

# **When New Terrorism Met the New Media**

**Dr. Gabriel Weimann**

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12 May 2014 Last updated at 14:28 ET

Share

# Nigeria kidnapped girls 'shown in Boko Haram video'



In the video, released by Boko Haram, its leader says the girls will be freed only if imprisoned militants are released





Boko Haram leader Abubakar Shekau uses the video to call for the group's imprisoned fighters to be freed



## Boko Haram



- Founded in 2002, name means "Western education is forbidden" in the Hausa language
- Launched violent struggle in 2009, ostensibly to create Islamic state
- Thousands killed, three million affected, mostly in north-east
- Declared terrorist group by US in 2013



# Always Online: Terrorists and Laptops

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## Keeping in Touch





# Always Online: Terrorists and Laptops

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# Uzbeki Jihadist Leader

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Adam Yahye Gadahn "Azzam"  
May Allah Protect Him





# Hezbollah bunker captured in August 2006 by the Israeli Army

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# Afghan Cyber Army (ACA)

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# Our Project: Monitoring Terror in Cyberspace

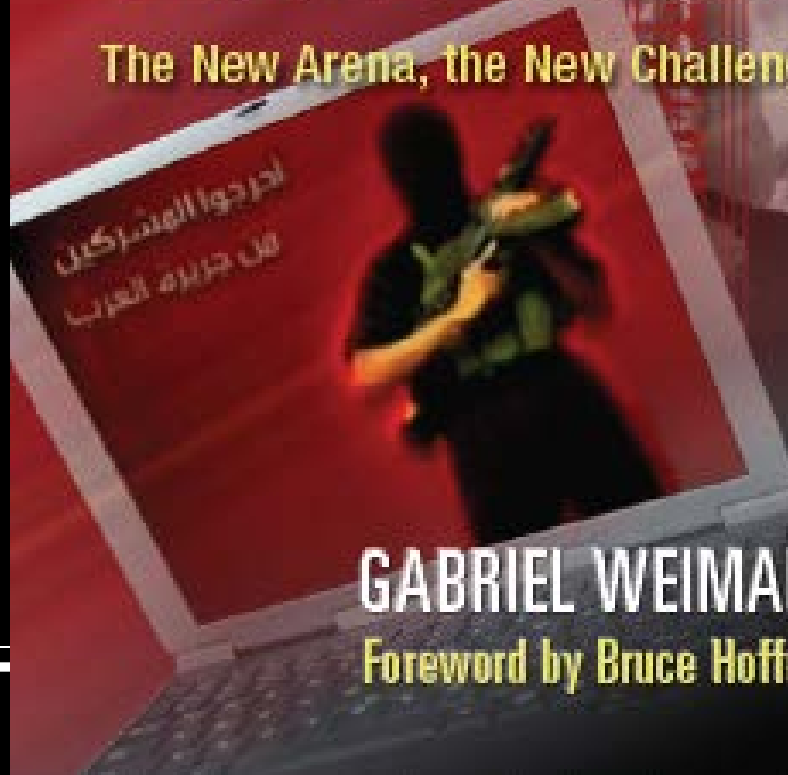
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- Study is now in its 16th year
- Monitoring every terrorist website (n=9,800+)
- Archiving, coding and analysis of the websites' contents (visual and textual)
- Research funded by USIP (United States Institute of Peace), NIJ (National Institute of Justice), Woodrow Wilson Center, and other grants



# Terror on the Internet

The New Arena, the New Challenges



GABRIEL WEIMANN

Foreword by Bruce Hoffman



# Reporting the findings:



UNITED STATES INSTITUTE OF PEACE [www.usip.org](http://www.usip.org)

## SPECIAL REPORT

1200 17th Street NW • Washington, DC 20036 • 202.457.1700 • fax 202.429.6063

### ABOUT THE REPORT

Terrorists fight their war in cyberspace as well as on the ground. However, while politicians and the media have fully debated the danger that cyberterrorism poses to the Internet, surprisingly little is known about the threat posed by terrorist use of the Internet. Today as the report makes plain, terrorist organizations and their supporters maintain hundreds of websites, exploiting the anonymity, ease, and easily accessible nature of the Internet to target an array of messages to a variety of audiences. Gabriel Weimann identifies to fear this right different way in which terrorists are using the Internet to advance their cause, ranging from psychological warfare to recruitment, scheduling to fundraising. In each case, the report not only analyzes how the Internet can facilitate terrorist operations, but also illustrates the point with examples called from an extensive exploration of the World Wide Web.

Gabriel Weimann is a senior fellow at the United States Institute of Peace and professor of communication at Haifa University, Israel. He has written widely on nuclear terrorism, political campaigns, and the mass media. This report distills some of the findings from a previous, detailed study of terrorist use of the

Gabriel Weimann

[www.terror.net](http://www.terror.net)

How Modern Terrorism  
Uses the Internet

### Summary

- The great virtues of the Internet—ease of access, lack of regulation, vast potential audiences, and fast flow of information, among others—have been turned to the advantage of groups committed to terrorizing societies to achieve their goals.
- Today, all active terrorist groups have established their presence on the Internet. Our scan of the Internet in 2003–4 revealed hundreds of websites serving terrorists and their associates.



### Freedom and Terror

Reason and unreason in politics

Abraham Kaplan and  
Gabriel Weimann



Contemporary Terrorism Studies

# Terror on the Internet

The New Arena, the New Challenges



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## SPECIAL REPORT

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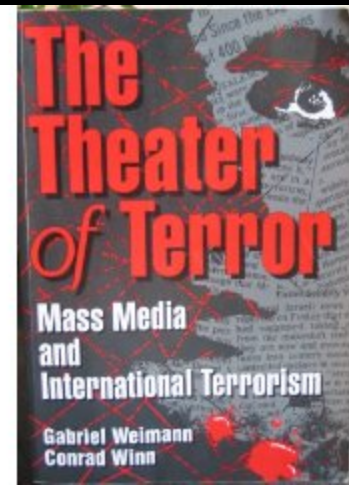
Gabriel Weimann

## Cyberterrorism

How Real Is the Threat?

### ABOUT THE REPORT

The threat posed by cyberterrorism has grabbed headlines and the attention of politicians, security experts, and the public. But just how real is the threat? Could terrorists cripple critical military, financial, and services computer systems? This report charts the rise of cyberattacks and examines the evidence cited by those who predict imminent catastrophe. Many of these fears, the report contends, are exaggerated: not a single case of cyberterrorism has yet been recorded, hackers are regularly mistaken for terrorists, and cyberdefenses are more robust than





# ...and Al Qaeda's review



## news

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Culture

Jewish

Travel

Activism

Shop

עברית

Surprising  
Post



Professor Gabriel Weimann Photo: Elad Gershgorin

www.  
legacyheritage.  
org

One Year

## Al-Qaeda site posts Israeli book

Jihad website refers to book written by Haifa University professor discussing role net plays in terrorism

Eitan Glickman

Published: 02.05.07, 09:51 / [Israel News](#)

A book written by an Israeli professor has been posted on an al-Qaeda affiliated website.

Professor Gabriel Weimann of Haifa University's Communications Department was surprised to find a picture of the cover of his book, 'Terror on the Internet: The New Arena, the New Challenges,' and links to its summaries, on a global Jihad organization's website.

"At first it seemed quite strange to me that they would publish my book," Weimann said Sunday, "but then when I read the text in Arabic I understood their motivation."



# TERRORIST PPRESENCE ON THE NET:

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**In 1998: 12 terrorist websites**

Tsfati & Weimann, *Terror on the Internet*, *Studies in Conflict and Terrorism*, 2002)

**In 2003: 2,650 terrorist websites**

Weimann, *WWW.Terror.Net: How Modern Terrorism Uses the Internet*, Special Report, Washington, DC: United States Institute of Peace.

**In January 2014: 9,800+ terrorist websites**

Weimann, *Terror on the Internet*, Washington, DC: United States Institute of Peace.



