroads: Towards Secure and Resilient AI Futures” – put the spotlight on artificial intelligence.

Estonian PM Kristen Michal opened the forum, setting the stage for dialogue on AI, cybersecurity, digital resilience, and the future of democracy.

Deputy Minister of Defence of Ukraine: don't waste time on developing products that already exist

Speaking at the Tallinn Digital Summit, **Oksana Ferchuk**, Deputy Minister of Digital Transformation at the Ukrainian Ministry of Defence, said that we must not forget that in the field of cybersecurity almost every European country is now in a pre-war state.

Speaking of cybersecurity, Ferchuk said: “It is affecting us all,” adding: “You need a talent pool and trained specialists who are ready to act. Ukraine's cyber sector has experience and expertise that we are already sharing with our allies and European partners.”

She added that the defense industry technology sector should not waste time or resources on developing products that already exist.

“My advice to military IT teams — do not spend resources developing products that already exist. Use proven solutions available in the market. What we are seeing now is an IT revolution on the battlefield. Instead of being afraid of cooperation, barriers must be taken down and development done together. If your army grows three- or fourfold in just a few months—as ours did in 2022—you cannot develop all the technology from scratch. Instead, existing civilian products and services must be used.”



Oksana Ferchuk, speaking at the Tallinn Digital Summit. Source: Tallinn Digital Summit/Private collection

Ukraine is creating digital officer positions down to the battalion level, said Ferchuk, also emphasizing the importance of training — these individuals need to be prepared and competent in using new technology.

Head of the French Agency for AI in Defence: Europe can no longer fail in technology

Bertrand Rondepierre, Director General of the French Agency for AI in Defence (AMIAD), said on stage that he believed already ten years ago that AI would transform the defence sector.

“When we look at the defence sector, data is everywhere,” says Rondepierre. “Military systems have been considered best-in-class for decades because sensors and data collection have been an integral part of this field.”

Earlier digital transformation was held back by certain lack of motivation to change.

People and organisations didn't want to change the way they worked. Back then, nobody cared. As long as the computer worked and the task got done, that was enough. Why worry about software when you have planes and ships? Why even invest in computer systems at all?” Rondepierre noted.

Rondepierre said it was clear that developing AI was not a technical challenge, but a task for people, organisations, and culture.

Now things are definitely changing and artificial intelligence (AI) offers now a new opportunity.

For the first time in history, leaders and military personnel understand that IT truly matters.

“That's a huge step forward. Now we can achieve what we failed at before—transform our organisations, processes, and systems to be truly AI-based. For that, we need to build a culture and structure that supports it,” Rondepierre emphasized.



Bertrand Rondepierre, Director General of the French Agency for AI in Defence. Source: Tallinn Digital Summit/Private Collection

DEFENCE INNOVATION Nortal's Senior VP for Defence: innovation can give smaller forces a decisive edge against larger adversaries

During the Tallinn Digital Summit, **Marko Kaseleht**, Senior VP for Defence at **Nortal**, spoke to Baltic Defence Weekly on defence innovation and how it's done right.

► Q: Do you think defence innovation is a unique advantage for small countries like Estonia?

The problem with innovation, and this is my personal perspective, is that we're trying to force it where it actually should happen organically.

One of the reasons why Ukraine is so successful in defence innovation is because it's their only option. Their innovation cycle has to work. It's either fight or perish.

In Estonia, there are many different reasons why our innovation cycle is either a bit slow or not fully working. One reason is that you cannot be successful in innovation if you are not prepared to fail. Armies on the other hand are working not to fail, because they only see the bad side of failure. But when we talk about innovation, there is also an upside. Secondly, political support to innovation should be stronger as well.

I think the reason is that we are living in a gray zone where we are not quite at war, but also not living in peacetime, and we still are trying to



Marko Kaseleht is Senior VP for Defence at Nortal.

use peacetime measures and means in our programs and procurements.

We are also trying to push innovation in the places where it cannot be pushed, including from the Army's perspective. There is a famous quote - generals always prepare for the last war. And that's what we are doing.

What we have learned from Ukraine is that with smart innovation you can actually achieve victory over a bigger adversary. The best thing about smaller countries like Estonia is that we should be able to go through the innovation cycle faster, especially in defence and also in internal security.

