



Information Operations Global

**DELIVERING EFFECTS
THROUGH INFLUENCE
ACTIVITY**



Gain a **holistic view** of the latest issues facing the information operations community around the world, in briefings from **EUCOM, CENTCOM, AFRICOM, ISAF** and the **Afghan National Army** broadening your understanding of regional communications challenges

Extensive coverage on the future direction of communications activity within the UK, with unique insight from the **Directorate of Defence Communications, Military Strategic Effects** and **15th Psychological Operations Group**

Assess how all these organisations are looking to bolster regional influence activities through **partner capacity building**, examining key case studies from the **Middle East, Africa** and **Europe**

A renewed emphasis on practical experiences in **target audience analysis** and **measurement of effect** allowing you - the influence professional - to incorporate **new and novel methods for improving the accuracy** of your own TAA and MOE activities

Take full advantage of the best attended, most influential IO event in the world with new **round table discussion topics** and **extended networking breaks**

PRE-CONFERENCE WORKSHOP DAY – 17TH JUNE 2014 IMPROVING DIGITAL OUTREACH IN COMMUNICATIONS CAMPAIGNS

Session A: 09:00-11:30

Assessing the use of social media in military and industry: Libya, Syria and large business case studies

Led By: **Paul Tilley, Regester Larkin**

Session B: 12:00-14:30

The National Crime Agency's use of digital outreach: Developing engagement strategies and methods for measuring effectiveness

Led By: **Stephen Welsh, National Crime Agency**

Session C: 15:00-17:30

Working Exercise - Revisiting Madison Avenue: Delivering a targeted social media campaign into a fictitious state

Led By: **Dr Paul Baines, Cranfield University**

Nigel Jones, Cranfield University

Ian Tunnicliffe, Regester Larkin

Tel: +44 (0) 207 368 9737

Email: enquire@defenceiq.com

www.informationoperationsevent.com

MAIN CONFERENCE

18th – 19th June 2014

PRE-CONFERENCE WORKSHOP

17th June 2014

LOCATION

The Kensington Close Hotel,
London, UK

FEATURED INTERNATIONAL SPEAKERS INCLUDE:

Stephen Jolly,
Director of Defence
Communications,
UK Ministry of Defence

**Air Commodore Christopher
Brazier**, Military Strategic
Effects, *UK MoD*

Colonel Matthew Venhaus,
Director, Military Information
Support Operations Policy,
*Office of the Assistant
Secretary of Defense*

Colonel Bryan Sparling,
Information Operations and
Special Activities Director,
US European Command

Colonel Michael Dominique,
Deputy J3 (Cyber)/Army Service
Element Commanding Officer,
US Africa Command

Colonel Marco Stocutto,
PSYOPS Section Head, J3
Effects and Influence Branch,
NATO Joint Forces Command

Colonel Bruce Leahy,
4th Group Commander, Military
Information Operations
Command, *US Army*

Ted Whiteside,
Deputy Assistant Secretary
General,
NATO

***"Easily the best IO
conference, period"***

WILLIAM ETTINGER,
1ST IO COMMAND, US ARMY

***"The conference was
outstanding! The
combination of speakers
and the ability to meet
and "network" with our
international partners
allowed me to gain months
worth of knowledge and
experience in just 4 days."***

SCOTT WETZEL,
US AIR FORCE



Information Operations Global

Dear Colleagues,

Over the past three years it has been my pleasure and privilege to work on our Information Operations Global Symposium. The levels of engagement and energy that you, the community, bring the event never ceases to impress me and has been the single biggest factor contributing to the success of the conference.

It is always a daunting prospect to improve on previous iterations of this event, especially given some of the exceptional presentations and discussions at last year's symposium. Despite this, I am certain that our 2014 conference will raise the bar once again, with a complete overview of defence communications in the UK, an assessment of MISO policy from the OASD, and unique insights into the activities of a range of regional CO-COMs.

For those long standing supporters of this event, we have taken on-board your feedback and will be focusing much more on the challenges surrounding target audience analysis and measurement of effect – addressing *how* and *why* activities have taken place. We have also adapted our round table sessions to allow for larger groups, whilst still providing ample time for networking and private discussions.

I am also very excited about our pre-conference workshop day, focusing on improving the use of digital outreach in communication activities. Starting with an examination of the use of social media in Syria and Libya, the day will progress to examine how the National Crime Agency is enhancing its MoE tools for use in the digital environment, before culminating in a short exercise where participants will address the use of strategic communications and digital outreach tools into a fictitious African state. Spaces for the day are limited, so please book early to avoid disappointment.

Should you have any questions or comments, please do not hesitate to contact our enquires team on +44 (0)20 7368 9737 – and remember if you book before 28th March you can save up to £500 on the price of the conference.

I will look forward to welcoming you to London in June.

