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OPEN SOURCE SOLUTIONS, Inc.
International Public Information Clearinghouse

OSS '95 EXECUTIVE SUMMARY

7 Nov 95 **Intelligence Support to Economic Competitiveness and Information Warfare**

0900-0930 Opening Keynote: Congressman Larry Combest, Chairman, HPSCI

- Need for 10 year Director of National Intelligence
- Need for head of civilian intelligence community
- Very conscious of the information warfare threat
- Private sector will be critical in solving information security issues
- Biggest challenge is outdated procurement process
- Would like to see government as venture capitalist for intelligence capabilities
- Multiple targets clearly present a bigger challenge than single Cold War target
- Need portable responsive intelligence
- Must think ahead, build capabilities for 5-10 years out
- Hill oversight organization must change to provide for continuity

0930-1000 Mr. Jeffrey Eisenach, President, Progress & Freedom Foundation

- Now teaching at JFK, "Government in 21st Century"
- Phenomenon of bigness lasted 30 years, from 1932 to 1963
- Big Business, Big Labor, Big Government
- This was good in its time, now it is over
- "Small is beautiful", decentralization is the next wave
- Everything will change--Washington bureaucracy will be the last to change, but change is inevitable
- Information revolution is not about technology, but rather about the impact of information on economics, politics, culture
- Intellectual property is core, information as "stuff"
- Digitization is changing how "stuff" is shared, and lowering cost
 - Email is digital speech
 - Electronic books are digital books
 - Software code is a digital machine
- Right now these are different areas of law, not coordinated or developed
- Challenge to the intelligence community is to DEMASSIFY
 - Drucker goes beyond Toffler
 - Increased importance of pseudo/quasi intelligence organizations
 - Decentralization of power away from hierarchical national organizations

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- Forcing issues of:
 - Just in time analysis
 - Customer friendliness
 - Improved marketing
 - Horizontal rather than vertical dissemination of information
- Infinitely more complex and difficult process
- Inserting SUBJECTIVE intelligence (value-added) into the horizontal flood of information is going to be "the" problem"

1245-1400 Keynote: The Honorable William Colby, former Director of Central Intelligence

- Changing threats are confusing and overlooked as intelligence problems
 - AIDS is killing our young
 - We have equated spying with intelligence
- Need to appreciate five revolutions in intelligence:
- First revolution was centralized analysis
- Second revolution came from technology
 - Imagery, signals, acoustics
 - Gave precision & scope
 - Still needed spies but technology had major impact
- Third revolution was one of oversight
 - Do not break US law
- Fourth revolution of dissemination
 - Restriction of knowledge used to be power
 - Now emphasis on laying a foundation of fact
 - Replacing ignorance with knowledge
 - Replacing fear with confidence
- Fifth revolution is the *privatization of intelligence*
 - Used to be a primary function of government
 - Now intelligence process is migrating to private sector
 - Collection of intelligence now more often done in private sector
 - Companies establishing competitor intelligence functions
 - Companies harnessing knowledge of employees by applying a "central" intelligence function
 - World of private analysis services is increasing
 - Secrecy is being reduced (e.g. imagery) because images are important to environmental and other public concerns
- More needs to be done: we must look at how we can turn some of these formerly secret capabilities and analysis methods to the public service.

- 1430-1500 Mr Don McLagan, President, Desktop Data, on Tailored News Alerts
- Information technology driving competition
 - 1970-1980s focused on size, economies of scale, experience curve
 - 1990s focused on speed, time to market, downsizing, networking
 - Desktop Data matched sources of data with users' own LANs
 - Old model provided executives with expensive information, limited access
 - New model provides everyone in the enterprise with tailored real-time data
 - Downsizing eliminated secretaries, support, left knowledge workers with a PC and a LAN connection
 - Harnessing internal LANs by feeding them external data is big business
 - 90 million LAN enabled PCs, up 36% in one year
 - Generally not connected to external data
 - Vast external information sources
 - \$29 billion spent on business information in 1994
 - This is a 90 million user opportunity
 - NewsEDGE as an example of competitive edge
 - International news sources in real time
 - Industry detail in real time
 - "Cheaper than a bagel" with average user cost at \$0.93 per day