► Q: Estonian Defence Forces are setting up a new unit, the Force Transformation Command. What is your perspective as a combat veteran and an experienced driver of digital transformation on this change?

Finally. Creating this unit is the kind of approach that is very welcome and I think a means to restructure. Innovation will now have its place and the EDF Commander will have the best overview of what is actually being done.

I really like the change and I hope that it will be able to implement everything that is required. There is clearly understanding that something needs to be done.

A good principle of how to explain this innovation cycle is through the concept known as OODA Loop - Observe, Orient, Decide, Act. That's an interactive decision-making process that helps people to observe information that they have, orient within that information, and based on that, decide and then act. It applies to both individuals and organisations.

In terms of the innovation cycle, if the new innovation command can focus on improving the very first two stages - observe and orient - also the decisions and actions will be faster, better, and of higher quality.

► Q: Nortal and SensusQ recently started strategic partnership with Hanwha Aerospace in developing a next-gen BMS. Will it be limited to a certain platform or will it be an operational system with open source architecture for future battlefields for land, air and sea?

Obviously, our more distant goal is the international market. Let me add a bit of background as to why we started this collaboration.

What we have learned from Ukraine is that today's BMS needs to be able to integrate different kind of information in the system. You have to be able to rapidly integrate your unmanned aerial vehicle capabilities as well as stationary and mobile sensors. You must be able to add

different kind of information, or in this case, intelligence, to it.

In addition, there are requirements like "bring your own device", meaning that whoever joins my network or operation, we have to be able to connect.

This is not happening right now and it means that the architecture has to be open. And in order to speed up the process, we need to find ways how we can include some kind of machine learning algorithms so it can support operations. Ukraine has shown that we must look at the BMS concept in a new way. So with Hanwha we are looking at how to create a very clear platform for intelligence management.

► Q: How to integrate military AI in digital transformation?

The biggest issue with the concept of AI is that when we talk about military or defence AI, we should not think about some form of ChatGPT. I don't think that we should take the human factor out of the loop. People need to stay either in or on the loop when we talk about decisions and empowering. Coming back to the OODA Loop - AI can support the first two stages, ie observation, meaning the collection of information and orientation within it. But the decision needs to be made by a human being.

To conclude, everybody, from top to bottom, must understand that we cannot use peacetime measures to prepare for the war. With initiatives like drone walls one has to think outside the box. The important thing is to understand the situation. Based on that, we have to implement changes and make decisions. And some of them will not succeed. But we need to make those decisions.

ARTIFICIAL INTELLIGENCE

Lithuania wins EU bid to set up €130m AI factory, the largest in the Baltics

A Lithuanian consortium has won an EU tender to establish LitAI, an €130m center for the development and application of artificial intelligence technologies.

It will be the only AI factory of this scale in the Baltic states.

50% of the project will be co-financed by the EuroHPC Joint Undertaking from EU funds.

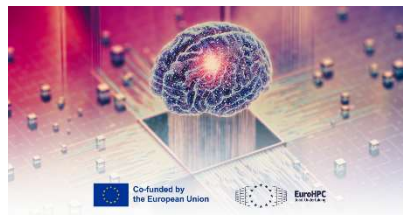
The biggest cost item in the project is high-performance computing infrastructure.

The project will be led by **Vilnius University** and include **Kaunas University of Technology, Vilnius Gediminas Technical University, Vytautas Magnus University, State Data Agency, Innovation Agency.**

The factory will be hosted by VDC3, the modernised virtual data centre of **Lithuanian Radio and Television Centre** in Vilnius.

The project is expected to create over 100 jobs and generate up to 360 million euros in economic return.

The factory will provide more than 80 services, from high-performance computing resources and data storage to access to accelerators and fostering innovation across Lithuania, including the regions. Special attention will be paid to strategic areas such as cybersecurity, green energy, smart industry and digital health.



LitAI to make Lithuania international digital powerhouse

"This is a strategic step towards Lithuania's digital progress. It confirms that Lithuania has both the competencies and the potential to become an important part of the European AI and high-performance computing ecosystem. LitAI factory will not only help strengthen our scientific and innovation capabilities, but will also directly contribute to economic growth and the development of advanced technologies throughout the country," says **Edvinas Griškās**, Minister of Economy and Innovation.



This is a strategic step towards Lithuania's digital progress."

