



## Innovative Nature of the Smart Defense Concept

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Deployment and use of the smart defense concept is a challenge in terms of its innovative character. Apparently its content, the smart defense concept has the characteristics of innovation in general form: element of novelty, a positive effect on a wide range of users and cost-effectiveness. Maximizing the value of the smart defense concept, however, is related to its effective management, which in turn requires disclosure in depth, not just generally on the specific innovative features. As a consequence, the thesis is that there are expectations for the occurrence of conflicts and bring the specialized administration to certain difficulties in extracting the benefits of the smart defense concept.

On the one hand smart defense can be regarded as innovations in terms of resources (tools) using to create a product such as collective defense within NATO. In this sense it can be assumed that there is one, depending on perspective, product, process or marketing innovation. On the other hand, or from another perspective, smart defense is a specific type of innovation associated with new approach for applying of existing practices, processes and tools (instruments). There are also anti-thesis of the innovative nature of the smart defense concept, whose arguments are based on the fact that the planned resources for realization of the concept are known and accepted, i.e. the element of novelty is not so clearly defined.

Tools such as economies of scale, prioritization, specialization, focus, etc. long ago entered into use in the full spectrum of human activity, including the security and defense. Within the smart defense concept, added value from these instruments can be extracted only by the qualitative change, i.e. by creating new ways to apply the already familiar tools (instruments). From this fact major difficulties for the specialized administration in implementing the smart defense concept are derived. In essence, the introduction of the concept is not a technical process of adopting and implementing one or another new tools, but a creative process that requires finding new ways of applying existing tools (instruments) to achieve higher efficiency in the delivery of the product "collective defense". In this sense, the question of embedding the new smart defense concept looks like how to change the quality of the human factor, so using known economic instruments in times of crisis and preserving the scale and intensity of threats to obtain better

results, measured by security of the world. Possible conflict in this case is derived from the essential purpose of the administration to provide pre-regulated flow and structured processes, and not to apply a creative approach to their development and quality improvement.

From the perspective of NATO and the member-states, smart defense is a different type of innovation, which also becomes a generator of certain barriers to its implementation. From the perspective of NATO the smart defense is a new way to build capacity and provide for collective defense, which relatively to the theoretical concepts enables this innovation to be defined as marketing one. From the perspective of member-states smart defense is more a process innovation, manifested in the implementation of new or significantly improved processes for investment in defense and construction and use of defense capabilities. Like any process innovation, smart defense is aimed at reducing costs for the product "collective defense" and the quality of that product. The above arguments do not support the thesis of impossible realization of the innovative smart defense concept, but only supplement the understanding of anticipated controversy and difficulties in practical terms.

Whatever the claims of skeptics, the characteristics of the smart defense concept certainly give reason to qualify it as innovation. Obviously, this is not a traditional type of innovation and that is the reason for the challenges facing its implementation. Beyond the serious tone of the debate, but with not less significance of the findings, the concept of smart defense is innovation and because it is easier to talk about it than to apply in practice. The same trend is observed in the majority of innovation in various fields of social life.

In conclusion it could be summarized that the innovative smart defense concept offers a chance to obtain the desired effects associated with the required security and building adequate defense capabilities against the reduction of defense spending, and preservation of the spectrum and intensity of threats security. Receipt of these effects requires above all a proper understanding and acceptance of its essential characteristics by which value added is derived at the expense of quality adjusted human factor who is applying a new approach for using the known fundamental theoretical concepts.

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