

# Designing Security

2 September 2025



## Education Track

“The Adaptive Leader – Educating Officers to Operate in the 21<sup>st</sup> Century”

**Lead:** Prof. Dr. Philippe Beaulieu-Brossard

## Operations Track

“Navigating Hybrid Threats and Strategic Fluidity – The Changing Role of Operations Commands”

**Lead:** Dr. Ofra Graicer

## Ecosystem Track

“Governing the Defense Ecosystem – Connecting Soldiers, Procurement, Startups and Industry”

**Lead:** Ludwig Biller

Time	Track	Session	Lead / Speakers
08:30-09:30		Arrival & Registration	
10:00-10:45		Welcome Address & Organizational Remarks	<b>Prof. Dr. Hans Koller</b> , Helmut-Schmidt-University <b>Prof. Dr. Philippe Beaulieu-Brossard</b> , Canadian Forces College & Archipelago of Design (AOD) <b>Prof. Dr. Michele Mastroeni</b> , Ontario College of Art & AOD <b>Dr. Florian Andresen</b> , Strategy& and AOD
10:45-11:30		<b>Opening Speech</b> Designing Security – How to Shift Mindsets to Better Address Complex Situations	<b>Lt. Gen. (ret.) Peter Bohrer</b> , Former Joint Support Service and PwC Germany
11:30-11:50		Keynote	<b>Min. Dir. Alexander Schott</b> , German Ministry of Defense
12:00-13:00		Lunch	
	Education	<b>Insights &amp; Exchange</b> The Adaptive Leader – Designing Education for Non-Linearity	<b>Prof. Dr. Philippe Beaulieu-Brossard</b> , Canadian Forces College & AOD <b>Prof. Dr. Michele Mastroeni</b> , Ontario College of Art & AOD <b>Kassie Miedema</b> , AOD
13:00-13:45	Operations	<b>Scenario-Gaming Workshop</b> Grey Zone Escalation in the Heart of Europe – Operation BLACK WILLOW	<b>Dr. Ofra Graicer</b> , Israel Defense Forces & AOD <b>Dr. Aaron Jackson</b> , Swedish Defence University & AOD <b>Dr. Oliver Jones</b> , AOD
	Ecosystem	<b>Insights &amp; Exchange</b> From Transaction to Collaboration – Building a Defensible Innovation Ecosystem	<b>Ludwig Biller</b> , Strategy&

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Time	Track	Session	Lead / Speakers
13:45-14:30	Education	<b>Masterclass</b> AOD's Transformative Game Design is Curriculum Design Part I	<b>Prof. Dr. Philippe Beaulieu-Brossard</b> , Canadian Forces College & AOD <b>Prof. Dr. Michele Mastroeni</b> , Ontario College of Art & AOD <b>Kassie Miedema</b> , AOD
	Operations	<b>Scenario-Gaming Workshop</b> Sensemaking in Ambiguous, Dynamic, & Complex Scenarios	<b>Dr. Ofra Graicer</b> , Israel Defense Forces & AOD <b>Dr. Aaron Jackson</b> , Swedish Defence University & AOD <b>Dr. Oliver Jones</b> , AOD
	Ecosystem	<b>Design Workshop</b> Mapping Barriers to Ecosystem Resilience Part I	<b>Ludwig Biller</b> , Strategy& <b>Donna Dupont</b> , AOD
14:30-14:45		Coffee Break	
14:45-15:30	Education	<b>Masterclass</b> AOD's Transformative Game Design is Curriculum Design Part II	<b>Prof. Dr. Philippe Beaulieu-Brossard</b> , Canadian Forces College & AOD <b>Prof. Dr. Michele Mastroeni</b> , Ontario College of Art & AOD <b>Kassie Miedema</b> , AOD
	Operations	<b>Masterclass</b>	<b>Patrick Schmich</b> , Robert Koch-Institut
	Ecosystem	<b>Design Workshop</b> Mapping Barriers to Ecosystem Resilience Part II	<b>Ludwig Biller</b> , Strategy& <b>Donna Dupont</b> , AOD
15:30-16:15	Education	<b>Scenario-Gaming Workshop</b> MDO Reflex Game Part I	<b>Rudy Boonekamp</b> , Netherlands Organisation for Applied Scientific Research, TNO <b>Laura Haasper</b> , Netherlands Organisation for Applied Scientific Research, TNO
	Operations	<b>Insights &amp; Exchange</b> Beyond Shelter: Re-aligning for Multinational NGO Military Crisis Integration	<b>William Kruft</b> , Former U.S. Army Civil Affairs
	Ecosystem	<b>Insights &amp; Exchange</b> The EU Defense Innovation Scheme: Initiative to strengthen the industrial-technological base	<b>Dr. Lino Schneider-Bertenburg</b> , VDI Technology Center GmbH
16:15-16:30		Coffee Break	