Edvinas Griškās, Minister of Economy and Innovation

"LitAI will strengthen Lithuania's technological independence and national security - our data and AI solutions will be developed and processed in Lithuania," says **Paulius Petrauskas**, Vice Minister of Economy and Innovation.

FUNDING

Nordic Investment Bank supports defence investments in Lithuania to strengthen regional security

The **Nordic Investment Bank (NIB)** is investing EUR 6 million in a EUR 25 million, four-year bond issued by **UAB Valstybės investicinis kapitalas**.

The proceeds will finance the construction of an artillery ammunition plant in Lithuania by **UAB Rheinmetall Defence LT**, a Lithuanian-German joint venture.

Once operational – targeted for early-2027 – the Rheinmetall Defence LT plant in Baisogala, Lithuania, will play a significant role in Baltic regional security.

"Large-scale industrial investments of this magnitude are rare in the Baltics. This project combines advanced manufacturing and regional security in a way that strengthens both productivity and resilience, while enhancing Europe's security of supply and generating long-term economic and social value for Lithuania and the wider Nordic-Baltic region," says **André Kүүsveik**, NIB President and CEO.

By creating local NATO-standard munitions production, the facility will enhance Lithuania's position in NATO and EU defence supply chains, reduce reliance on external sources, and provide employment for up to 150 people.



The total project cost is estimated at up to EUR 300 million, representing a major addition to Lithuania's manufacturing sector.

UAB Valstybės investicinis kapitalas is a state-owned investment company established in 2020 by Lithuania.

In July 2025, NIB revised its Sustainability Policy Exclusion List to permit the financing of conventional weapons and ammunition.

The decision followed a request by the Nordic and Baltic owner governments for NIB to strengthen the region's security and defence capabilities.

► About NIB

NIB is the international financial institution of Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway, and Sweden. The Bank finances projects that improve productivity and benefit the environment of the Nordic-Baltic region. Headquartered in Helsinki with a regional hub in Riga, NIB has the highest possible credit rating, AAA/Aaa, with S&P Global Ratings and Moody's.

GERMAN COLLABORATION German-Baltic Chamber of Commerce to award the best among Def-Tech, Mil- tech or Dual-Use startups

German-Baltic Chamber of Commerce (AHK) is honouring outstanding start-up companies from the Baltic states that are innovative and pioneering in the Defence Tech, Mil-Tech, or Dual-Use sector.

This year's German-Baltic Business Award 2025 is dedicated to promoting technological solutions that strengthen security, resilience, and sovereignty.

The award honours start-ups based in the Baltic states that demonstrate outstanding initiative and ingenuity not only in product design and quality, but also in technology and innovation.

The German-Baltic Business Award 2025 underlines the crucial role these companies play in ensuring protection and stability, fostering strong partnerships in the Baltic-German economic area, and contributing to societal, economic, and technological progress in the Baltic states.

The winners of this year's German-Baltic Business Award will be awarded the title Defense Tech Innovator of 2025.

The three winners of the German Baltic Business Award 2025 will be invited to participate in the 2nd German-Baltic Defense Industry Conference to be held on 25 November 2025 in Vilnius.



Vilnius to host German-Baltic Defence Industry Conference on 25 November

On 25 November 2025 Vilnius will host the second German-Baltic Defence Industry Conference 2025.

Under the motto "United for Security", the conference continues to promote collaboration between Germany and the Baltic States, focusing on strengthening partnerships, exploring solutions to shared defence challenges, and discussing the latest developments shaping the industry.

The conference will include engaging dialogues, diverse speakers and panels, as well as networking opportunities.

The inaugural event brought together over 150 participants from the defence industry, politics, and armed forces across Germany, Estonia, Latvia, and Lithuania.

The list of speakers included **Monika Koroliovienė**, Vice Minister of National Defence of Lithuania, **Sven Kruck**, Managing Director of Quantum Systems, and Col. **André Hastenrath**, Deputy Commander Initial Staff, Panzerbrigade 45, shared their insights, fostering impactful discussions on trends and innovations in the defence sector.

BOOTCAMPS

Darkstar invites teams to participate in bootcamps for future forces

Darkstar, a coalition that invests and builds defence tech ecosystem for strengthening national security and preparedness for NATO and its allies, is inviting teams to participate in its Darkstar Bootcamps for the future forces.