Very respectfully,

Matthew Smith | Division Director | DefenceIQ

FEATURED INTERNATIONAL SPEAKERS INCLUDE:

Stephen Jolly, Director of Defence Communications,

UK Ministry of Defence

Air Commodore Christopher Brazier, Military Strategic Effects, **UK MoD**

Colonel Matthew Venhaus, Director, Military Information Support Operations Policy, **Office of the Assistant Secretary of Defense**

Colonel Christopher Naler, Commanding Officer, Marine Corps Information Operations Command, **US Marine Corps**

Colonel Bryan Sparling, Information Operations and Special Activities Director, **US European Command**

Colonel Victor Garcia, J3 - Information Operations, **US Central Command**
pending final approval

Colonel Michael Dominique, Deputy J3 (Cyber)/Army Service Element Commanding Officer, **US Africa Command**

Colonel Marco Stocutto, PSYOPS Section Head, J3 Effects and Influence Branch, **NATO Joint Forces Command**

Colonel Bruce Leahy, 4th Group Commander, Military Information Operations Command, **US Army**

Lieutenant Colonel Andrew Winter, Commanding Officer, 15th Psychological Operations Group, **UK MoD**

Lieutenant Colonel Greg Mogavero, Chief J39 Information, Civil-Affairs and Effects Division, **Special Operations Command Africa**

Lieutenant Colonel Edwin Nordon, Chief, MISO Planning Advisory team, **Special Operations Command Europe**

Major Andrew Duprey, Deputy Chief, MISO Planning Advisory team, **Special Operations Command Europe**

Ted Whiteside, Deputy Assistant Secretary General, **NATO**

Stephen Harley, Combined Joint Psychological Operations Task Force, **ISAF**

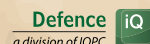
Tony Quinlan, Chief Storyteller, **NARRATE**

Dr Steve Tatham, Author of **Behavioural Conflict**

Past attendees at Information Operations Global have included:

Job Titles	Organisation
AD FD/Info Activities, Combat Support Capability Directorate	15 (UK) PSYOPS Group
Chief, J39	352d Civil Affairs Command, USACAPOC
Commanding General	Atmospherics Unlimited Worldwide
Communications Advisor/Scientist	Booz Allen Hamilton
Communications Strategist, Public Diplomacy Division	Cranfield University
Defence Attache	Defence Academy HQ
Deputy Chief of Staff for Civil-Military Operations	HQ Land Warfare Centre
Deputy Director of National Security and Afghanistan Communication	Italian Army
Deputy Director Public Affairs / Head Media Operations Group	Malawi High Commission
Director Of Media & Communications	Ministry of Defence
EUCOM MISO Branch Chief	Ministry of Defence, Singapore
Founder and CEO	NATO
Head Army Information Centre	NATO HQ
Head Communication Technologies Section	NATO SCHOOL
Head Information Policy and Plans Branch	Norwegian Defence Research Establishment
Head of Behavioural Science & Future	Philippines Armed Forces
Head of Section	Psychological Operations Group
Head, Navy Information Centre	Quantum
Info Ops and PSYOPS SME	Royal Danish Defence College
Joint Info Ops Training & Advisory Team	SOCEUR
Managing Director	Special Operations Command Africa
MISO Planner	Supreme Headquarters Allied Powers Europe
MSE STRATCOM Desk Officer	Swedish Armed Forces
Owner & COO	USEUCOM
POC Info Operations	
Project Manager	
SME Info Ops & PsyOps	
SO2 IA and Jt Effects	
SO2 Targets & Influence JFHQ	
Staff Officer, Joint Plans and Transformation Department	
Tactical PSYOPS SNCO	
Target Audience Analysis Cell	

About Defence IQ



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IMPROVING DIGITAL OUTREACH IN COMMUNICATION CAMPAIGNS PRE CONFERENCE WORKSHOP DAY – 17TH JUNE

Session A: 0900 – 11:30

Assessing the use of social media in military and industry: Libya, Syria and large business case studies

Led by Paul Tilley, *Regester Larkin*

Our first session of the day will address the use of social media from two distinct, yet equally vital, angles. The first half will assess how we, as practitioners, can use commercial and industry best practise to improve communications campaigns. Regester Larkin will focus on the use of social media in a crisis and managing reputation. Both of these areas have much in common with the approach needed in conflict situations. We will consider industry best practice for: listening, planning, responding and reflecting during a company's response to a crisis.

The second half will be spent assessing how social media is used during the various stages of a conflict and the subtle differences conveyed throughout these different periods. By assessing pre, during, and post conflict scenarios and examples, both the desired outcomes and methods of social media use will be outlined, allowing you to more accurately tailor messaging.

Case studies will be provided from the recent conflicts in Libya and Syria, as well as large commercial campaigns during crisis, comparing and contrasting the approaches taken whilst assessing the potential for cross-over in the techniques and tools used.