# WHO ARE THE ONLINE TERRORISTS?

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Hamas (the Islamic Resistance Movement), the Lebanese Hizbollah (Party of God), the Egyptian Al-Gama'a al Islamiyya (Islamic Group, IG), the Popular Front for the Liberation of Palestine (PLFP), the Palestinian Islamic Jihad, Boko Haram (Nigeria), the Peruvian Tupak-Amaru (MRTA) and 'The Shining Path' (Sendero Luminoso), the Kahane Lives movement, the Basque ETA movement, the Real IRA (RIRA), Supreme Truth (Aum Shinrikyo), the Colombian National Liberation Army (ELN-Colombia), the Liberation Tigers of Tamil Eelam (LTTE), the Armed Revolutionary Forces of Colombia (FARC), the Popular Democratic Liberation Front Party in Turkey (DHKP/C), the Kurdish Workers' Party (PKK), the Zapatista National Liberation Army (ELNZ), the Japanese Red Army (JRA), the Islamic Movement of Uzbekistan (IMU), the Mujahedin, the Chechens, Pakistan-based Lashkar-e-Taiba and Al-Qaeda.



# Why is the Net so useful for terrorists?

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# The Advantages of the Internet for Terrorists:

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- Easy access
- No control, no regulations, no laws
- Huge audiences, worldwide
- Anonymity
- Fast flow of information
- Interactive medium
- Cheap to establish and maintain
- Multi media environment (print; sound; photos; video;)
- The Internet as a source for journalists



# Uses of the Internet by Terrorists:

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- Psychological warfare
- Propaganda
- Networking terrorists
- Recruitment and mobilization
- Fund raising
- Datamining, information gathering
- Instructions
- Inner debates
- Cyber-war, cyberterrorism



# The Emerging Trends:

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- 1. Migration to New Media**
- 2. “Virtual Interactivity”**
- 3. “Narrowcasting”**
- 4. Lone Wolf Terrorism**



**The New Trends:**

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**New Terrorism Meets the  
New Media**



# New Technologies Applied by Terrorists





# 3 stages in terrorist use of the Net:

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Stage 1: Websites only

Stage 2: Websites + Interactive  
(forums, chatrooms)

Stage 3: Websites + Interactive + Social Media  
(YouTube, Facebook, Twitter, etc.)



# Al Qaeda's "early" site (1998-2002)

[illegible]



# Al Qaeda's new site:





# Al Qaeda's new site:

## العلاقات الدولية في الإسلام تأليف الشيخ فارس آل شويل الزهراني

تحميل حلقات سلسلة العلاقات الدولية في الإسلام

## رسالة الشيخ يا أهل العراق أسامة بن لادن حفظه الله

اضغط هنا لتحميل رسالة الشيخ أسامة بن لادن إلى أهل العراق

العراق وغزو الصليبي

مجموع الدراسات الشرعية

المنية ولا المنية

نزيف الدساتير الأمريكية

أخلاق المجاهد

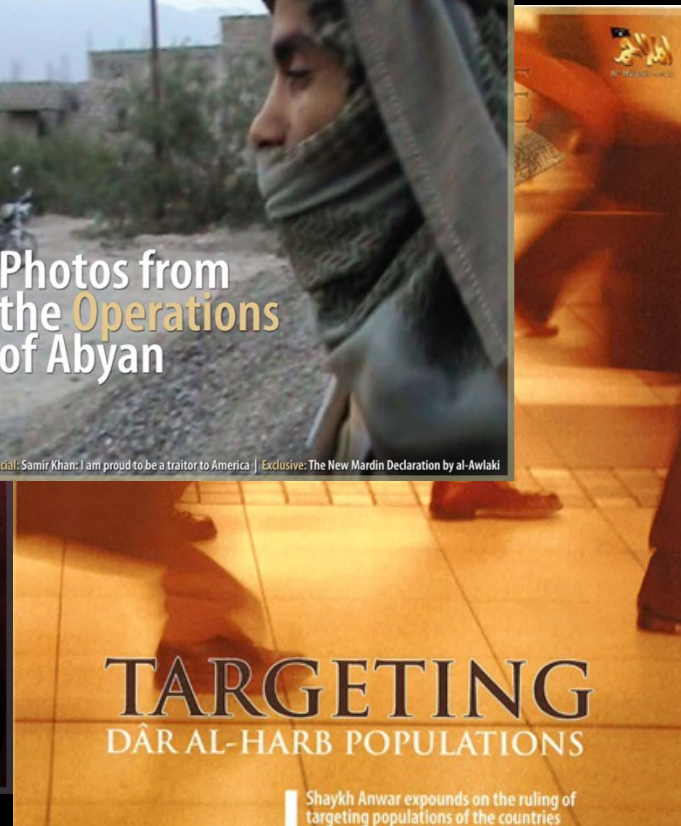
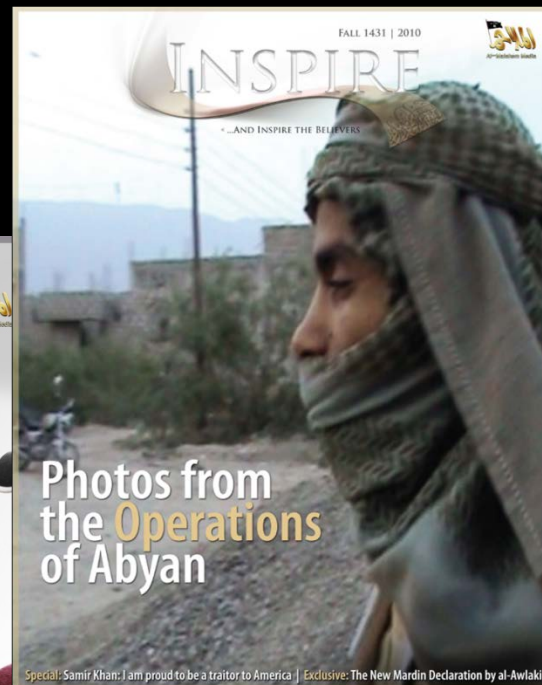
التواجد العسكري الأمريكي

انتقاص الاعتراض

وسيلة لخدمة الجهاد



# Inspire Magazine





# Inspire is an English language online magazine published by al-Qaeda in the Arabian Peninsula (AQAP).

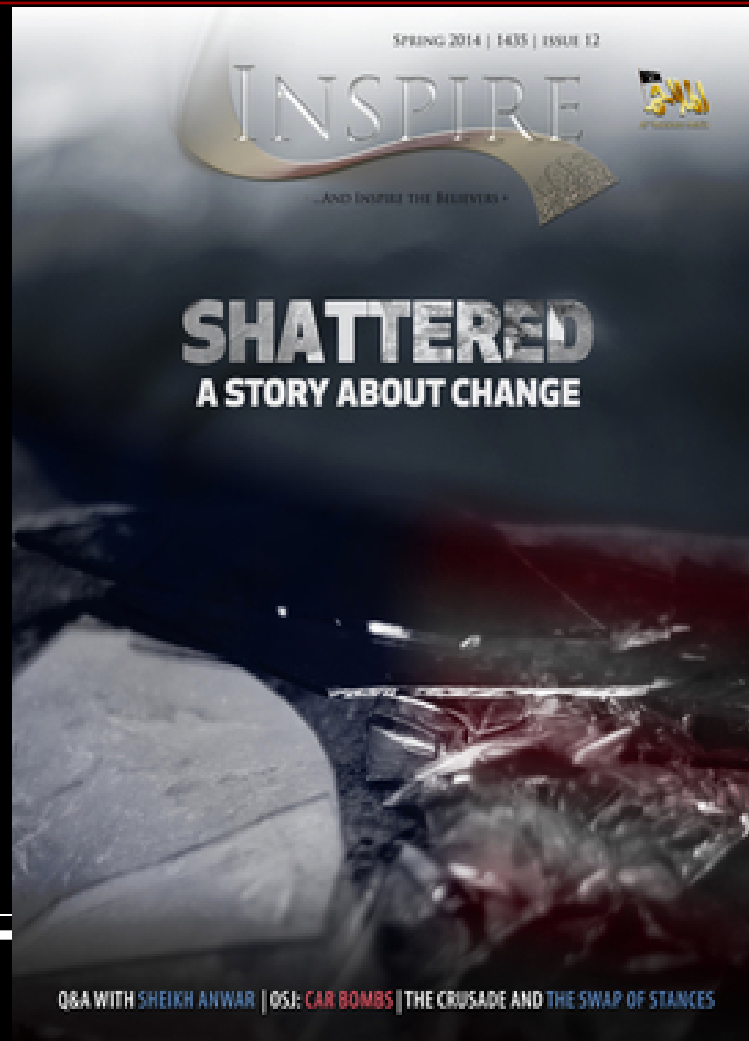




# ***INSPIRE* 12**

## **March 2014**

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# From *Inspire* 12: Car Bombs in America