Its post on LinkedIn said: "We are looking for new and established teams who are all-in for the next decade to win the war and defend Europe with the next generation of defence capabilities.

Whatever your stage, we're going the extra mile to make sure our armies have what they need!

Darkstar Bootcamp is a massive opportunity to level up and get serious exposure and relationships!

Future forces = mostly robotic: an integrated and interoperable mesh of layered systems.

Darkstar looking for systems that:

- ▶ detect or minimise thermal / EM / acoustic / digital signatures (every element of C4ISR and EW, SIGINT)
- ▶ let robotic units operate for days / weeks in robot-filled kill/grey zones, which are up to ~30 km deep in Ukraine (power is the new ammo)
- ▶ protect cities, critical civil & military infra with mobile air defence.

Not all must be "fully" autonomous. Human control is key, but each human must be able to supervise and direct hundreds of assets.

To defend Europe, we need tech superiority, defence-in-depth, multi-domain and distributed area-denial systems, and doctrinal innovation.

The transition is long and costly, easily several % of nations' GDP in R&D and deployment.



History shows conflict never stops at technological frontiers.

Sadly, even as humanity goes multi-planetary, it will likely persist.

But even today, don't prepare for the last battle, plan for what's next.

Future Army Bootcamp is best for helping to plan what's next.



Ragnar
Sass,
Darkstar.

COOPERATION**KOVO Armor signs MoU with US manufacturer Safariland**

Lithuanian defense industry company **KOVO Armor** this week signed a Memorandum of Understanding with US-based security equipment and protection solutions manufacturer **Safariland**.

The MoU provides for the joint development and production of advanced ballistic protection systems.

Safariland operates in the police, military and public security sectors, with an annual turnover of approximately USD 500m.

In Lithuania, it has been developing a strong production base, Safariland Lithuania, for more than a decade. The partnership with KOVO Armor is seen as an opportunity to further strengthen these results and expand production in our country.

Cooperation with Safariland will allow Lithuania to produce fully integrated ballistic vests for the defense and security sector: KOVO Armor will supply the hard ballistic part - plates, and Safariland - vests together with soft ballistics.

"By combining Safariland's ergonomic ballistic vests with KOVO's lightweight ballistic plates, we aim to jointly create cutting-edge solutions that would be proudly manufactured in Lithuania. This is a step towards greater security not only for our soldiers and officers, but also for the entire region," says **Agnė Rakštytė**, CEO of KOVO Armor.



Advanced ballistic protection solutions produced by KOVO Armor.

Source: KOVO Armor

KOVO Armor specializes in the development and production of advanced ballistic protection solutions. The company's portfolio includes ballistic inserts, helmets, additional body armor, fragment absorbers, shields and blast protection kits for soldiers, security officers and military equipment. The company's main mission is to reduce the risk of injury to soldiers and officers, while ensuring that their equipment remains as light as possible.

Nordic-Baltic training center for Ukrainian soldiers opens in Poland

A training center launched by the eight Nordic and Baltic countries to train and equip Ukrainian personnel has been opened in Lipa in south-eastern Poland. Camp Jomsborg was opened by Estonian, Polish and Norwegian defense ministers and the deputy minister of defense of Ukraine Yurii Myronenko.

Norway lead the effort and engineers from Norway's Brigade Nord built the camp from the ground up.

The base will now host both basic soldier training and advanced courses for officers and specialists.

The Nordic and Baltic contributions include materiel for two brigades.

"Camp Jomsborg stands as a symbol of regional solidarity: united, we help Ukraine defend its sovereignty and reinforce its forces on the frontline," the statement added.

The facility will be able to train up to 1,200 soldiers at any one time.

"We know that peace needs strength, it needs ability, training, well-trained troops and a strong alliance - the resilience of our societies," said Polish Minister of Defense Władysław Kosiniak-Kamysz.



Camp Jomsborg is located in Lipa in south-eastern Poland.

Source: Wojciech Król/Polish Ministry of Defense

The minister added that the experience will not be "one way" and that NATO can learn from the Ukrainians.

"I think that an important element of it is that we will be drawing on Ukrainian experiences. There is a drone airstrip right next to us. It is a place to implement the experiences from the war in Ukraine - implement the best solutions of anti-drone units and drone capabilities possessed by the Ukrainian Armed Forces," he said.