- 1500-1530 Mr. Jan Herring, Vice President, The Futures Group (former NIO S&T)
- Major differences between government and private sector
 - Business intelligence must operate legally and ethically
 - No professional education system for privatized intelligence
 - Senior managers not familiar with how to task/use intelligence
 - Government not viewed as role model, no real role model exists
 - Intelligence as knowledge and foreknowledge is critical to informed judgement
 - Intelligence system collects, processes, analyzes, and disseminates for action
 - Building the knowledge base: published sources, human sources, analysis
 - Open sources can provide comprehensive coverage of the environment:
 - Competitors capabilities, plans, intentions
 - Industry structure and trends
 - Technology developments and sources
 - Markets and customers
 - Political, economic, and social forces
 - Corporate security threats
 - Keys to success (Motorola example):
 - CEO initiative, supported by CEO
 - Systematic approach, surveyed key questions to be asked
 - Appropriate approach, fitting into company culture
 - Established capabilities in divisions, not just at corporate level

- State of multinational corporate intelligence:
 - Only 5% of North American corporations fully developed
 - Only 9% (but almost twice as many) European firms
 - Roughly 34% North American firms described as "fairly well" developed
 - Japan and Sweden are best in class (but not necessarily optimal)
- With privatization, government role still important:
 - Facilitate access to international business information
 - Provide professional education on intelligence methods
 - Provide selected intelligence reports (unclassified and legal)
 - Provide counterintelligence and security protection

1530-1600 Mr. Larry Prusak, Ernst & Young Center for Business Information

- Seven Myths of the Information Age
 - Information is Objective and De-Politicized
 - Technology Focus is Information Focus
 - Technology Expertise Assumes Information Expertise
 - Information Makes You "Healthy, Wealthy, and Wise"
 - Information is Free
 - Technology Displaces Need for Personal Communications
 - Information is Empowering and Eliminated Hierarchy
 - Bonus Myth: There is An Information Age

8 Nov 95 Intelligence Support to Operations Other than War

0900-0930 MajGen Pat Hughes, Director for Intelligence, J-2, Joint Chiefs of Staff

- Deferred

0930-1000 Mr. Chris Straub, Minority Staff Director, SSCI

- SSCI believes intelligence community should focus on secrets
- Members tend to believe open sources are "free" and are therefore skeptical of its relationship to secret intelligence
- Committee has simply not considered how to integrate open source information into the intelligence process
- Unstated expectation is that analysis is an open source expert to begin with
- Two budgetary trends within SSCI, neither favors open source:
 - Trend toward more technical collection
 - Trend for major defense end items over intelligence
- Congress needs to be educated, Bosnia may be the classroom
 - Open sources complement intelligence
 - Contextual reality comes from open sources, not intelligence
 - Open sources are a major "tip-off" (e.g. the massacres)

- All-source must include open sources at tactical and theater levels
- Trained people, qualified foreign area experts, are the missing link

1245-1400 Keynote: Mr. Alfred Rolington, Chairman, Jane's Information Group

- Focusing on a theory of open source information
- Export wealth and technology create open information and global ideas which exert pressure on existing governments to change
- Markets now control global economic power, not governments
- Technological transfer, knowledge transfer, is out of government control
- Growing global middle class is not subject to government control
- Now entering a period of information anarchy
- At the same time, governments are losing their tax base
- Open source information, combined with purchasing power, is driving markets
- Open source can be dangerous, biased, misleading--propaganda can hurt
- It is not the amount of information that defines open source, but its access, timeliness, authority, presentation, and final usefulness
- The world is not short of information, but it is short on sensible assessment

1430-1500 Mr. Ted Nanz, President, SPOT Image Corporation

- SPOT imagery is a valued complement to classified imagery
- U.S. Air Force Report on DESERT STORM stated that SPOT imagery:
 - provided large area coverage
 - was unclassified
 - was inexpensive
 - was extremely accurate and an indispensable aid for navigation and weapon delivery
 - was critical in assisting mission planners
 - was used extensively as the best source to determine targets orientation
 - on several missions, was the only target photo available ..at the unit level
 - complimented higher resolution (classified) imagery)
 - had a key role in reducing collateral damage
- Using Internet for digital image transmission
- Also have C-130 transportable real time downlink station
- Can produce 1:50,000 combat charts with contour lines
- Tailored products available with hours if on file, a couple of days if not

1500-1530 LtGen C. Norman Wood, USAF (Ret.), former D/ICS, now Senior VP/GM BDM

- Deferred

1530-1600 Col Richard F. Riccardelli, former G-2. 82nd Airborne Division

- Achieved near perfect intelligence using open sources
- CNN showed cargo containers being used to block airfield
- Internet was useful as well, but like mining for gold, tedious
- Telephone books and travel articles were among most useful open sources