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Time	Track	Session	Lead / Speakers
16:30-17:15	Education	<b>Scenario Wargaming Workshop</b> MDO Reflex Game Part II	<b>Rudy Boonekamp</b> , Netherlands Organisation for Applied Scientific Research, TNO <b>Laura Haasper</b> , Netherlands Organisation for Applied Scientific Research, TNO
	Operations	<b>Scenario-Gaming Workshop</b> Friction Mapping – Where Command Logic Breaks	<b>Dr. Ofra Graicer</b> , Israel Defense Forces & AOD <b>Dr. Aaron Jackson</b> , Swedish Defence University & AOD <b>Dr. Oliver Jones</b> , AOD
	Ecosystem	<b>Insights &amp; Exchange</b> PPP 2.0 – Alternative Transaction Schemes in Defense Procurement	<b>Prof. Dr. Heiko Höfler</b> , PwC Legal
17:30-18:15	Education	<b>Insights &amp; Exchange</b> Reframing the Challenge – From Breakdown to Design Problem	<b>Anna Lena Hohmann</b> , PwC Germany
	Operations	<b>Scenario Wargaming Workshop</b> Reframing the Challenge – From Breakdown to Design Problem	<b>Dr. Ofra Graicer</b> , Israel Defense Forces & AOD <b>Dr. Aaron Jackson</b> , Swedish Defence University & AOD <b>Dr. Oliver Jones</b> , AOD
	Ecosystem	<b>Insights &amp; Exchange</b> Defense Finance – Funding the Innovation Ecosystem	<b>Matthias Wittenburg</b> , Former HSH Nordbank AG and Strategy&
18:30		Optional bus transfers from the Helmut-Schmidt-University to the evening event	
23:00		Optional bus transfers from the evening event to the Helmut-Schmidt-University	

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## Education Track

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**Lead:** Prof. Dr. Philippe Beaulieu-Brossard

## Operations Track

“Navigating Hybrid Threats and Strategic Fluidity – The Changing Role of Operations Commands”

**Lead:** Dr. Ofra Graicer

## Ecosystem Track

“Governing the Defense Ecosystem – Connecting Soldiers, Procurement, Startups and Industry”

**Lead:** Ludwig Biller & Sven Taubert

Time	Track	Session	Lead / Speakers
09:30-10:00		Keynote	
10:00-10:15		Coffee Break	
10:15-10:45		<b>Keynote</b> Extracting Order from Chaos – Lessons Learned from Military Design	<b>Dr. Ofra Graicer</b> , Israel Defense Forces & AOD
10:45-11:15		<b>Keynote</b> Designing Relevance in an Age of Strategic Ambiguity – Why Design Thinking is More Than a Toolkit	<b>Maj. Gen. (ret.) Simon Bernard</b> , Canadian Joint Operations Command
11:15-12:15		<b>Panel</b> Designing Security as a Grand Challenge – What It Takes to Adapt in Defense Today	<p><b>Maj. Gen. (ret.) Simon Bernard</b>, Canadian Joint Operations Command</p> <p><b>Brig. Gen. Thorsten Jørgensen</b>, NATO Allied Command Transformation</p> <p><b>Brig. Gen. Martin Jawurek</b>, Austrian Armed Forces</p> <p><b>Prof. Dr. Hans Koller</b>, Helmut-Schmidt-University of Hamburg</p> <p><b>Fleet Adm. Christian Bock</b>, German Armed Forces</p>
12:15-13:15		Lunch	