Estonian Ministry of Defense wrote on X: "Nordic-Baltic countries and Poland stand united, helping Ukraine defend its sovereignty and freedom."

IN BRIEF**Latvia to compile a catalogue of military products for Ukraine to choose from**

Latvian Ministry of Defence is inviting entrepreneurs to provide information on military products and technological solutions that Latvia could offer to Ukraine. To promote the development of the defence industry and expand Latvia's military support for Ukraine, the Latvian Ministry of Defence is compiling a catalogue of military products and technologies produced in Latvia, which will be submitted to the Ministry of Defence of Ukraine.

Taking into account Ukraine's needs and available resources, Latvia will assess the possibility of procuring the relevant products and technologies as part of its military support.

To create a catalogue of military products and technologies made in Latvia, the Ministry of Defence is conducting a survey of entrepreneurs.

The products must be deliverable to Ukraine from 2026 onwards;

By the end of October 2025, the Ministry of Defence will compile the survey data and develop the catalogue of military products and technologies produced in Latvia. Submission of the catalogue to Ukraine is planned for November 2025.

INNOVATION IN EDF

Presenting Force Transformation Command, a new structural unit of Estonian Defence Forces

Below are abstracts from the article by Maj. Ivo Peets, head of the Force Transformation Command (FTC), the new structural unit of the Estonian Defence Forces, in Sõdur.

In the article titled “The New Command – Supporting Rapid and Sustainable Growth in the EDF Military Capability”, Maj. Peets writes: “The goal of the Force Transformation Command (FTC) is to support the rapid and sustainable growth of combat capability of EDF.

International experience confirms that the existence of such a structure accelerates innovation and ensures efficient use of resources. This is not simply the creation of a new structure, but rather a renewal of the development of the EDF.

More flexible capability development system will be established, strengthening innovation management and involving more reservists and civilian partners than before. New solutions will be born from close cooperation with the defence industry, research institutions, and society, allowing broad-based and up-to-date development at all levels.

FTC will help EDF to be prepared, by already creating a system that will deliver tomorrow’s victory.



Maj. Ivo Peets heads the Force Transformation Command of the EDF
Source: EDF

The growth of defence expenditures from 2% to 5% of GDP by 2026 has set a challenging target for the EDF. How can these new resources be used wisely and quickly?

The main goal of the new command is to help the EDF keep up with these changes more quickly. At the same time, it allows for more vigorous testing of new solutions and acts as “loudspeaker” for the needs of the EDF.

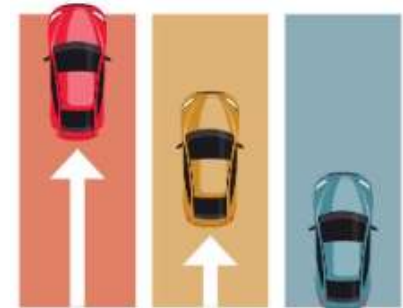
This requires a more flexible management model that encourages disciplined risk-taking. The ability, when necessary, to experiment and even to fail and learn (courage to fail), without compromising defence capabilities. However, a structural change alone is not enough. It is important to adapt the entire defence planning system to create a favorable framework for new solutions and innovation. This requires broader cooperation both within the MoD and other ministries.

Defence innovation has the potential to support not only security, but also economic and technological development, enabling Estonia to develop cutting-edge technologies and solutions that can be used in both the defence and civilian sectors. To drive innovation forward, more additional resources than before need to be involved. Therefore, it makes sense to rely on the so-called quadruple helix principle, actively involving, in addition to state, research institutions, and industrial sector, also private investors, venture capital, and civil society.

A needs-based capability development model and a flexible planning and procurement system make it possible to respond quickly to the emergence and changes in military requirements. Existing units must be empowered to initiate and carry out innovative extensions themselves, supported by expert advice and training. Closer involvement of the defence industry throughout the entire capability lifecycle, as well as collaboration with international partners, facilitates the usability and delivery of new solutions to end-users.

Speed of relevance

The existing system has been effective in a more stable environment. Therefore, along with the new command, fundamental supplements and changes will be introduced regarding how capability development is managed and implemented.