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# Multimedia: Hezbollah's Al-Manar Television Online:

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# Hizbollah's Al-Nour Radio Online





# Dar al-Hadi: Hezbollah's publishing house Online



# دار الهادي

للطباعة والنشر والتوزيع

ماذا عن	طريقة التعامل	اتصل بنا	نشاطات الدار	صدر حديثاً
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الهاتف: 550487/01 - 896329/03
الفاكس: 541199 - 009611
البريد الإلكتروني: daralhadi@daralhadi.com

**الترتيب الأبجدي**  
 أ ب ت ث ج ح  
 خ د ز س  
 ش ص ض ط ظ  
 ع غ ف ق ك ل  
 م ن ه و ي



**فهارس:**

- فهرس المؤلفين
- فهرس الكتب
- كتب توزعها الدار:
- منشورات مؤسسة تنظيم ونشر
- أثر الإمام



Dar Al-Hadi

**فهرس الموضوعات**

- حكام وفتاوى
- خلق
- آداب وشعر وقصة
- سيرة ومجتمع وزواج
- عبادة وزيارات
- الأطفال
- اكتساء وسياسة
- تاريخ وتحقيقات
- تراجم وسيرة
- ربية وتعليم
- تفسير قرآن
- إرساء إسلامية
- إرساء فكرية وثقافية عامة
- إرساء قرآنية
- سنة وعلم نفس



# Download Nasrallah's posters...

The home page of the representative of the imam khamenii in Lebanon, the paramount leader

**SAYYED HASSAN NASRALLAH**

Sayyed Hassan Nasrallah

language ▼ إستفتاءات دفتر الزوار القادة ▼ معرض الصور بستان المعرفة أرشيف ▼ جديد الموقع سيرة ذاتية

Contact us  
Links  
Mailing List  
Suggestions  
Add to favorites  
Make us H.page  
Tell a friend  
Screen savers  
Desktop pics.  
Electronic cards  
Home

Download icons:         



# **Jihad Academy online:**

## **A Film Production by the Global Islamic Media Front (GIMF)**

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# **Terrorist Migration to Social Media**

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# Why social media?

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1. Interactive
2. Trendy, popular
3. Young demographics
4. “knock on their doors”



# YouTube, They Tube...



**Jihad** 

Broadcast Your Holy War™




# Importance of YouTube


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- Attractive, visual, moving images
- much easier to locate (no Arabic or high level of Internet literacy necessary)
- Appealing to young people
- Easy copying and dissemination (e-mail links, but also copy to VHS, CDs, DVDs, mobile phones)



# If you put the words “**Hamas Islamic Resistance Movement**” in YouTube search...




**You**Tube 


hamas Islamic resistance movement

Filters ▼

About 1,480 results

 1:48

**HAMAS (Islamic Resistance Movement)**  
by Yleiset • 3 years ago • 1,160 views  
HAMAS (Islamic Resistance Movement) - Gaza Strip, Palestine Description  
HAMAS (in Arabic, an acronym for "Harakat ...



**Hamas: The Islamic Resistance Movement**





Filters ▾

About 4,580 re



### NEW: Anwar Al Awlaki - Tribute Video (EMOTIONAL)

by **Companions4Deen** • 2 years ago • 33,701 views

A short beautiful clip on Sheikh **Anwar Al Awlaki**. The Prophet said, "The Hour (La Day) will not be established until (religious) ...

HD



### [New] Tribute to Imam Anwar Al Awlaki (RA)

by **Abu Musa** • 2 years ago • 30,538 views

The Messenger of Allah (SAW) said: "The 'ulamaa are inheritors of the Prophets." There are three kinds of ulama today 1.



### Anwar Al Awlaki The True Muslims MUST SEE

by **theummahnews** • 3 years ago • 2,219 views



# Hamas Launches AqsaTube, Inspired by YouTube (October 2008)

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# Hamas Launches Pal Tube (2011)





# All terrorist groups are now on YouTube

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# Hezbollah's YouTube

העלה | דפדף | חפש

YouTube

Hezbollah

הירשם | 30 סרטונים | Hizbollah2008



0:00 / 1:14



# Al Qaeda's YouTube

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# Al Qaeda's YouTube

رسالة للشعوب الأوروبية من الشيخ أسامة بن لادن - حفظه الله



Zu den europäischen Völkern:





# Chechen Jihadists Claim Responsibility for Moscow Subway Bombings (March 2010) on YouTube

YouTube

Search Browse Upload Create Account Sign In

Amir of the Caucasus Dokka Abu Uthman - Moscow Operations: Retribution for Russian Crimes

QolkaDacwatuTawcid 223 videos Subscribe



1:01 / 4:38

QolkaDacwatuTawcid — April 03, 2010 — English subtitled video of Kavkaz Center transcript for "Moscow metro attack is a retribution for Russian crimes..."

1,016 views

Like Save to Share Embed

- There are Thousands of Mujahideen in the Caucasus! 276 views wayofthelast
- Al Shabaab Mujahideen - Buturinta Gabriyada 5/5 93 views QolkaDacwatuTawcid
- Arabic Translator 2,592 views mp4thoughts153
- Joe Black - Hit Em Up 19,787 views HTowndor6
- Taliban Mujahideen attack and capture American ... 21,024 views FreedomIsOur
- Emir Dokka Umarov o dzhadua Bouni 5,378 views KavkazCenter2007
- Sink - Je relative featuring James Blunt (OFFIC... 3,190,006 views jamesbluntmusic
- Zindagi De Pal Ki | New Hindi Movie | Kites | F...



# PKK on YouTube

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# “Istiqlal Media” Taliban’s YouTube channel





# Taliban's YouTube video





# Terror on Facebook

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# **“Generation Awlaki” on Facebook**

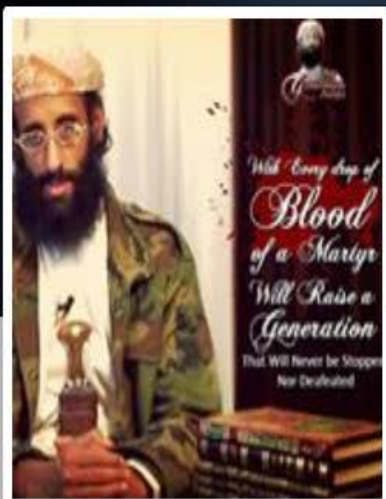
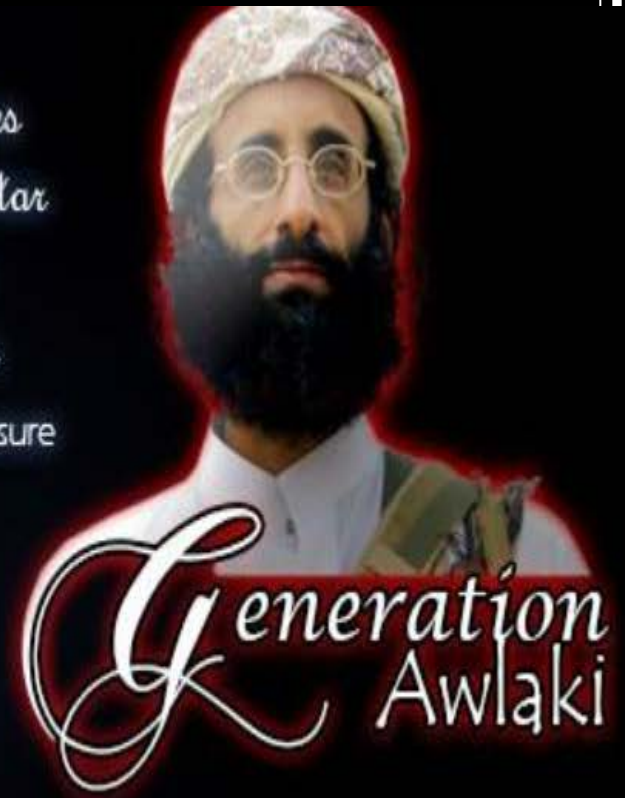
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# “Generation Awlaki” on Facebook