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Time	Track	Session	Lead / Speakers
13:15-14:00	Education	<b>Insights &amp; Exchange</b> Applying Critical Thinking to Military Education	<b>Prof. Dr. Philippe Beaulieu-Brossard</b> , Canadian Forces College & AOD <b>Prof. Dr. Michele Mastroeni</b> , Ontario College of Art & AOD <b>Kassie Miedema</b> , AOD
	Operations	<b>Insights &amp; Exchange</b> Design Options – Prototyping New Command Models	<b>Anna Lena Hohmann</b> , PwC Germany
	Ecosystem	<b>Insights &amp; Exchange</b> MRO Service Models – Shifting from Procurement to Performance	<b>Jan Felix Lücke</b> , Strategy& <b>Sven Taubert</b> , Lufthansa Technik
14:00-14:45	Education	<b>Insights &amp; Exchange</b> Strategic Education in the Age of Artificial Intelligence – Between Automation, Augmentation, and Confusion	<b>Guillaume Noiseux-Lauzé</b> , Canadian Department of Defense & AOD
	Operations	<b>Scenario-Gaming Workshop</b> Testing the Idea – Challenging Assumptions	<b>Dr. Ofra Graicer</b> , Israel Defense Forces & AOD <b>Dr. Aaron Jackson</b> , Swedish Defence University & AOD <b>Dr. Oliver Jones</b> , AOD
	Ecosystem	<b>Insights &amp; Exchange</b> Defense Ecosystem Design – Governance and Interfaces Part I	<b>Frank Dürrbeck</b> , PwC Germany <b>Hans-Jörg Schäper</b> , Former BMF and GovTech Campus
14:45-15:00		Coffee Break	
15:00-15:45	Education	<b>Lecture &amp; Workshop</b> The Value of Dark Horses	<b>Prof. Dr. Philippe Beaulieu-Brossard</b> , Canadian Forces College & AOD <b>Prof. Dr. Michele Mastroeni</b> , Ontario College of Art & AOD <b>Kassie Miedema</b> , AOD
	Operations	<b>Insights &amp; Exchange</b> Visual and AI-supported Situational Awareness	<b>Linus Wittenburg</b> , PwC Germany
	Ecosystem	<b>Insights &amp; Exchange</b> Defense Ecosystem Design – Governance and Interfaces Part II	<b>Frank Dürrbeck</b> , PwC Germany <b>Hans-Jörg Schäper</b> , Former BMF and GovTech Campus

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Time	Track	Session	Lead / Speakers
15:45-16:30	Education	<b>Lecture &amp; Workshop</b> Going Downhill	<b>Prof. Dr. Philippe Beaulieu-Brossard</b> , Canadian Forces College & AOD <b>Prof. Dr. Michele Mastroeni</b> , Ontario College of Art & AOD <b>Kassie Miedema</b> , AOD
	Operations	<b>Scenario-Gaming Workshop</b> Coordination under Pressure – Rehearsing the Future	<b>Dr. Ofra Graicer</b> , Israel Defense Forces & AOD <b>Dr. Aaron Jackson</b> , Swedish Defence University & AOD <b>Dr. Oliver Jones</b> , AOD
	Ecosystem	<b>Design Workshop</b> From Problems to Potential – Designing Integration Ecosystem Interface Part I	<b>Ludwig Biller</b> , Strategy& <b>Donna Dupont</b> , AOD
16:30-16:45		Coffee Break	
16:45-17:30	Education	<b>Insights &amp; Exchange</b> Transformative Design – From Moonshot to Institutionalization	<b>Prof. Dr. Philippe Beaulieu-Brossard</b> , Canadian Forces College & AOD <b>Prof. Dr. Michele Mastroeni</b> , Ontario College of Art & AOD <b>Kassie Miedema</b> , AOD
	Operations	<b>Scenario-Gaming Workshop</b> Design Options – Prototyping New Command Models	<b>Dr. Ofra Graicer</b> , Israel Defense Forces & AOD <b>Dr. Aaron Jackson</b> , Swedish Defence University & AOD <b>Dr. Oliver Jones</b> , AOD
	Ecosystem	<b>Design Workshop</b> From Problems to Potential – Designing Integration Ecosystem Interfaces Part II	<b>Ludwig Biller</b> , Strategy& <b>Donna Dupont</b> , AOD
17:30-18:15		<b>Closing Session</b> Three Tracks, One Military Future – From Reflection to Responsibility	<b>Dr. Florian Andresen</b> , Strategy& and AOD