



# 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

### 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](mailto:Michael.c.burgoyne.civ@mail.mil), and Dr. Lukas Filler, [Lukas.filler.civ@mail.mil](mailto:Lukas.filler.civ@mail.mil). For logistical support, please contact Mrs. Ruth Butler, [ruth.p.butler3.civ@mail.mil](mailto:ruth.p.butler3.civ@mail.mil) or the Regional Engagements Operations Team at [dsca.derussy.dki-apcss.mbx.apcss-events@mail.mil](mailto:dsca.derussy.dki-apcss.mbx.apcss-events@mail.mil).

**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 a 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	<b>Introductions and Welcome Remarks</b> - 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	<b>Opening Discussion: Event Objectives</b> <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	<b>Interactive Polling: Assess Initial Opinions and Concerns</b> <i>Objective: Establish baseline opinions on the state of industrial collaboration.</i> - Moderator: Mr. Michael Burgoyne, DKI APCSS	Maluhia Hall
0940 - 1040	<b>Partner Presentations: What is the Future of Defense Industrial Base in the Indo-Pacific</b> <i>Objective: Partners provided their views on the strategic environment, structural factors impacting changes to the DIB, and evolving views regarding industrial base cooperation.</i> - Moderator: AMB Pete Haymond, DKI APCSS - Presentations by: Australia Japan Republic of Korea	Maluhia Hall
1040 – 1055	Networking Break	Maluhia Terrace
1055 - 1100	<b>Working Group Guidance: What is the Future of the Defense Industrial Base in the Indo-Pacific</b> <i>Objective: Exchange perspectives on strategic challenges in the Indo-Pacific, opportunities for collaboration, and changes in the security environment.</i>  <u>Framing Questions:</u> 1. What factors are creating pressures to reconsider current industrial base practices?	Maluhia Hall

	<p>2. What areas could be addressed through collective action to address shared industrial base challenges?</p> <p>- Dr. Lukas Filler, Faculty, DKI APCSS</p>	
1100 - 1200	<p><b>Working Group Session: What is the Future of Defense Industrial Base in the Indo-Pacific?</b></p> <ul style="list-style-type: none"> <li>- Group 1 Facilitators: Dr. John Hemmings, Faculty &amp; Dr. Lumpy Lumbaca, Faculty</li> <li>- Group 2 Facilitators: Dr. Lori Forman, Development Advisor and Faculty &amp; Lieutenant Colonel (P) Jackie Hearne, Military Faculty</li> <li>- Group 3 Facilitators: Ambassador Pete Haymond, Senior Diplomatic Fellow &amp; Captain Josh Taylor, Military Faculty</li> <li>- Group 4 Facilitators: Colonel Matt Kent, Associate Dean &amp; Dr. Srinitharan, Faculty</li> <li>- Group 5 Facilitators: Dr. Bill Wieninger, Faculty &amp; Commander Yvonne Yang, Military Faculty</li> </ul>	Seminar Rooms
1200 – 1300	<p><b>Working Lunch: Partner Presentations: Lessons Learned from Ukraine and Implications and Applications for the Indo-Pacific</b></p> <ul style="list-style-type: none"> <li>- Moderator: Dr. Srinitharan, DKI APCSS</li> <li>- Presentations by: <ul style="list-style-type: none"> <li>Sweden</li> <li>United Kingdom</li> <li>U.S. National Security Council</li> </ul> </li> </ul>	Lanai
1300 – 1315	Networking Break / Transition	Maluhia Terrace
1315 – 1400	<p><b>Backbrief and Discussion: What is the Future of the Defense Industrial Base - Coordinating Body for Industrial Base Resilience</b></p> <ul style="list-style-type: none"> <li>- Group 1</li> <li>- Group 2</li> <li>- Group 3</li> <li>- Group 4</li> <li>- Group 5</li> <li>- Moderator: CAPT Josh Taylor, DKI APCSS</li> </ul>	Maluhia Hall
1400 – 1415	<p><b>Pre-Event Survey Results: Statement of Principles</b></p> <p><i>Objective: Baseline areas of alignment and incongruence within the Statement of Principles and Coordinating Body.</i></p> <ul style="list-style-type: none"> <li>- Dr. John Hemmings, DKI APCSS</li> </ul>	Maluhia Hall