Session B: 12:00 – 14:30

The National Crime Agency's use of digital outreach: Developing engagement strategies and methods for measuring effectiveness

Led by Stephen Welsh, *National Crime Agency*

Our second session of the day will focus around the National Crime Agency's use of digital outreach in their campaigns. Addressing a range of mediums, including twitter, facebook, and various private messaging forums, the group will discuss best practice surrounding planning digital campaigns and examining the ripple effect these can have across various digital channels.

Participants will then move on to assess how the use of linguistics and other tools can provide vital information for measuring the impact of online campaigns – not only for post-campaign assessment but also to adjust messaging during the course of campaign.

Session C: 15:00 – 17:30

Revisiting Madison Avenue: Delivering a targeted social media campaign into a fictitious state

Led by Dr Paul Baines, *Cranfield University*

Dr Nigel Jones, *Cranfield University*

Ian Tunnicliffe, *Regester Larkin*

Our final session of the day will explore, through an interactive exercise, how changing the frame for planning ultimately changes the solutions that are developed to address operational problems. In recent times, competing and overlapping views of planning processes have been put forward by diverse commentators as ways of framing defence communications planning and public diplomacy.

"Enlisting Maddison Avenue" examined the application of marketing principles, looking at how social marketing examines ideas, attitudes and behaviours that can be "sold" for a social good. Taking an exercise scenario and syndicate approach, this session will explore how these different frames shape planners mind-sets, assessing the relative advantages and disadvantages that each might bring. Guided by experienced practitioners and researchers in these various approaches, delegates will have the chance to put the information provided to the test, breaking into groups to formulate and assess potential engagement strategies for a fictional campaign.

This is a truly fantastic opportunity to engage with subject matter experts from both the military and civil sectors, examining the different ways digital outreach can be used to generate greater buy in to your communications campaigns, concluding with the chance to put your ideas to the test in a fictional scenario. Again, places are limited so please do book early to avoid disappointment.

Sponsorship Opportunities at Information Operations Global 2014

At Defence IQ we understand that each organisation has different requirements, and we pride ourselves on tailoring our sponsorship packages to meet each company's individual marketing and business development objectives. We have a range of packages available, ranging from speaking opportunities to gala dinners.

For more information on how you can position your organisation at our symposium, please contact Amar Karia at +44 (0)20 7368 9515 or email sponsor@iqpc.co.uk



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CONFERENCE AGENDA DAY ONE 18TH JUNE 2014

08.30 COFFEE & REGISTRATION

09.00 Chairman's Opening Remarks

09.10 Home Nation Keynote

The British Approach to full spectrum defence communications

Stephen Jolly, Director of Defence Communications, [UK Ministry of Defence](#)

09.50 Home Nation Keynote

Outlining the activities of UK MoD's Military Strategic Effects Department: Improving Target Audience Analysis and Measurement of Effect - key lessons from the past 12 months

Air Commodore Christopher Brazier, Military Strategic Effects, [UK MoD](#)

10.30 15th Psychological Operations Group: Improvements in the use of social media, and the continual challenge of Measurement of Effect for flexible campaign planning

Lieutenant Colonel Andrew Winter, Commanding Officer, 15th Psychological Operations Group, [UK MoD](#)

11.10 COFFEE & NETWORKING

11.40 A view to US MISO policy: Creating greater leverage through digital outreach, with the challenges and benefits this brings for measuring campaign effectiveness

Colonel Matthew Venhaus, Director, Military Information Support Operations Policy, [Office of the Assistant Secretary of Defense](#)

12.20 Assessing the current state of US joint IO enterprise – policy, investment, megatrends and the use of influence during peacetime

Gregory Radabaugh, Director, Joint Information Operations Warfare Center, Directorate of Operations (J3), [US Joint Staff](#)

13.00 MISO in Unconventional Warfare: Civil Resistance and Orchestrated Demonstrations

Colonel Bruce Leahy, 4th Group Commander, Military Information Support Operations Command, [US Army](#)

13.40 NETWORKING LUNCH

14.40 Interactive Round Table Discussions

- ▶ Is influencing attitudes really the best way to influence behavior, or are there other methods practitioners should be addressing to achieve their objectives? If so, would this further complicate measurement of effect?
- ▶ To what extent have the tools and methods for conducting TAA and MOE evolved over the past decade? Do these older methods still hold any relevance in today's operating environment, or do we need entirely new ways of dealing with these areas?
- ▶ Can digital outreach and social media be utilised for pro-active, rather than reactive, communication activity? Or does the strength of the medium lie primarily in rapidly responding to rival messaging?
- ▶ Is our use of social media hindered by an unwillingness to engage in real-time, two way conversations? Do the risks of engaging in such communication activities outweigh the benefits?