The sea of Knowledge you passed on in your Lectures  
Should be gathered like Sparkling drops of sweet Nectar  
That revives any lost Heart appealing to all Sectors  
It's too late to try to rob the Ummah of this Treasure  
Our humble Shaykh has already gained Allah's pleasure  
Scattered pieces of Pearls  
Have reached all over the World

♦ ♦ ♦



**Generation Awlaki**

2,877 likes · 1,497 talking about this

 Like

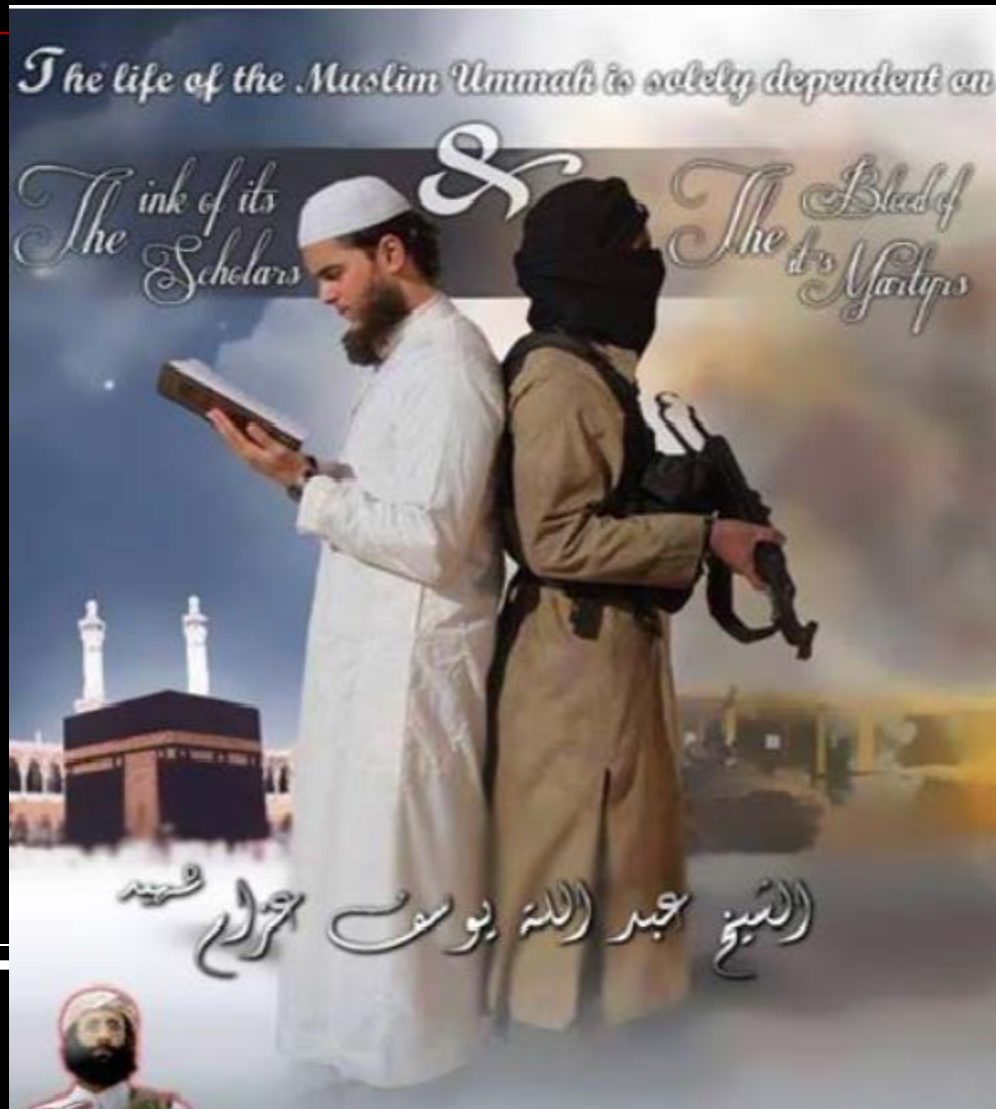
 Follow

Message





# “The ink of the Scholars, the blood of the Martyrs”







**Generation Awlaki**

7 hours ago



Like · Comment · Share

23



138 people like this.

Top Comments ·



Write a comment...



Press Enter to post.

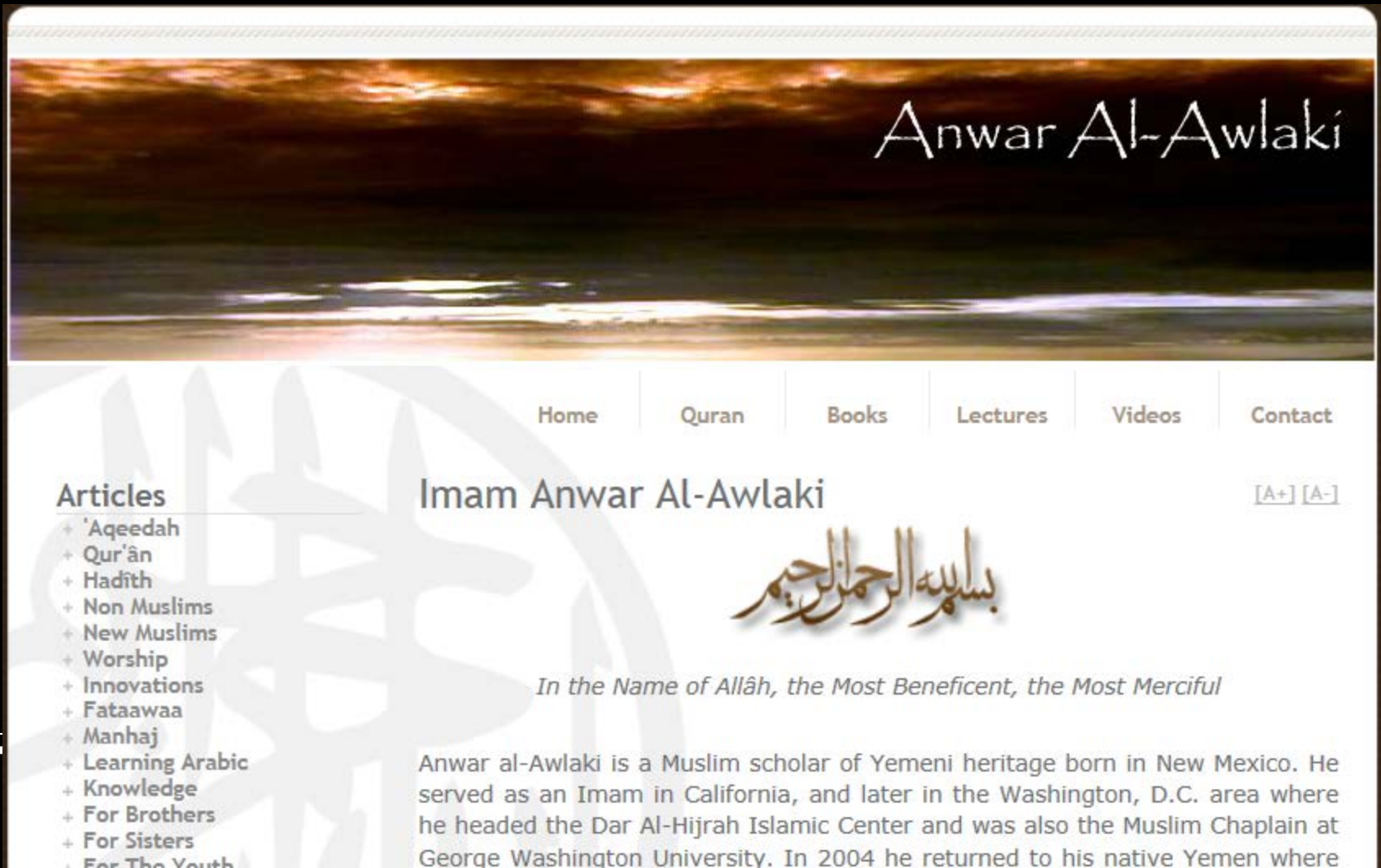


**Asadullah Alkhurasaani** beautiful smile of our beloved sheikh.

Like · Reply · 2 · 3 hours ago



# “Download Awlaki’s Lectures”





# Mohammed al Zawahiri's Facebook page (brother of Ayman)





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**Three video clips posted on his Facebook  
page show Mohammed al Zawahiri  
encouraging would-be jihadists to support:**

