



# Strategic Planning

## Section E

### Introduction

Recognizing how the Air Force Technology Transfer Program supports the AFMC goals and the Air Force Research Laboratory core strategies is an essential element in ensuring that the technology transfer is effective in supporting the warfighter while also providing economic and social benefits to the private and public sectors. The Air Force Technology Transfer Integrated Planning Team (AF TTIPT) identified five core technology strategies which in turn support AFRL and AFMC goals and objectives.

The AFMC goals which support the Air Force Mission “*To defend the United States and protect its interests through aerospace power*” are as follows:

1. **Satisfy Our Customers’ Needs in War and Peace**
2. **Enable Our People to Excel**
3. **Sustain Technological Superiority**
4. **Enhance the Excellence of Our Business Practices**
5. **Operate Quality Installations**

### AFRL VISION

*We defend America by unleashing the power of innovative aerospace technology*

### AFRL MISSION

*Leading the discovery, development, and integration of affordable warfighting technologies for our aerospace forces*

The majority of Air Force developed technology, whether it is revolutionary or evolutionary occurs within AFRL. Therefore, it is prudent to describe the key elements of the AFRL Corporate Strategy which supports the laboratory’s vision and mission and address our investment priorities, our workforce, our infrastructure, and our culture.

The AFRL Core Strategies are as follows:

- A: **Invest in Technology for Improved Warfighting Capability**  
We will pursue a balanced investment strategy of evolutionary and revolutionary technologies.
- B: **Demonstrate and Transition Technology**  
Together with our partners, we will develop, integrate, demonstrate, and transition affordable technology products.
- C: **Impact and Add Value to Air Force Decision Making**  
We will impact and add value to Air Force decisions by providing timely, objective technical advice to key Air Force decision makers.
- D: **Enable an Agile Workforce**  
We will structure, develop, and stimulate our workforce to meet dynamic technological challenges with excellence.
- E: **Fully Integrate Our Business Operations**  
We will operate as an integrated corporation by using common business processes and by sharing and using information as a strategic resource.
- F: **Foster an Environment of Organizational Excellence**  
We will foster a corporate environment which promotes innovative thought and teamwork.
- G: **Reduce Our Cost of Doing Business**  
We will provide total cost visibility for AFRL and reduce the cost of doing business while maintaining or improving the quality of our products.
- H: **Optimize Our Infrastructure**  
We will maximize the effectiveness and efficiency of our infrastructure by implementing a Capital Assets Strategy.



Additional information on the AFRL Core Strategies can be found at <http://www.afrl.af.mil/corpstrat/index.htm>.

Historically, AFRL has teamed with industry and universities to keep the Air Force the leader in innovative aerospace technology. Approximately 80 percent of AFRL's budget is invested with our partners in universities and industry. Whether it be developing "affordable" products through leveraging of resources with our partners; building an industrial base through initiating other applications of technology through technology transfer; working with experts worldwide to foster organizational excellence; or optimizing our infrastructure to maximize the utilization of existing assets and planned capital—theirs and ours, the key theme is partnerships and leveraging. That is the engine that drives technology transfer.



The core strategies of technology transfer are as follows:

### I. **Integrate Technology Transfer into the Acquisition Strategy**

There are various technology transfer mechanisms for collaboration which provide the opportunity to leverage resources and in-turn reduce the development and acquisition cost of technology products. Identifying R&D areas for technology transfer collaboration will have a positive impact on the cost of doing business for the organization. Therefore, integrating technology transfer priorities contribute to the effectiveness of the organization's acquisition strategy.

### II. **Identify Technologies for Commercial Application**

A key to transferring Air Force technologies

is identifying commercial applications of Air Force developed/funded technologies. Multiple uses of a technology build an industrial base, which in-turn lowers the acquisition cost for Air Force applications.

### III. **Market Resources and Technologies**

Target audiences are identified by market analysis of Air Force technologies. Coupling the potential markets with industry needs provides an effective way to identify partners for collaborative R&D and commercialization of Air Force technologies.

### IV. **Promote Technology Transfer Training**

It is the responsibility of all RDT&E personnel to transfer technology. In order to be effective, each technology transfer focal point should ensure that training is provided on a regular basis. The Air Force Technology Transfer



Management Team will assist in promoting training by providing guidance and access to training material both in written form and electronically, via the web. This training includes, but is not

limited to, implementing the latest legislation, use of various transfer mechanisms, patent and licensing process, identifying potential markets, working with state and local government, and interfacing with technology brokers.

### V. **Share Air Force Technology with the Private and Public Sectors**

The primary benefit of transferring technology is to enhance the accomplishment of the Air Force mission while providing economic and social benefits to the public and private sectors. This sharing can be a formal process using various technology transfer vehicles such

as CRADAs, CTAs, EPAs, etc. or an informal process such as government and non-government personnel sharing ideas.



Figure E1  
Technology Transfer Strategies with the AFRL  
Core Strategies and the  
AFMC Goals.

Integration matrixes, shown in *Figures E2 & E3*, allows the lab directorate or the center focal point to identify which core strategies or goals he or she is supporting through implementation of the technology transfer strategies.

