



Maluhia TALKS

Working Towards Industrial Base Resilience

30 APRIL TO 2 MAY 2024 | HONOLULU, HI | DANIEL K. INOUE ASIA-PACIFIC CENTER FOR SECURITY STUDIES

Workshop Agenda

(as of 19 APR 2024)

Background

In 2018, the Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) launched a high-level workshop series focused on iteratively refining the United States Government's strategic approach to the Indo-Pacific. While the focus of these workshops has evolved based on current events and shifting priorities, a consistent theme has been the emphasis on open and honest dialogue. This approach facilitates a deeper mutual understanding and enhances collaboration in addressing the challenges we face together.

COVID-19 exposed vulnerabilities in logistics and supply chains that persist due to ongoing perturbations from the pandemic and geopolitics. To build resilience, "Maluhia Talks 2024: Working Towards Industrial Base Resilience" will build upon the outcomes of the Defense Industrial Base (DIB) Workshop to address these challenges. In particular, the DIB Workshop concluded that creating an international Coordinating Body would allow interested nations to address industrial base vulnerabilities collectively. Maluhia Talks 2024 will convene stakeholders to finalize a Statement of Principles laying the groundwork for this proposed Coordinating Body and identifying shared approaches to strengthening resilient supply chains.

Intended Outcomes

- Finalize language for a Statement of Principles to establish a cooperative framework for increasing defense industrial collaboration for consideration by capitals.
- Exchange perspectives on the mission, functions, and strategic direction of the Coordinating Body with the aim of broadening awareness, aligning objectives, and creating a way forward for all stakeholders involved.
- Engage with industry associations and investors to foster a collaborative environment that enhances mutual understanding and sets the stage for effective future cooperation.
- Propose and refine new or improved projects for defense industrial collaboration, focusing on building new opportunities in foundational areas such as materials, processing, refining, assembly and maintenance.

Methodology

Senior U.S. and international participants will give scene-setting presentations. Breakout sessions will then convene stakeholders for candid dialogue responding to key framing questions. These facilitated discussions will synthesize diverse perspectives to form prioritized recommendations. Emphasis will be given to pragmatic areas of cooperation where participants can follow up with colleagues to establish future projects.

To promote open exchange, the workshop follows a strict non-attribution policy under the Chatham House Rule. All dialogue will be in English, aided by read-ahead materials circulated in advance to enable substantive

discussion. The aim is to move beyond talking points to new insights and partnerships for building collective industrial base resilience.

For Additional Information

If you have questions about the workshop's design, content, or participants, please contact the academic leads, Mr. Michael Burgoyne, Michael.c.burgoyne.civ@mail.mil, and Dr. Lukas Filler, Lukas.filler.civ@mail.mil. For logistical support, please contact Mrs. Ruth Butler, ruth.p.butler3.civ@mail.mil or the Regional Engagements Operations Team at dsca.derussy.dki-apcss.mbx.apcss-events@mail.mil.

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TUESDAY, APRIL 30, 2024
DAY ONE: STATEMENT OF PRINCIPLES
(DRESS: BUSINESS CASUAL – OPEN COLLAR / ALOHA ATTIRE)

Concept: Following the welcome and scene-setting remarks, participants will view the results of the pre-event survey on the Statement of Principles and will spend the morning discussing areas of alignment and incongruence to reach final consensus. The afternoon will start with a discussion on attendee perspectives on the future of the DIB environment in the Indo-Pacific, drawing from both past experience and anticipated future trends. This lunch discussion will segue into small group discussions and backbriefs about the Coordinating Body, and what part it will play in the future of the region. The day will conclude with a welcome dinner.

