

# Ending Innovation Tourism

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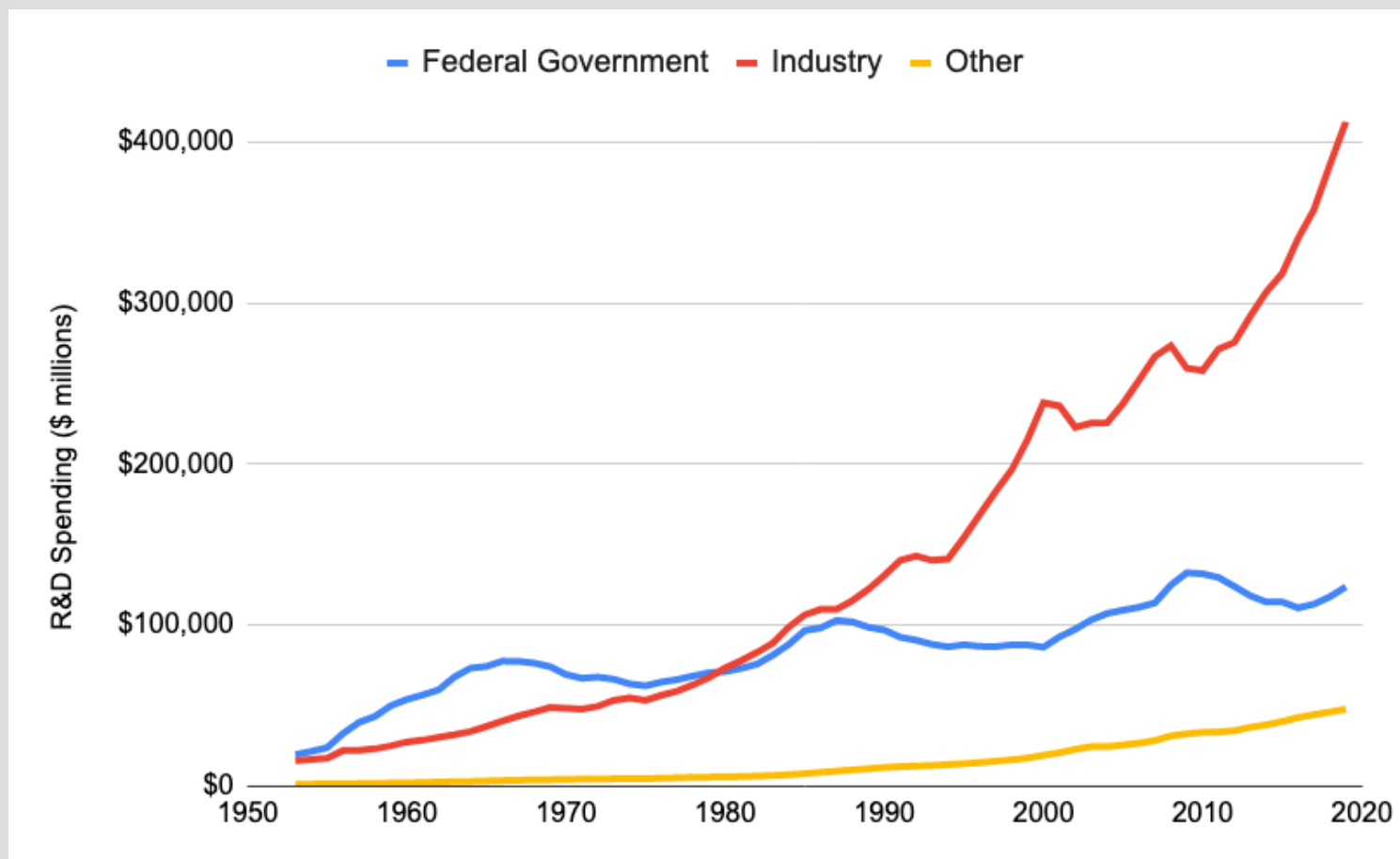
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## THE PENTAGON'S APPROACH TO INNOVATION DOES NOT WORK

1. The procurement process isn't built for a world where commercial companies lead technological innovation
2. The DoD has tried addressing this problem through an array of small "innovation" offices, but they have had minimal impact
3. Today, *innovation* activities are disconnected from *procurement* activities, and there are no incentives to bridge the gap
4. The department can solve this problem by requiring information sharing, increasing transparency, and creating safe spaces for collaboration

