

# Preface

With fiscal conditions getting tighter globally, every country has embarked on reviewing its military capabilities and organizations. And each country keeps exploring how to build capabilities that can accomplish these various roles and missions amid an unclear future security scenario.

Humans or organizations cannot survive unless they can adapt to drastic changes of their environment. This simple truth applies not only to the military but also to all organizations, including corporations and states. And in order for an organization to survive while adapting to environmental changes, it needs to carry out “strategic management” that lets it prepare for clear and present risks while at the same time proactively reforming itself in anticipation of what the future might hold in store.

In preparing for the future, which is the core exercise of “strategic management,” it is essential for a country to anticipate and assess various risks that could arise, and to realize “disruptive” innovations ahead of others that would reverse the position of advantage between their country and others. The possible ways to accomplish these goals would include: investing limited resources selectively and intensively into areas expected to grow in the future; procuring from abroad resources that are too scarce domestically for achieving declared goals; and deliberately establishing a system that would make an organization and its functions change daily in order to speedily cope with changes in environment and competitive conditions. This expertise is already established in the study of management; how to apply it to processes of operating military organizations and of setting military strategies are the themes of strategic management.

The year 2012 will be the 60th year anniversary of the foundation of the National Institute for Defense. Commemorating this anniversary, the institute chose “strategic management” as the theme of the NIDS International Symposium on Security Affairs 2012. Renowned scholars and security experts were invited from the United States, the United Kingdom, South Korea, Australia, India, Sweden and Japan, and held discussions expressing various viewpoints in the symposium.

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