TIME	EVENT	LOCATION
0800 – 0830	Workshop registration, networking, and light refreshments	Maluhia Lounge
0830 – 0850	Introductions and Welcome Remarks - Mr. Michael Burgoyne, Faculty, DKI APCSS - RADM (Ret) Pete Gumataotao, Director, DKI APCSS - Mr. Jed Royal, Principal Deputy Assistant Secretary of Defense (Indo-Pacific Security Affairs; IPSA)	Maluhia Hall
0850 – 0910	Opening Discussion: Event Objectives <i>Objective: Baseline official and SME attendees on event priorities and desired outcomes, and articulate key questions that need to be addressed for officials ahead of event conclusion.</i> - Mr. Jed Royal, IPSA	Maluhia Hall
0910 – 0940	Interactive Polling: Assess Initial Opinions and Concerns <i>Objective: Establish baseline opinions on the state of industrial collaboration</i> - Moderator: Mr. Michael Burgoyne, DKI APCSS	
0940 – 0955	Pre-Event Survey Results: Statement of Principles <i>Objective: Baseline areas of alignment and incongruence within the Statement of Principles and Coordinating Body</i> - Dr. John Hemmings, Faculty, DKI APCSS	Maluhia Hall
0955 – 1035	Facilitated Discussion: Statement of Principles <i>Objective: Discuss polling results, validate consensus, identify areas for further refinement or changes in Statement of Principles</i> - Facilitator: Dr. John Hemmings, DKI APCSS	Maluhia Hall
1035 – 1045	Official Workshop Photo	TBD
1045 – 1105	Networking Break	Maluhia Terrace
1105 – 1110	Working Group Guidance: Statement of Principles & Coordinating Body for Industrial Base Resilience <i>Objective: Continue to discuss feedback from survey, and where improvements can be made to the Statement of Principles if the discussion requires more time. Otherwise, exchange perspectives on the mission, functions, and strategic direction of the Coordinating Body to create a shared foundational view.</i>	Maluhia Hall

	<p><i>Framing Questions will be refined after receiving results from the pre-event survey focused on the Statement of Principles which will enable us to focus our discussions.</i></p> <p>- Dr. Lukas Filler, Faculty, DKI APCSS</p>	
1110 – 1230	<p>Working Group Session: Statement of Principles & Coordinating Body</p> <p>- Group 1 Facilitators: Dr. John Hemmings, Faculty & Lieutenant Colonel (P) Jackie Hearne, Military Faculty</p> <p>- Group 2 Facilitators: Dr. Lori Forman, Development Advisor and Faculty & Mr. Niel Kaneshiro, Faculty</p> <p>- Group 3 Facilitators: Ambassador Pete Haymond, Senior Diplomatic Fellow & Captain Josh Taylor, Military Faculty</p> <p>- Group 4 Facilitators: Colonel Matt Kent, Associate Dean & Dr. Srinivasan, Faculty</p> <p>- Group 5 Facilitators: Dr. Bill Wieninger, Faculty & Commander Yvonne Yang, Military Faculty</p>	Seminar Rooms
1230 – 1330	<p>Working Lunch: Partner Presentations: Lessons Learned from Ukraine and Implications and Applications for the Indo-Pacific</p> <p>- Moderator: Dr. Srinivasan, DKI APCSS</p> <p>- Presentations by: United Kingdom (TBC) Sweden (TBC) United States (Stephen Tankel - NSC)</p>	Lanai
1330 – 1345	Networking Break / Transition	Maluhia Terrace
1345 – 1445	<p>Partner Presentations: What is the Future of Defense Industrial Base in the Indo-Pacific</p> <p><i>Objective: Partners provided their views on strategic environment, structural factors impacting changes to the DIB, and evolving views regarding industrial base cooperation.</i></p> <p>- Moderator: AMB Pete Haymond, DKI APCSS</p> <p>- Presentations by: Australia (confirmed) India (confirmed) Japan (confirmed) Republic of Korea (confirmed)</p>	
1445 – 1450	<p>Working Group Guidance: What is the Future of the Defense Industrial Base in the Indo-Pacific</p> <p><i>Objective: Exchange perspectives on strategic challenges in the Indo-Pacific, opportunities for collaboration, and changes in the security environment</i></p> <p><u>Framing Questions:</u></p> <p>1. What factors are creating pressures to reconsider current industrial base practices?</p>	Maluhia Hall

