

Designing Security

2 September 2025



Education Track

“The Adaptive Leader – Educating Officers to Operate in the 21st 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	Prof. Dr. Hans Koller , Helmut-Schmidt-University Prof. Dr. Philippe Beaulieu-Brossard , Canadian Forces College & Archipelago of Design (AOD) Prof. Dr. Michele Mastroeni , Ontario College of Art & AOD Dr. Florian Andresen , Strategy& and AOD
10:45-11:30		Opening Speech Designing Security – How to Shift Mindsets to Better Address Complex Situations	Lt. Gen. (ret.) Peter Bohrer , Former Joint Support Service and PwC Germany
11:30-11:50		Keynote	Min. Dir. Alexander Schott , German Ministry of Defense
12:00-13:00		Lunch	
	Education	Insights & Exchange The Adaptive Leader – Designing Education for Non-Linearity	Prof. Dr. Philippe Beaulieu-Brossard , Canadian Forces College & AOD Prof. Dr. Michele Mastroeni , Ontario College of Art & AOD Kassie Miedema , AOD
13:00-13:45	Operations	Scenario-Gaming Workshop Grey Zone Escalation in the Heart of Europe – Operation BLACK WILLOW	Dr. Ofra Graicer , Israel Defense Forces & AOD Dr. Aaron Jackson , Swedish Defence University & AOD Dr. Oliver Jones , AOD
	Ecosystem	Insights & Exchange From Transaction to Collaboration – Building a Defensible Innovation Ecosystem	Ludwig Biller , Strategy&

Designing Security

2 September 2025



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

Designing Security

2 September 2025



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

Designing Security

3 September 2025



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

Designing Security

3 September 2025



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

Designing Security

3 September 2025



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