**The mujahideen in Mali  
The Al Nusrah Front in Syria  
The Islamic State of Iraq**



# Twitter: Tweets of Terror

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# The al Shabaab Attack on Westgate Mall, Nairobi, Kenya

September 2013







**HSM Press Office**

@HSM\_Press

المكتب الصحفي لحركة الشباب المجاهدين  
الحساب الرسمي

39

TWEETS

0

FOLLOWING

1,960

FOLLOWERS



Following



**HSM Press Office** @HSM\_... 44m

For long we have waged war  
against the Kenyans in our land,  
now it's time to shift the  
battleground and take the war to  
their land #Westgate

Details







**HSM Press Office** @HSM\_PR

3h

Here are 2 of the Mujahideen inside [#Westgate](#) mall, unruffled and strolling around the mall in such sangfroid manner

[pic.twitter.com/bMG87AQOon](http://pic.twitter.com/bMG87AQOon)

 [View photo](#)



**HSM Press Office** @HSM\_PR

3h

The hostages who were being held by the Mujahideen inside [#Westgate](#) are still alive, looking quite disconcerted but, nevertheless, alive

[Expand](#)



**HSM Press Office** @HSM\_PR

3h

The incoherent ramblings of Kenyan officials and the blatant discrepancies with regards to the Mujahideen at [#Westgate](#) betrays their fears

[Expand](#)



# Al-Qaeda on Twitter

Under the guise of its Shamukh al-Islam website, the official website of al Qaeda, the terror group has now its own Twitter feed

[@shomokhalislam](https://twitter.com/shomokhalislam)





# Al-Qaeda affiliate in Syria ISIL: Online Executions



Islamic State in Iraq and the Levant (ISIL)



# ISIL's prisoners crucified

ISIL took responsibility for the crucifixion on Twitter





# Syrian Electronic Army (SEA)

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SEA is a collection of computer hackers who support the government of Syrian President Bashar al-Assad. Using denial of service attacks, defacement, and other methods, it mainly targets political opposition groups and western websites, including US news organizations and US banks





# SEA Attacking Twitter:

In 2013 The Syrian Electronic Army hacked a number of high-profile Twitter accounts and websites, including those of *The New York Times*, the Associated Press, and the *Guardian*.