### INTEGRATION MATRIX

- A. Invest in technology
- B. Demonstrate and transition technology
- C. Impact and add value to decision making
- D. Enable an agile workforce
- E. Fully integrate our business operations
- F. Foster a corporate environment of organizational excellence
- G. Reduce cost of doing business
- H. Optimize our infrastructure

AFRL Core Strategies

H					
G					
F					
E					
D					
C					
B					
A					
	I	II	III	IV	V

Tech Transfer (T2) Strategies

Figure E2

- I. Integrate T2 into the Acquisition Strategy
- II. Identify Technologies for Commercial Application
- III. Market Resources and Technologies
- IV. Promote Technology Transfer Training
- V. Share AF Technology with the Private and Public Sector

### INTEGRATION MATRIX

- 1. Satisfy our customers' needs in war and peace
- 2. Enable our people to excel
- 3. Sustain technological superiority
- 4. Enhance the excellence of our business practices
- 5. Operate quality installations

AFRL Goals

5					
4					
3					
2					
1					
	I	II	III	IV	V

Tech Transfer (T2) Strategies

Figure E3

- I. Integrate T2 into the Acquisition Strategy
- II. Identify Technologies for Commercial Application
- III. Market Resources and Technologies
- IV. Promote Technology Transfer Training
- V. Share AF Technology with the Private and Public Sector

Another approach to view the integration of technology transfer into strategic planning is depicted in *Figure E4*. This integration is broken down into (1) core methods, which are various strategies to accomplish technology transfer; (2) core processes, which are processes/programs in place for the administration of technology transfer; and (3) tools, which are mechanisms used to execute technology transfer.

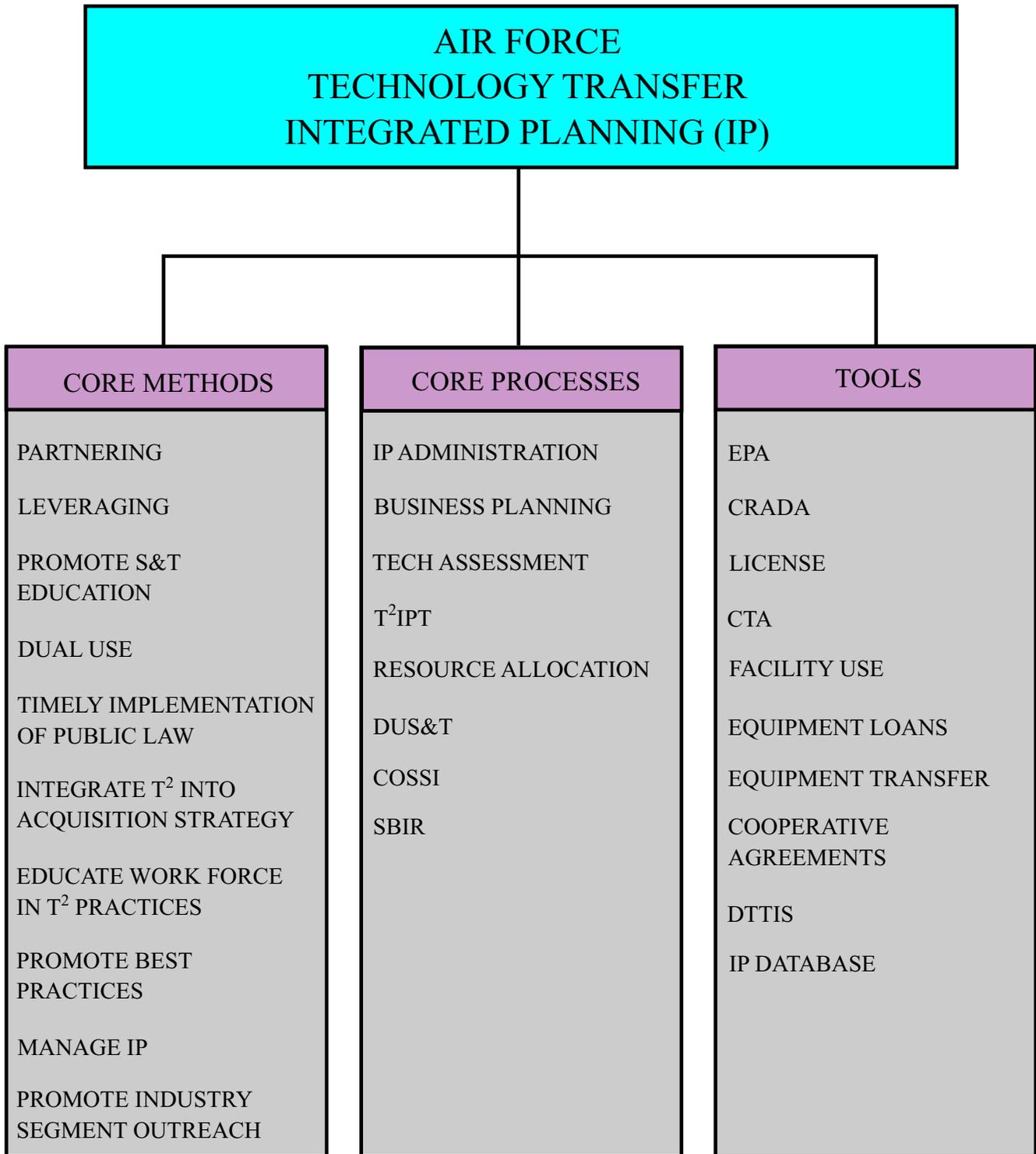


Figure E4



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