	<p>2. What areas could be addressed through collective action to address shared industrial base challenges?</p> <p>- Dr. Lukas Filler, DKI APCSS</p>	
1450 – 1550	<p>Working Group Session: What is the Future of Defense Industrial Base in the Indo-Pacific?</p> <ul style="list-style-type: none"> - Group 1 Facilitators: Dr. John Hemmings & LTC (P) Jackie Hearne - Group 2 Facilitators: Dr. Lori Forman & Mr. Niel Kaneshiro - Group 3 Facilitators: AMB Pete Haymond & CAPT Josh Taylor - Group 4 Facilitators: COL Matt Kent & Dr. Srinu Sitaraman - Group 5 Facilitators: Dr. Bill Wieninger & CDR Yvonne Yang 	Seminar Rooms
1550 – 1610	Networking Break	Maluhia Terrace
1610 – 1655	<p>Backbrief and Discussion: What is the Future of the Defense Industrial Base - Coordinating Body for Industrial Base Resilience</p> <ul style="list-style-type: none"> - Group 1 - Group 2 - Group 3 - Group 4 - Group 5 <p>- Moderator: CAPT Josh Taylor, DKI APCSS</p>	Maluhia Hall
1655 – 1730	<p>Synthesis: Day One</p> <p><i>Objective: Review the day's discussion outcomes and what conclusions and reflections has the group already reached.</i></p> <p>- Moderator: Mr. Carleton Cramer, Dean, College of Security Studies, DKI APCSS</p>	Maluhia Hall
1730 - 1735	<p>Closing Remarks and Announcements</p> <p>- Mr. Michael Burgoyne, DKI APCSS</p>	Maluhia Hall
1735 - 1915	<p>Opening Dinner</p> <p>Welcome remarks: - Director Pete Gumataotao, DKI APCSS</p> <p>Keynote Speaker: - Dr. Vic Ramdass, Principal Deputy Assistant Secretary of Defense for Industrial Base Policy (IBP)</p>	Lanai

WEDNESDAY, MAY 1, 2024
DAY TWO: INDUSTRY COORDINATION
(DRESS: BUSINESS CASUAL – OPEN COLLAR / ALOHA ATTIRE)

Concept: The second day will start to address an outcome from the DIB Workshop in January: greater understanding of and coordination with industry. To this end, industry association representatives will describe how industry has successfully co-developed and co-produced in region, including points of friction that inhibited progress along the way. The industry panel will be followed by several countries describing areas of future opportunity for collaboration. These panels will be followed by a series of small group discussions to identify friction points and best practices. The day will conclude with an unofficial social.

TIME	EVENT	LOCATION
0800 – 0830	Networking and light refreshments	Maluhia Terrace
0835 – 0840	Opening Remarks and Announcements - Mr. Michael Burgoyne, DKI APCSS	Maluhia Hall
0840 – 0940	Panel: Industry Perspectives on Lessons Learned from Successful Co-development and Co-production with Partners in the Indo-Pacific <i>Objective: Industry Association representatives will provide some initial industry perspectives on Lessons Learned from Successful Co-development and Co-production with Partners in the Indo-Pacific, including where industry sees opportunities and risk. Comments will be followed by question & answer session with panel members.</i> - Aerospace Industrial Association (confirmed) - National Defense Industrial Association (confirmed) - Professional Services Council (invited) - US Department of State Mike Vaccaro (confirmed) - Moderator: Dr. Bill Wieninger, DKI APCSS	Maluhia Hall
0940 – 1010	Facilitated Discussion: Industry Perspectives Lessons Learned from Successful Co-development and Co-production with Partners in the Indo-Pacific <i>Objective: Entire Government and Industry group will discuss key takeaways from panel discussion.</i> - Moderator: Dr. Bill Wieninger, DKI APCSS	Maluhia Hall
1010 – 1030	Networking Break	Maluhia Terrace
1030 – 1145	Industry Presentations: Leveraging Industrial Strengths <i>Objective: Industry partners will have the opportunity to present comparative advantages for industrial cooperation, specific topics for collaboration, or key opportunities applicable to their domestic situation, or international cooperation. Comments will be followed by question & answer session with speakers.</i> - Moderator: LTC (P) Jackie Hearne, DKI APCSS - Presentations by: Aerospace Industries Association of Canada (TBC) Ai Group (Australia Industries Group) (confirmed) Society of Japanese Aerospace Companies (SJAC) (confirmed) Korea Defense Industry Association (KDIA) (confirmed)	Maluhia Hall
1145 – 1215	Facilitated Discussion: Industry Presentations on Leveraging Industrial Strengths	Seminar Rooms