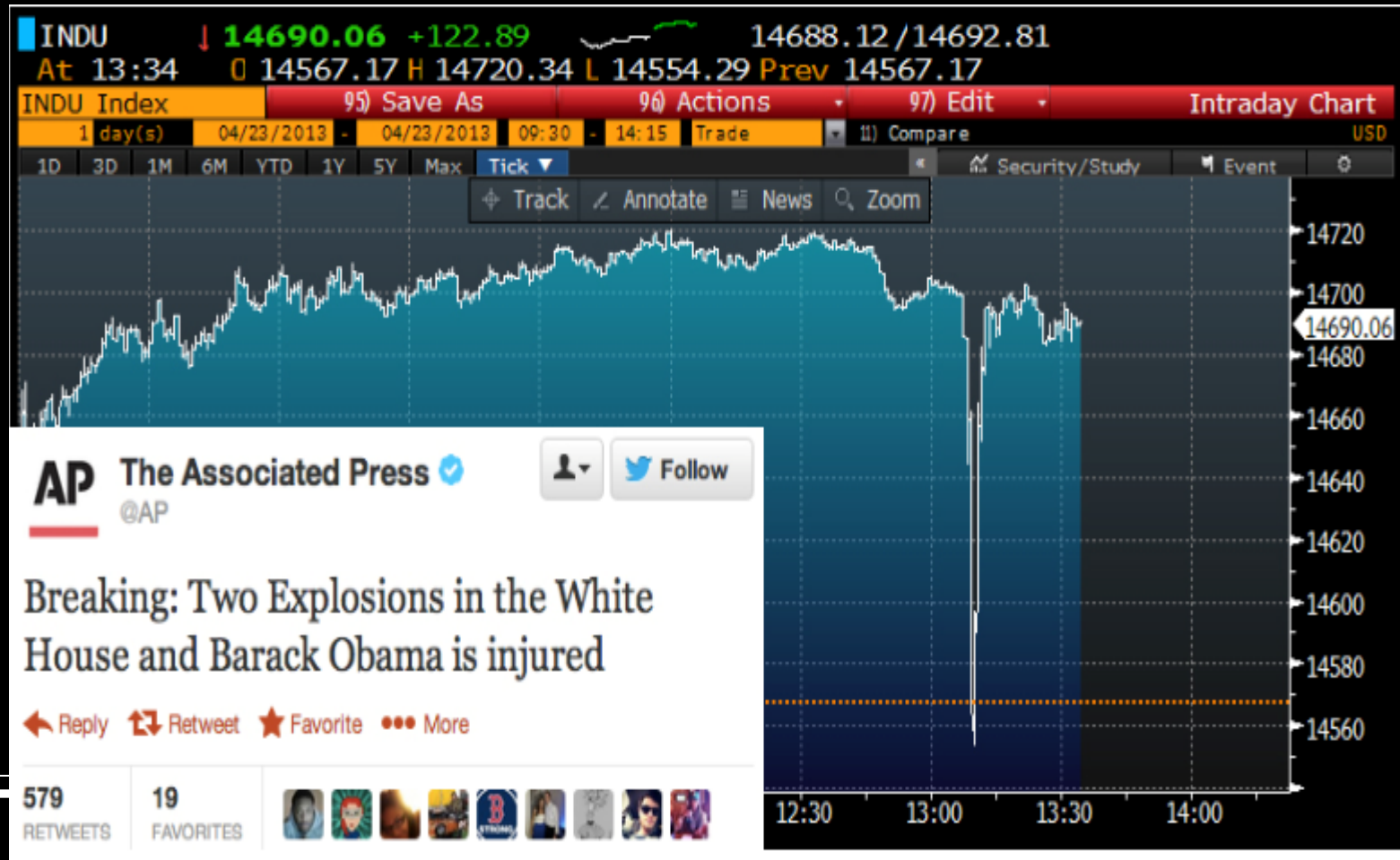
# SEA

Hacked by **Syrian** Electronic Army





# April 2013: SEA hacks AP causing stock market drop of \$136 billion





# A Terrorist's Dream Comes True..





# Mumbai attacks (2008) were planned with Google Earth

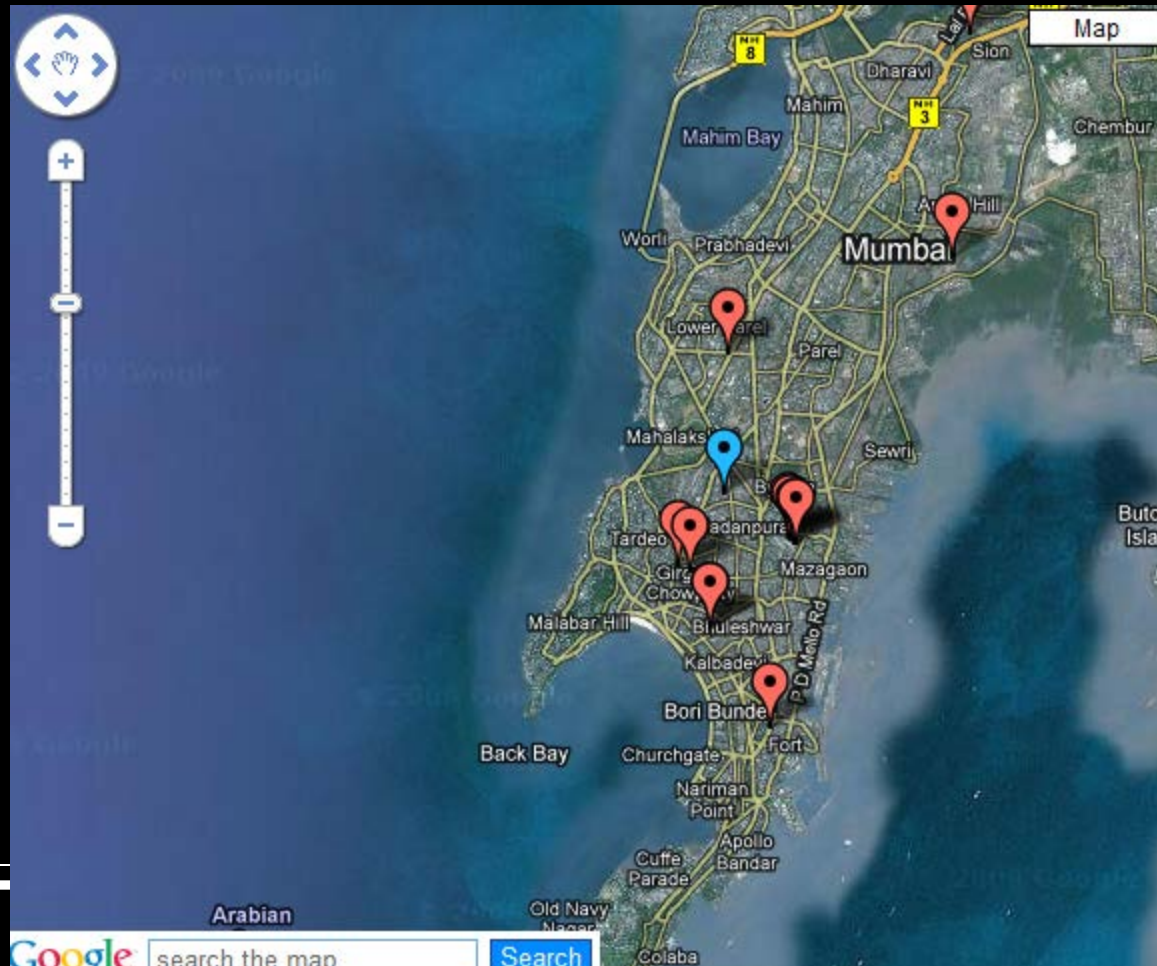
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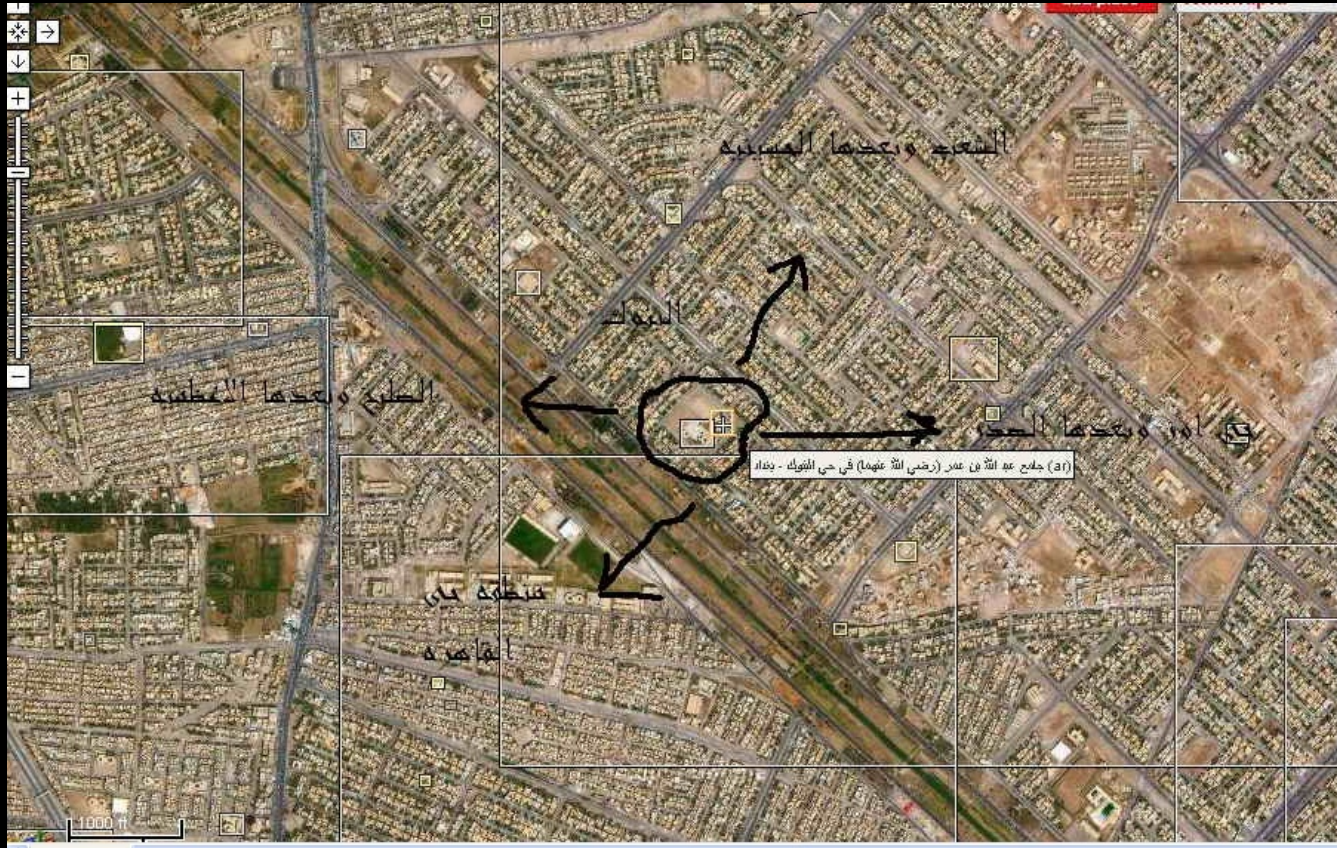
# LeT in Mumbai attacks (2008) used Google Earth

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# Using Google Earth website to pinpoint attacks (in Basra, Iraq)





# Google Earth Map of Abu Ghraib Prison posted on Jihadi website







*The above examples of Nokia Map Functions are displayed in a Pro Islamic State of Iraq (al Qaida) Discussion thread at <http://www.muslm.net/vb/showthread.php?p=1797473> with software description and download instructions. Posting date March 24, 2008.*



# Maps and Suggested Routes for Traveling to Somalia for Jihad

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# Google Earth used to target Israel

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# PIJ Announces Use of Google Earth to Target Sderot

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# image of the CIA headquarters in Langley, posted on Jihadi sites





# **The Impact of Terrorist Use of New Media:**

## **Lone Wolves in Cyberspace**

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A close-up, high-contrast photograph of a wolf's face, focusing on its eyes and fur. The wolf's eyes are dark and intense, looking directly at the viewer. The fur is a mix of grey, brown, and white, with fine details visible. The lighting is dramatic, with deep shadows and bright highlights on the fur.