15.40 COFFEE AND NETWORKING

16.20 Countering violent extremist organisations in Africa: Assessing challenges and developments within AFRICOM over the past year

Colonel Michael Dominique, Deputy J3 (Cyber)/Army Service Element Commanding Officer, [US Africa Command](#)

17.00 EUCOM's work preventing foreign fighter flow between Europe and the Middle East: Countering transnational networks

Colonel Bryan Sparling, Information Operations and Special Activities Director, [US European Command](#)

17.40 Drawing in without drawing away: Lessons learned by CENTCOM over the past decade and evolving priorities for the next 12 – 18 months

Colonel Victor Garcia, J3 - Information Operations, [US Central Command](#) *Pending final confirmation*

18.20 CHAIR'S CLOSE AND END OF DAY ONE

CONFERENCE AGENDA DAY TWO 19TH JUNE 2014

08.30 COFFEE & REGISTRATION

09.00 Chairman's recap of day one

09.10 Exploring NATO's communication challenges surrounding the current situation in Ukraine

Ted Whiteside, Deputy Assistant Secretary General, [NATO](#)

09.50 Joint Presentation - Partner Capacity Building Case Study

Exploring the lead up and results from the Afghanistan Presidential Elections: How have perceptions changed over the past 12 months and the resulting impact on indigenous communications capability in Afghanistan

Ben Heap, Combined Joint Psychological Operations Task Force, [ISAF](#)

10.50 COFFEE & NETWORKING

11.30 Joint Presentation - Partner Capacity Building Case Study

Examining SOCEUR's activities in aiding European partners neutralize the impact of foreign messaging

Lieutenant Colonel Edwin Nordon, Chief, MISO Planning Advisory Team, [Special Operations Command Europe](#)

12.30 Utilising communication specialists in support of peacekeeping and humanitarian activities: A view to current undertakings in the Central African Republic, building capacity to counter the Lords Resistance Army

Lieutenant Colonel Greg Mogavero, Chief J39 Information, Civil-Affairs and Effects Division, [Special Operations Command Africa](#)

13.30 NETWORKING LUNCH

14.30 Adapting to the unrelenting advance of social media: Assessing the future role of this medium within NATO communication efforts

Colonel Marco Stocutto, PSYOPS Section Head, J3 Effects and Influence Branch, [NATO Joint Forces Command](#)

15.10 Examining the impact of cognitive bias: A fundamental factor in why campaigns do not always resonate as intended

Major Andrew Duprey, Deputy Chief, MISO Planning Advisory team, [Special Operations Command Europe](#)

15.50 COFFEE & NETWORKING

16.10 Assessing governmental information operations and strategic communications in light of Afghanistan: Implications for the future

Dr Steve Tatham, Author of [Behavioural Conflict](#)

16.50 Novel strategies for improving Measurement of Effect and Target Audience Analysis; Assessing NARRATE's recent work

Tony Quinlan, Chief Storyteller, [NARRATE](#)

17.30 CHAIRS CLOSING COMMENTS, COFFEE, END OF CONFERENCE

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My registration code is **PDFW**

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MILTARY/GOVT/ PUBLIC SECTOR	Register and pay by 28 March 2014*	Register and pay by 25 April 2014*	Register and pay by 23 May 2014*	Standard Price
• Platinum Package (Main conference and Workshop day and audio conference recording from the B2B shop)	SAVE £350 £949 + VAT	SAVE £250 £1049 + VAT	SAVE £150 £1149 + VAT	£1299 + VAT
• Silver Package (Main conference and Workshop day)	SAVE £350 £699 + VAT	SAVE £250 £799 + VAT	SAVE £150 £899 + VAT	£1049 + VAT
• Bronze Package (Main conference)	SAVE £300 £449 + VAT	SAVE £250 £499 + VAT	SAVE £150 £599 + VAT	£749 + VAT

INDUSTRY	Register and pay by 28 March 2014*	Register and pay by 25 April 2014*	Register and pay by 23 May 2014*	Standard Price
• Platinum Package (Main conference and Workshop day and audio conference recording from the B2B shop)	SAVE £500 £2249 + VAT	SAVE £300 £2449 + VAT	SAVE £200 £2549 + VAT	£2749 + VAT
• Silver Package (Main conference and Workshop day)	SAVE £450 £2049 + VAT	SAVE £350 £2149 + VAT	SAVE £250 £2249 + VAT	£2499 + VAT
• Bronze Package (Main conference)	SAVE £700 £1199 + VAT	SAVE £500 £1399 + VAT	SAVE £300 £1599 + VAT	£1899 + VAT

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Please photocopy for each additional delegate

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Approving Manager

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Alternatively, if you would like to book your accommodation by phone, please call Jessica Helli, our dedicated London concierge, on 020 7292 2335 (if outside UK +44 20 7292 2335) quoting Special Reference Code W-MWFHl.

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