1415 – 1455	<p><b>Facilitated Discussion: Statement of Principles</b>  <i>Objective: Discuss polling results, validate consensus, and identify areas for further refinement or changes in the Statement of Principles.</i>  - Facilitator: Dr. John Hemmings, DKI APCSS</p>	Maluhia Hall
1455 – 1510	Networking Break	Maluhia Terrace
1510 – 1515	<p><b>Working Group Guidance: Statement of Principles &amp; Coordinating Body for Industrial Base Resilience</b>  <i>Objective: Continue to discuss feedback from the 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></p> <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>  - Dr. Lukas Filler, DKI APCSS</p>	Maluhia Hall
1515 – 1635	<p><b>Working Group Session: Statement of Principles &amp; Coordinating Body</b></p> <ul style="list-style-type: none"> <li>- Group 1 Facilitators: Dr. John Hemmings &amp; Dr. Lumpy Lumbaca</li> <li>- Group 2 Facilitators: Dr. Lori Forman &amp; LTC (P) Jackie Hearne</li> <li>- Group 3 Facilitators: AMB Pete Haymond &amp; CAPT Josh Taylor</li> <li>- Group 4 Facilitators: COL Matt Kent &amp; Dr. Srinu Sitaraman</li> <li>- Group 5 Facilitators: Dr. Bill Wieninger &amp; CDR Yvonne Yang</li> </ul>	Seminar Rooms
1635 – 1645	Networking Break	Maluhia Terrace
1645 – 1730	<p><b>Backbriefs &amp; Synthesis: Day One</b>  <i>Objective: Review the day's discussion outcomes and what conclusions and reflections the group has already reached.</i>  - Moderator: Dr. Bill Wieninger, DKI APCSS</p>	Maluhia Hall
1730 - 1735	<p><b>Closing Remarks and Announcements</b>  - Mr. Michael Burgoyne, DKI APCSS</p>	Maluhia Hall
1735 - 1915	<p><b>Opening Dinner</b>  Welcome remarks:  - RADM (Ret) 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
0830 – 0835	<b>Opening Remarks and Announcements</b> - Mr. Michael Burgoyne, DKI APCSS	Maluhia Hall
0835 – 0935	<b>Panel: Industry and Government Perspectives on Lessons Learned from Successful Co-development, Co-production, and Co-sustainment with Partners in the Indo-Pacific</b> <i>Objective: Industry Association representatives will provide some initial industry perspectives on Lessons Learned from Successful Co-development, Co-production, and Co-Sustainment with Partners in the Indo-Pacific, including where industry sees opportunities and risk. Comments will be followed by a question &amp; answer session with panel members.</i> - Aerospace Industrial Association (AIA) - National Defense Industrial Association (NDIA) - U.S. Department of State - Moderator: Dr. Bill Wieninger, DKI APCSS	Maluhia Hall
0935 – 1005	<b>Facilitated Discussion: Industry Perspectives Lessons Learned from Successful Co-development and Co-production with Partners in the Indo-Pacific</b> <i>Objective: The entire Government and Industry group will discuss key takeaways from the panel discussion.</i> - Moderator: Dr. Bill Wieninger, DKI APCSS	Maluhia Hall
1005 – 1015	<b>Official Workshop Photo</b>	Maluhia Terrace
1015 – 1035	Networking Break	Maluhia Terrace
1035 – 1150	<b>Industry Presentations: Leveraging Industrial Strengths</b> <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 a question &amp; answer session with speakers.</i> - Moderator: LTC (P) Jackie Hearne, DKI APCSS - Presentations by: Ai Group (Australia Industries Group) Society of Japanese Aerospace Companies (SJAC) Korea Defense Industry Association (KDIA)	Maluhia Hall

1150 – 1220	<p><b>Facilitated Discussion: Industry Presentations on Leveraging Industrial Strengths</b>  <i>Objective: The entire Government and Industry group will discuss key takeaways from presentations.</i>  - Moderator: LTC (P) Jackie Hearne, DKI APCSS</p>	Seminar Rooms
1220 – 1320	<p><b>Working Lunch: Harnessing Private Capital for Industrial Cooperation</b>  <i>Objective: Share concerns from investors in the defense industry on how to promote the flow of capital into the defense industry in the broader region.</i>  - Moderator: Dr. Lori Forman, DKI APCSS  - Presentations by:  Defense Innovation Unit (DIU)  AUKUS Defense Investors Network  America’s Frontier Fund  Office of Strategic Capital</p>	Lanai
1320 – 1335	Networking Break / Transition	Maluhia Terrace
1335 – 1420	<p><b>Facilitated Discussion: Harnessing Private Capital for Industrial Cooperation</b>  <i>Objective: Share concerns from investors in the defense industry on how to promote the flow of capital into the defense industry in the broader region.</i>  - Moderator: Mr. James Goen, Strategic Coordinator, Indo-Pacific Security Affairs (IPSA)</p>	Maluhia Hall
1420 – 1425	<p><b>Working Group Guidance: Identifying Best Practices, Pain Points, and Future Opportunities</b>  <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 the best practices that allow us to pursue these opportunities?</i></p> <p><u>Framing Questions:</u>  1. What best practices or collective actions can help overcome obstacles to cooperation on industrial base issues?  2. What risks are assumed by not taking action?  3. Do governments and industry see these risks the same way?  - Dr. Lukas Filler, DKI APCSS</p>	Seminar Rooms
1425 – 1535	<p><b>Working Group Session: Identifying Best Practices, Pain Points, and Future Opportunities</b>  - Group 1  Facilitators: Dr. John Hemmings &amp; Dr. Lumpy Lumbaca  - Group 2  Facilitators: Dr. Lori Forman &amp; LTC (P) Jackie Hearne  - Group 3  Facilitators: AMB Pete Haymond &amp; CAPT Josh Taylor  - Group 4  Facilitators: COL Matt Kent &amp; Dr. Srinivasa Sitaraman  - Group 5  Facilitators: Dr. Bill Wieninger &amp; CDR Yvonne Yang</p>	Seminar Rooms