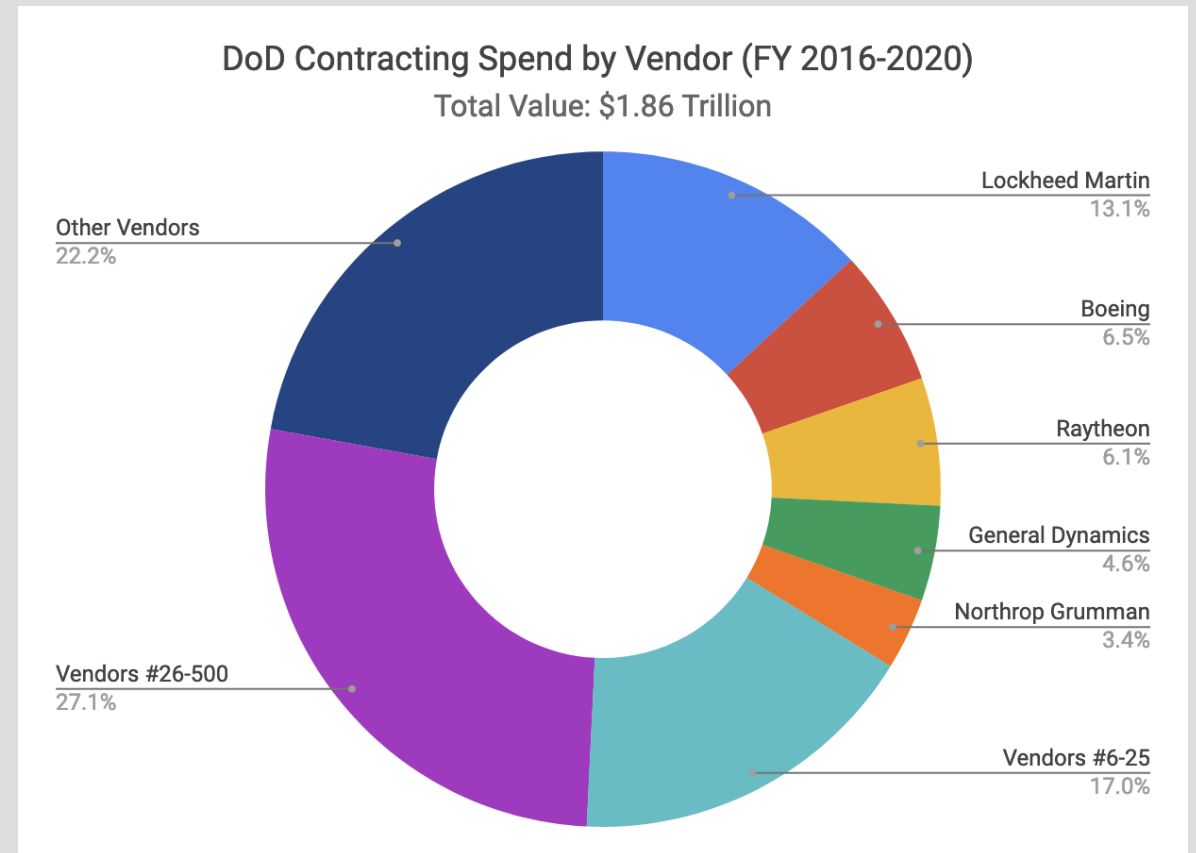
# A NEW INNOVATION PARADIGM



Source: National Science Foundation, National Patterns of R&D Resources: 2018–19 Data Update

# INNOVATION TOURISM

- **Problem:** The government needs to work with non-traditional vendors
- **Solution:** Innovation offices/programs (DIU, AFWERX, SVIP, etc.)
- **Results:** Lots of market intelligence, a few cool gadgets, but not much impact on major platforms and systems



Source: Bloomberg Government

# YOU GET WHAT YOU INCENTIVIZE

1. You can't solve a department-wide procurement problem with small research contracts
2. Innovation offices are isolated from procurement offices and also one another
3. **Current incentives are making the problem worse**

## WHAT'S THE FIX?

- **Share market intelligence across the acquisition ecosystem**
  - Require innovation offices to compile and share their knowledge
  - Require procurement offices to utilize that knowledge
- **Define goals and increase transparency across innovation offices**
- **Foster collaboration between traditional and non-traditional vendors**

For more, see:

Melissa Flagg and Jack Corrigan, "[Ending Innovation Tourism](#)," *Center for Security and Emerging Technology*, July 2021.

QUESTIONS?