1600-1630 Mr. Andrew Garfield, Director, Open Source Programme, UK MOD

- British view open source as information but not intelligence
- Problems include:
 - Most open source still in hard-copy
 - Range of sources artificially limited
 - Excludes most electronic data
 - Processing is labor intensive
 - Still in "slow lane" for information technology
 - Limited capacity to exploit electronic data
 - Cannot handle and automatically process large quantities of data
 - Slow in developing integrated internal network
 - General lack of awareness of information revolution
 - Open source developments not publicized
 - Staff not re-educated
 - Improvements not coordinated
- Objectives:
 - Refocus covert collection to fill real intelligence gaps
 - Demonstrate cost effective and operationally efficient use covert assets
- Approach
 - Avoid direct access to open source by all-source analysts
 - Open source searchers need different skills from all-source analysts
 - Individual research generally not cost effective
 - Central coordination difficult, do not achieve economies of scale
 - Analysts distracted from designated tasks
 - Severe security constraints
 - Establish central open source information center
 - Leaves analyst free to produce intelligence
 - Information identified and collected by experts
 - Collection centrally coordinated
 - Security constraints more manageable
 - Reduced training burden
 - Minimal mandatory capabilities:
 - Direct access to widest possible range of open sources
 - 24 hour/7 day operations
 - Both manual and automated collection of open source material

- Fully automated process systems with COTS search engine
- Delivery of selected material directly to the analyst
- Establishment of suitable corporate database
- Online machine translation capability

1630-1700 Mr. Mike Farmer, Office of Energy Intelligence, DOE

-- Deferred

9 Nov 95 Intelligence Support to Transnational and Domestic Law Enforcement

0900-0930 Dr. Joseph Markowitz, Director, Community Open Source Program Office

-- Deferred (provided directly to OSS-Lite participants by originator)

0930-1000 Mr. I.C. Smith, SAC Little Rock, Federal Bureau of Investigation

-- Knowledge doubling in rapidly decreasing periods

- Christ to 1749, 1749-1949
- 1949-1958, 1958-1963, 1963-1966, 1966-1968
- Now knowledge doubling every 18 months
- We are being overwhelmed both intellectually and technically
- Issue is not availability of information, but selection

-- Member of the original Open Source Council

- Believe US paying too much and relying too much on classified
- Overclassification and underattribution of open sources
- Classified estimates for law enforcement limited and arrogant
- FBI needs actionable intelligence--by definition this means SHARABLE
- FBI "Top Ten" program with media and Internet is working well
- Open sources helping establish bona fides, validate information
- Open sources critical for strategic investigations, and new targets

1245-1400 Keynote: Mr. Winn Schwartau, Author of *INFORMATION WARFARE*

-- Deferred (provided directly to OSS-Lite participants by originator)

1430-1500 Mr. Tim Campen, DD/Tech, National Drug Intelligence Center

-- New Department of Justice organization

-- Task is to focus on strategic versus tactical drug intelligence

-- Correlate and fuse drug information and intelligence from all
Department of Defense and Department of Justice sources

-- Analysis is based on an organizational model of a drug organization

- Numerous open sources and systems used to fill intelligence gaps

1500-1530 Ms. Lori Schnittker, Head, Open Source Analysis Unit, RCMP

- Open sources valued element for Criminal Analysis Branch
- Open Source Analysis Unit supports four other sections:
 - Drug Analysis
 - Organized Crime
 - Economic Analysis
 - Criminal Extremism
- At strategic level, open sources identify trends, conditions, threat shifts
- At tactical level, open sources identify and document targets
- Open sources used in general to:
 - Corroborate human intelligence and classified information
 - Analyze emerging trends
 - Develop profiles and links or associations
 - Predict areas of concern to law enforcement

1530-1600 Mr. Robert Heibel, Director, Intelligence/Research Analysis Program, Mercyhurst

- Deferred

1600-1630 Dr. Gordon Oehler, Director, U.S. Intelligence Community Nonproliferation Center

- The business of nonproliferation is the business of changing people's minds
- Cannot limit ourselves to state-supported military and acquisition issues
- Japanese gas attacks by cult is part of trend driven by two factors:
 - Increasing discomfort among some people with direction/speed of change
 - Increasing power of individuals and small groups made possible by:
 - broad access to high technology
 - and vulnerable infrastructures in modern societies
- People problems have people SOLUTIONS: this is where open sources come in
 - Public awareness of the dangers
 - Public debate on the issues
 - Public review of what constitutes acceptable behavior

1630-1700 Mr. Michael Vatis, Associate Deputy Attorney General for National Security

- Deferred

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