by Gabriel Weimann

# **VIRTUAL PACKS OF LONE WOLVES**

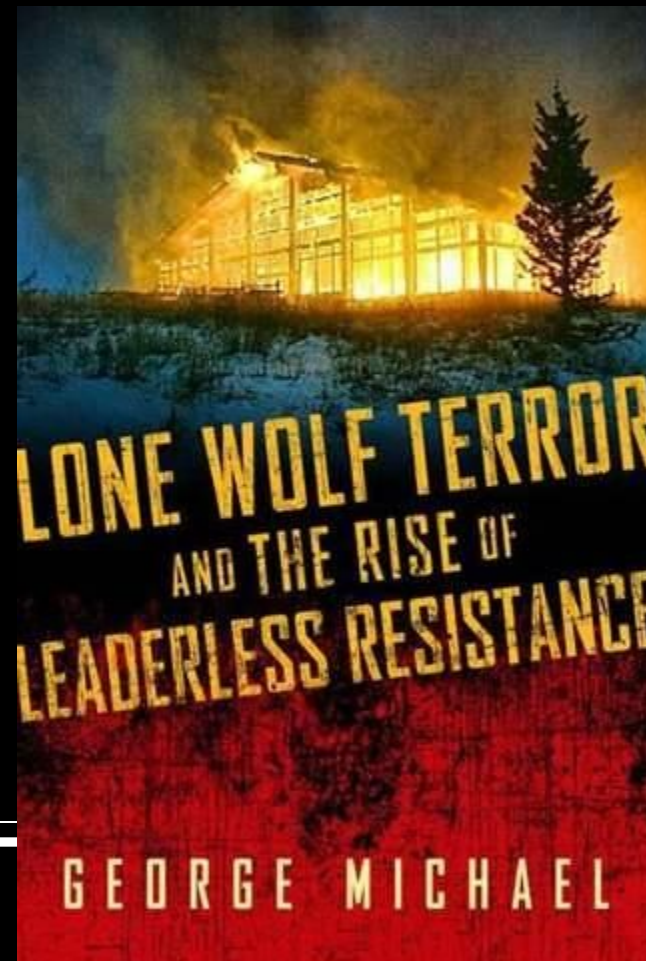
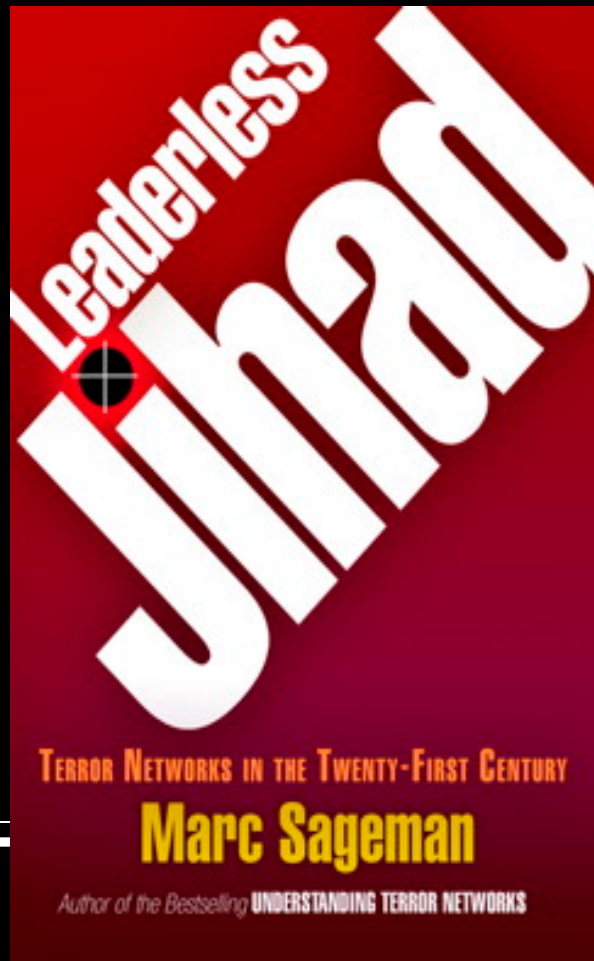


**A lone wolf terrorist is someone who  
commits or prepares for, or is suspected  
of committing or preparing for, violent  
acts in support of some group,  
movement, or ideology, but who does so  
alone, outside of any command structure  
and without material assistance from  
any group.**

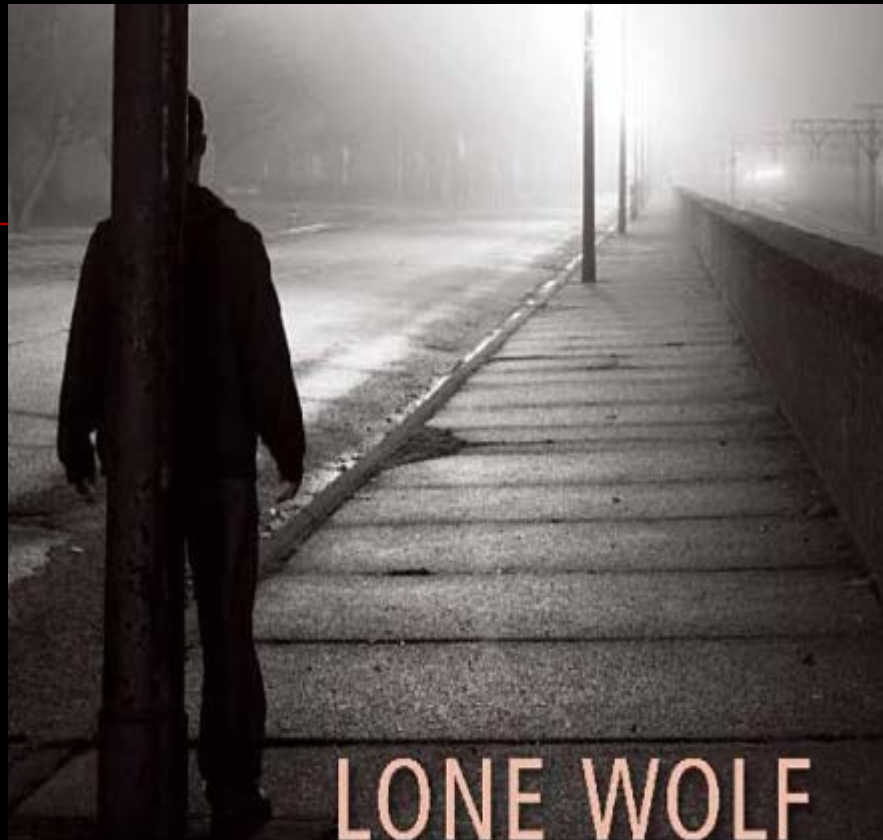


# The Shift Toward Leaderless Terrorism

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# LONE WOLF TERRORISM

UNDERSTANDING THE GROWING THREAT



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**"The most likely scenario that we have to guard against right now ends up being more of a lone wolf operation than a large, well-coordinated terrorist attack"**

**President Obama  
August 16, 2011**



# Jose Pimentel

(arrested November 2011)

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**Army Major Nidal Hasan has been  
charged with killing 13 people at Fort  
Hood in 2009**

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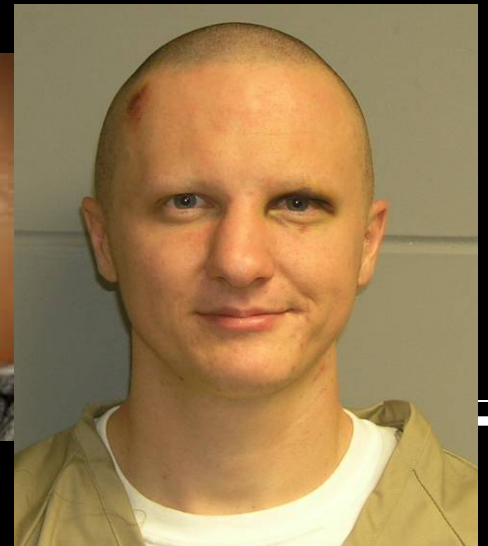


# Britain's "Lone Wolf": Terrorist Isa Ibrahim

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**DAILY**  
**Mirror**  
Support [helpforheroes.org.uk](http://helpforheroes.org.uk) 50p