Three new “lanes” for time of capability development: red is turbo (up to 12 months), yellow is fast (up to 36 months), blue is normal (up to 10 years).
Source: EDF

The key innovation is a more flexible development logic, enabling responses at an appropriate pace (**speed of relevance**) to problems with varying urgency. The existing system will be supplemented with three parallel lanes, based on the nature of the need.

Conventional capability development is still tied to the long-term National Defence Development Plan and its priorities, based on military capability needs.

Within this framework, core capabilities are developed according to the established plan or the force structure decided for development.

Accelerated capability development means that if necessary, capability development planned in the long-term development plan is brought forward, or such developments are exceptionally funded that have not previously been included in the long-term plan but are added during the preparation of the Estonian Ministry of Defence’s Development Plan.

INNOVATION IN EDF (continued)

Urgent or extraordinary capability development is meant to meet unexpected critical needs and to swiftly fund the necessary solutions. This is the so-called turbo lane, where a capability gap that has emerged on the battlefield requires immediate action. In such cases, the new capability or solution must reach the units within weeks or a few months.

All three development lanes operate in parallel and complement each other, allowing the EDF to set project priorities and allocate resources according to the situation.

CTO, CIO innovation officers

The establishment of FTC provides direct support to units, allowing them to focus on their core activities rather than endless bureaucracy.

With the innovation management function comes a clear systemic shift: each service branch, command, and, when necessary, larger subunits, will have positions for **innovation officers** (similar to CTOs and CIOs).

These are key individuals who translate problems and needs arising from the bottom up into military requirements, help find appropriate funding models for their resolution, and ensure that necessary developments move quickly from problem to solution. They also form intermediate layer between leadership, units and the new command.



Source: Shutterstock

They coordinate problem-solving, experimentation, and the testing of new solutions or capabilities. This ensures that the flow of information is bidirectional: both top-down (priorities arising from strategic analysis) and bottom-up (practical and urgent needs raised by unit tests).

After establishing the innovation management system, it will be possible to find more flexible solutions both for individual unit issues and for the EDF as a whole. Another goal is to reduce the administrative burden on units regarding development planning, experimentation, and evaluation.

There are also plans to expand the **reserve structure** of the EDF by more deliberately involving engineers and technology experts, whose task will be to support the development of new capabilities and the integration of civilian and military technologies.

This makes it possible, if needed, to involve reserve specialists in specific development projects, technical solutions, or tests, thereby accelerating the adoption of innovation.

This provides an opportunity to make broader use of the skills of those in the reserve.

Compared to the past, more attention is now being paid to collecting and analyzing information about our own and the adversary's military capabilities from a cost analysis perspective.

It is important to understand which capabilities need to be retained, supplemented, modified, or which should be abandoned.

Better situational awareness helps to identify significant gaps, set development priorities, and enables faster and more effective responses to changing circumstances.

The existing EDF experimentation fund will be increased, enabling units to quickly initiate necessary trials and, in collaboration with partners, test new solutions before their broader adoption.

The development of different capabilities should be approached differently, and in each area, it should be assessed separately what proportion of funds should be directed towards innovation, such as experiments, development activities, and evaluations.

In particularly fast-developing fields, such as **AI applications, unmanned systems, or sensor networks**, this may mean that 5–20% of the entire development budget is invested specifically into testing and developing innovative solutions in the defence forces.

It is important that these innovation-targeted resources are planned with sufficient lead time before major procurements and final decisions.

This creates the opportunity and space to test alternative solutions and refine requirements. Such an approach also allows defence industry and research institution development work to be more closely aligned with our specific needs.

Cooperation with research and industrial partners is key

In addition to technical innovations, attention must also be paid to personnel development and training.

Cooperation with **research and industrial partners** should create opportunities for both military personnel and specialists to participate in development and innovation projects without leaving the organization. There is a need to increase exchange between the EDF, the defence industry, and other external partners—for example, through temporary projects, joint training, or internships in companies and research institutions. Such closer cooperation requires the EDF to engage in communication more flexibly and openly than before, and to support their people in collaborating with external partners.

As a result of this process, information is accumulated in real-time, enabling force development to be managed quickly and flexibly, and to set priorities in response to emerging difficulties.

► Similar models are in use also in allied countries

Similar force transformation command units have also been created in allied countries, such as the US (**Army Futures Command**), the UK (**Strategic Command**), and France (**Agence de l'Innovation de Défense**).