	<p><i>Objective: Entire Government and Industry group will discuss key takeaways from presentations</i></p> <p>- Moderator: LTC (P) Jackie Hearne, DKI APCSS</p>	
1215 – 1315	<p>Working Lunch: Harnessing Private Capital for Industrial Cooperation</p> <p><i>Objective: Share concerns from investors in defense industry on how to promote the flow of capital into defense industry in the broader region.</i></p> <p>Moderator: Defense Innovation Unit (DIU) (confirmed) AUKUS Defense Investors Network (confirmed) America’s Frontier Fund (confirmed) Office of Strategic Capital (confirmed)</p>	Lanai
1315 – 1330	Networking Break / Transition	Maluhia Terrace
1330 – 1415	<p>Facilitated Discussion: Harnessing Private Capital for Industrial Cooperation</p> <p><i>Objective: Share concerns from investors in defense industry on how to promote the flow of capital into defense industry in the broader region.</i></p> <p><u>Framing Questions:</u></p> <ol style="list-style-type: none"> 1. What are the obstacles and challenges for investing in this region? 2. What benefits can result from aggregating regional demand? <p>- Ms. Aditi Kumar, Deputy Director for Strategy, Policy, and National Security Partnerships, DIU</p>	Maluhia Hall
1415 – 1420	<p>Working Group Guidance: Identifying Best Practices, Pain Points and Future Opportunities</p> <p><i>Objective: Identify areas of overlap between industry success stories, perspectives from investor communities, and opportunities countries want to explore. What are existing friction points? What are best practices that allow us to pursue these opportunities?</i></p> <p><u>Framing Questions:</u></p> <ol style="list-style-type: none"> 1. What risks are assumed by not taking action? 2. What best practices or collective action can help overcome obstacles to industrial cooperation? <p>- Dr. Lukas Filler, DKI APCSS</p>	Seminar Rooms
1420 – 1530	<p>Working Group Session: Identifying Best Practices, Pain Points, and Future Opportunities</p> <ul style="list-style-type: none"> - Group 1 Facilitators: Dr. John Hemmings & LTC (P) Jackie Hearne - Group 2 Facilitators: Dr. Lori Forman & Mr. Niel Kaneshiro - Group 3 Facilitators: AMB Pete Haymond & CAPT Josh Taylor - Group 4 Facilitators: COL Matt Kent & Dr. Srinitharaman - Group 5 Facilitators: Dr. Bill Wieninger & CDR Yvonne Yang 	Seminar Rooms
1530 – 1550	Networking Break	Maluhia Terrace
1550 – 1655	Backbriefs & Synthesis: Day Two	Maluhia Hall

	<p><i>Objective: Review the day's discussion outcomes and what conclusions and reflections has the group already reached. Discuss whether these discussions have increased understanding between government and industry, and whether there are areas for future cooperation</i></p> <ul style="list-style-type: none"> - Group 1 - Group 2 - Group 3 - Group 4 - Group 5 <p>- Moderator: Dr. Lori Forman, DKI APCSS</p>	
1655 – 1700	<p>Closing Remarks and Announcements</p> <ul style="list-style-type: none"> - Mr. Michael Burgoyne, DKI APCSS 	Maluhia Hall

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THURSDAY, MAY 2, 2024
DAY THREE: WAYS FORWARD

(DRESS: BUSINESS CASUAL – OPEN COLLAR / ALOHA ATTIRE)

Concept: The third day will focus on moving forward under a shared understanding of common principles. Starting with the insights and opportunities identified on day two, partners will focus on areas of comparative advantage to start practical collaboration. The day will close with revalidation of the Statement of Principles and the way forward on the proposed Coordinating Body. Finally, we will attend a social hour where we will bid each other “A Hui Hou” (until we meet again).