1535 – 1555	Networking Break	Maluhia Terrace
1555 – 1700	<p><b>Backbriefs &amp; Synthesis: Day Two</b></p> <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"> <li>- Group 1</li> <li>- Group 2</li> <li>- Group 3</li> <li>- Group 4</li> <li>- Group 5</li> <li>- Moderator: Dr. John Hemmings, DKI APCSS</li> </ul>	Maluhia Hall
1700 – 1705	<p><b>Closing Remarks and Announcements</b></p> <ul style="list-style-type: none"> <li>- Mr. Michael Burgoyne, DKI APCSS</li> </ul>	Maluhia Hall



**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 a 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	<b>Opening Remarks and Announcements</b> - Mr. Michael Burgoyne, DKI APCSS	Maluhia Hall
0835 – 0905	<b>Recap of Day One and Day Two Discussions</b> Observer Cell Perspectives - Moderator: CAPT Josh Taylor, DKI APCSS	Maluhia Hall
0905 – 1005	<b>Partner Presentations: Leveraging Industrial Strengths</b> <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 a question &amp; answer session with speakers.</i> - Moderator: Dr. Srinu Sitaraman, DKI APCSS - Presentations by: Innovation: Taiwan Skilled Labor: Indonesia Minerals Mining, Refining, and Processing: United States	Maluhia Hall
1005 – 1025	Networking Break	Maluhia Terrace
1025 – 1030	<b>Working Group Guidance: Leveraging Industrial Strengths</b> <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 is needed in a Coordinating Body to overcome challenges and ensure success moving forward? 2. What are some viable projects or efforts for future multilateral cooperation? - Dr. Lukas Filler, DKI APCSS	Maluhia Hall
1030 – 1130	<b>Working Group Session: Leveraging Industrial Strengths</b> - Group 1 Facilitators: Dr. John Hemmings & Dr. Lumpy Lumbaca - Group 2 Facilitators: Dr. Lori Forman & LTC (P) Jackie Hearne - Group 3 Facilitators: AMB Pete Haymond & CAPT Josh Taylor - Group 4 Facilitators: COL Matt Kent & Dr. Srinu Sitaraman	Seminar Rooms

	- Group 5 Facilitators: Dr. Bill Wieninger & CDR Yvonne Yang	
1130 – 1230	<b>Working Lunch: Presentation and Discussion: Coordinating Body Lessons Learned from the Perspective of the Global Coalition to Defeat ISIS.</b> <i>Objective: Introduction and discussion of a coordinating body to illustrate a way to practically organize and coordinate multilateral actions.</i> - Moderator: COL Matt Kent, DKI APCSS - Presentation by: Mr. Alan Matney, U.S. Department of Defense	Lanai
1230 – 1245	Networking Break / Transition	Maluhia Terrace
1245 – 1345	<b>Backbrief &amp; Discussion: Leveraging Industrial Strengths</b> <i>Objective: Share outcomes from the working groups, focusing on the next steps and unique insights. Speakers selected by the working groups.</i> - Group 1 - Group 2 - Group 3 - Group 4 - Group 5 - Moderator: Dr. Bill Wieninger, DKI APCSS	Maluhia Hall
1345 – 1415	<b>Plenary Polling: Coordinating Body Next Steps</b> <i>Objective: Using results from the day one breakout groups and synthesis, identify areas of convergence and divergence, and rank-order next steps.</i> - Moderator: LTC (P) Jackie Hearne, DKI APCSS	Maluhia Hall
1415 – 1435	Networking Break	Maluhia Terrace
1435 – 1505	<b>Coordinating Body Next Steps</b> <i>Objective: Discuss subsequent event timeline and objectives. Revalidate the Statement of Principles and Coordinating Body.</i> - Moderator: Dr. Lori Forman, DKI APCSS	Maluhia Hall
1505 – 1535	<b>Workshop Closeout Comments and Evaluation</b> - PDASD Jed Royal, IPSA - Deputy Director Russ Bailey, DKI APCSS - Mr. Michael Burgoyne, DKI APCSS	Maluhia Hall
1535 – 1545	Transition to Social Hour	Maluhia Terrace
1545 – 1700	<b>Social Hour</b> <i>Informal, social period to continue conversations and bid each other A Hui Hou!</i>	Barefoot Bar Hale Koa Hotel