



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

AUG - 6 2015

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
ASSISTANT SECRETARY OF DEFENSE FOR LOGISTICS AND  
MATERIEL READINESS  
ASSISTANT SECRETARY OF DEFENSE FOR RESEARCH AND  
ENGINEERING  
ASSISTANT SECRETARY OF DEFENSE FOR NUCLEAR,  
CHEMICAL, AND BIOLOGICAL DEFENSE PROGRAMS  
ASSISTANT SECRETARY OF DEFENSE FOR ENERGY,  
INSTALLATIONS AND ENVIRONMENT  
DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR  
MANUFACTURING AND INDUSTRIAL BASE POLICY  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

Subject: Importance of Strategic Outreach Targeting Small Business/Commercial Markets and  
Global Technologies through Industry Forums

It is important for the Acquisition community, particularly Department of Defense (DoD) Small Business Professionals and those who conduct international acquisitions, to engage with industry and participate in industry forums and outreach events. To improve the competitiveness of our future forces and to maintain our technological superiority, we need exposure and access to new technology. We also need to encourage entrepreneurs and non-traditional suppliers to bring their ideas into the Department through business with DoD. Face-to-face interaction through industry engagement is an effective way to gain exposure, create access, and remove barriers to commercial technologies. The value of the technologies DoD Small Business Professionals and acquisition specialists can bring into DoD through industry engagement dwarfs the cost savings of keeping them at home which constrains their ability to conduct their mission.

I encourage leadership to not only emphasize the importance of industry outreach to small businesses and global commercial markets, but also to participate by communicating each of your areas of focus and needs to industry. By improving communication, we will promote effective competition, receive better proposals from industry, obtain more innovative solutions, and drive efficiencies through both time and costs savings. All of this can be achieved while being fiscally responsible and strategically focused on outreach with results.

A handwritten signature in black ink, appearing to read "Frank Kendall", with a long horizontal flourish extending to the right.

Frank Kendall