TIME	EVENT	LOCATION
0800 – 0830	Networking and light refreshments	Maluhia Terrace
0830 – 0835	Opening Remarks and Announcements - Mr. Michael Burgoyne, DKI APCSS	Maluhia Hall
0835 – 0850	Recap of Day 1 and Day 2 Discussions - Moderator: CAPT Josh Taylor, DKI APCSS	Maluhia Hall
0850 – 1005	Partner Presentations: Leveraging Industrial Strengths <i>Objective: Partners will have the opportunity to present comparative advantages for industrial cooperation, specific topics for collaboration, or key opportunities applicable to their domestic situation, or international cooperation. Comments will be followed by question & answer session with speakers.</i> - Moderator: Dr. Srinivasan, DKI APCSS - Presentations by: TBD: Singapore (TBC) Innovation: Taiwan (confirmed) Skilled Labor: Indonesia (confirmed) Minerals Mining, Refining, and Processing: TBC	Maluhia Hall
1005 – 1025	Networking Break	Maluhia Terrace
1025 – 1030	Working Group Guidance: Leveraging Industrial Strengths <i>Objective: Discuss Partner Presentations, identifying areas of future collaboration, and the role of a Coordinating Body in this collaboration.</i> <u>Framing Questions:</u> 1. What are some viable projects or efforts for future multilateral cooperation? 2. What is needed in a Coordinating Body to overcome challenges and ensure success moving forward? - Dr. Lukas Filler, DKI APCSS	Maluhia Hall
1030 – 1130	Working Group Session: Leveraging Industrial Strengths - Group 1 Facilitators: Dr. John Hemmings & LTC (P) Jackie Hearne - Group 2 Facilitators: Dr. Lori Forman & Mr. Niel Kaneshiro - Group 3 Facilitators: AMB Pete Haymond & CAPT Josh Taylor - Group 4 Facilitators: COL Matt Kent & Dr. Srinivasan - Group 5	Maluhia Hall

	Facilitators: Dr. Bill Wieninger & CDR Yvonne Yang	
1130 – 1230	<p>Working Lunch: Presentation and Discussion: Coordinating Body Lessons Learned from the Perspective of the Global Coalition to Defeat ISIS.</p> <p><i>Objective: Introduction and discussion of a coordinating body to illustrate a way to practically organize and coordinate multilateral actions.</i></p> <ul style="list-style-type: none"> - Moderator: Dr. Lori Forman, DKI APCSS - Presentation by: United States (Alan Matney) 	Lanai
1230 – 1245	Networking Break / Transition	Maluhia Terrace
1245 – 1345	<p>Backbrief & Discussion: Leveraging Industrial Strengths</p> <p><i>Objective: Share outcomes from the working groups, focusing on next steps, and unique insights. Speakers selected by the working groups.</i></p> <ul style="list-style-type: none"> - Group 1 - Group 2 - Group 3 - Group 4 - Group 5 <p>- Moderator: Dr. Bill Wieninger, DKI APCSS</p>	Maluhia Hall
1345 – 1400	<p>Plenary Polling: Coordinating Body Next Steps</p> <p><i>Objective: Using results from the day one breakout groups and synthesis, identify areas of convergence and divergence, and rank-order next steps.</i></p> <p>- Moderator: LTC (P) Jackie Hearne, DKI APCSS</p>	Maluhia Hall
1400 – 1420	Networking Break	Maluhia Terrace
1420 – 1520	<p>Plenary Polling Discussion Coordination Body Next Steps and Synthesis: Workshop Closing</p> <p><i>Objective: Discuss subsequent event timeline and objectives. Revalidate the Statement of Principles and Coordinating Body.</i></p> <p>- Moderator: Director Pete Gumataotao, DKI APCSS</p>	Maluhia Hall
1520 – 1550	<p>Workshop Closeout Comments and Evaluation</p> <ul style="list-style-type: none"> - Mr. Jed Royal, IPSA - Director Pete Gumataotao, DKI APCSS - Mr. Michael Burgoyne, DKI APCSS 	Maluhia Hall
1550 – 1600	Transition to Social Hour	
1600 – 1700	<p>Social Hour</p> <p><i>Informal, no-host social period to continue conversations, and bid each other A Hui Hou!</i></p>	Outrigger Reef Waikiki Beach Resort