Thursday  
May 23, 2013

**THE EVIL  
FACE OF  
TERROR**



Picture: ITV NEWS

SMEARED with blood and carrying a cleaver and knife, a crazed terrorist delivers a hate-filled video message to Britain yesterday after beheading an innocent soldier on a London street.  
**FULL COVERAGE: PAGES 4,5,6,7**

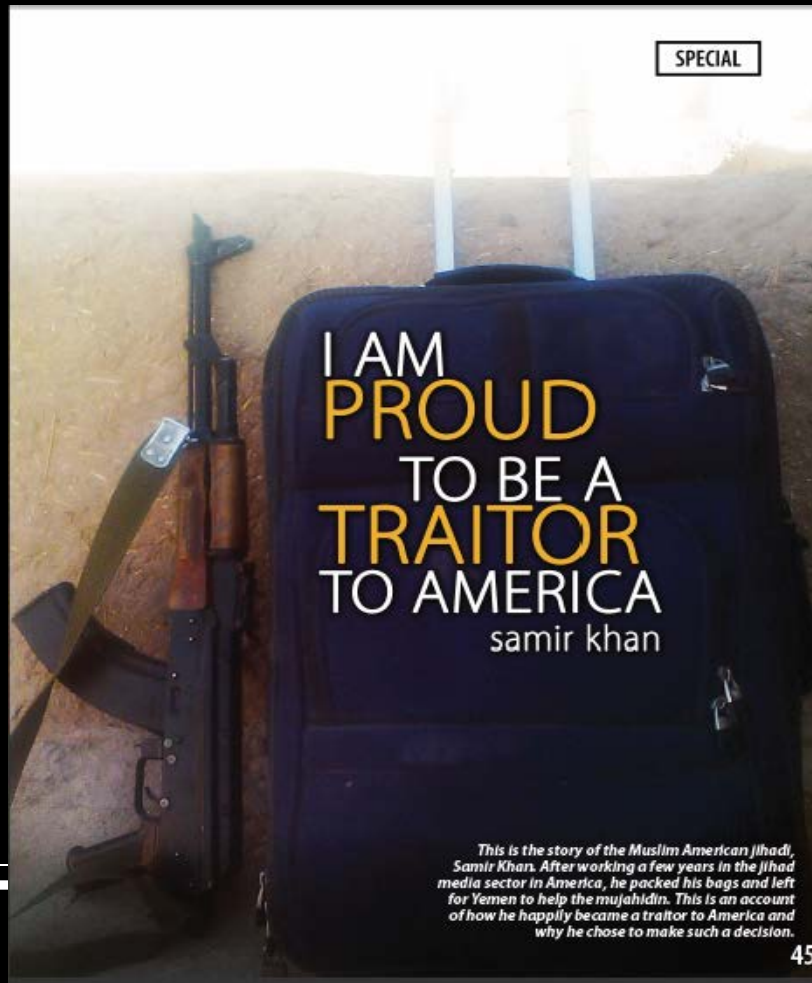
# BEHEADED ..ON A BRITISH STREET

Ranting fanatic butchers soldier in Help for Heroes shirt



# Calling the “wolves”:

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# Video By Al-Qaeda Media Company Al-Sahab Uses Image Of Nidal Hasan To Underline Call For Lone Wolf Operations





# The Boston Marathon attack

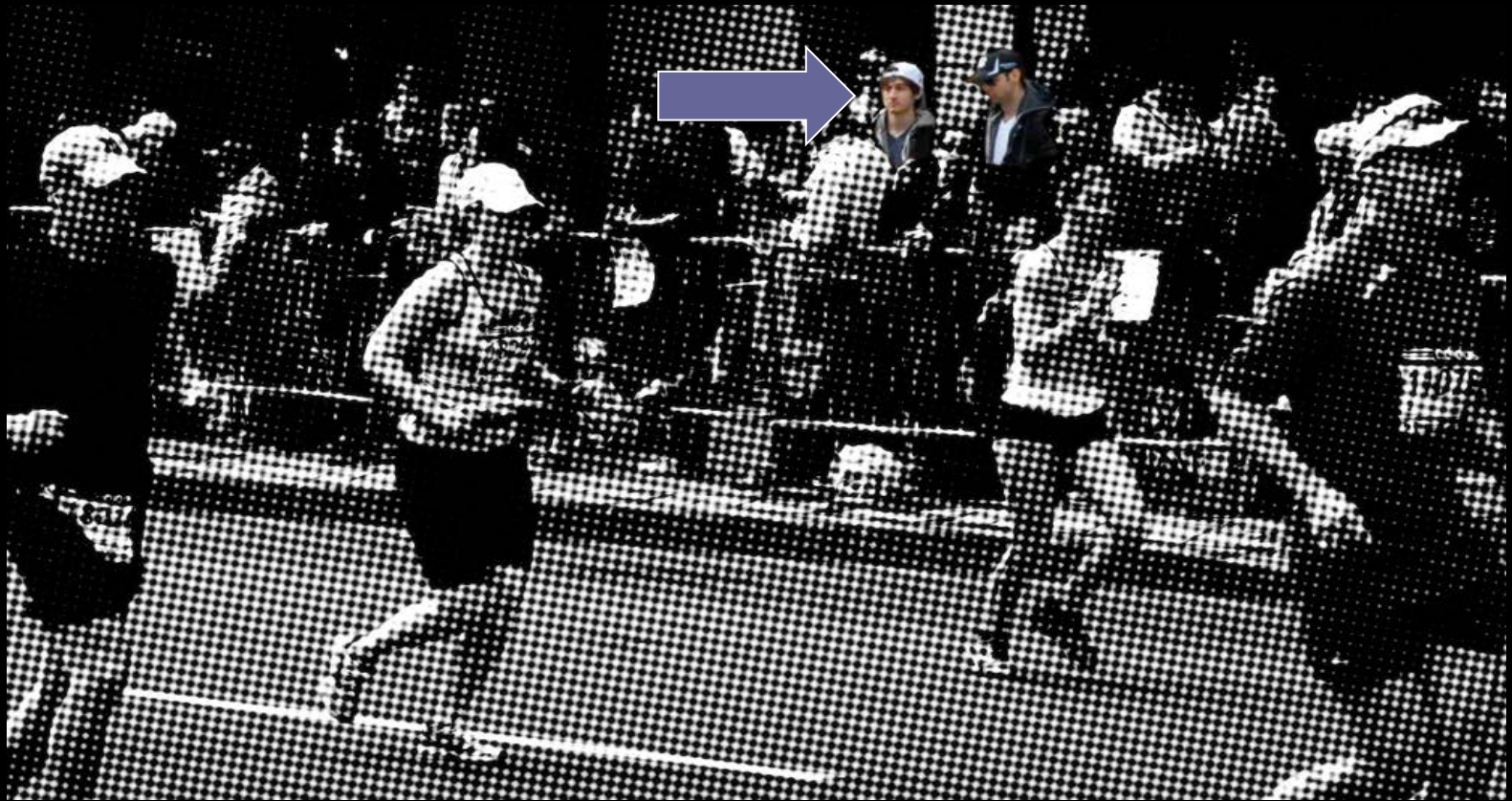
## April 15, 2013





# The Tsarnaev brothers

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# The Tsarnaev brothers





A stainless steel pressure cooker is shown from a top-down perspective. The lid is closed and features a black, five-lobed handle. A blue wire is attached to the lid, extending from the right side. The pressure cooker is placed on a white, wrinkled surface.

[illegible]



# Open Source Jihad

In this section:

*Make a bomb in the kitchen of your Mom  
How to use Asrar al-Mujahideen*

The pressurized cooker is the most effective method. Glue the shrapnel to the inside of the pressurized cooker then fill in the cooker with the inflammable material. Insert the prepared lamp into the inflammable material gently in order not to break the filament of the lamp. Then have the wires sticking out of the hole in the lid of the cooker. Wrap some tape around the hole to seal any openings and connect the wires to the



electric source in the same way as we did with the iron pipe.

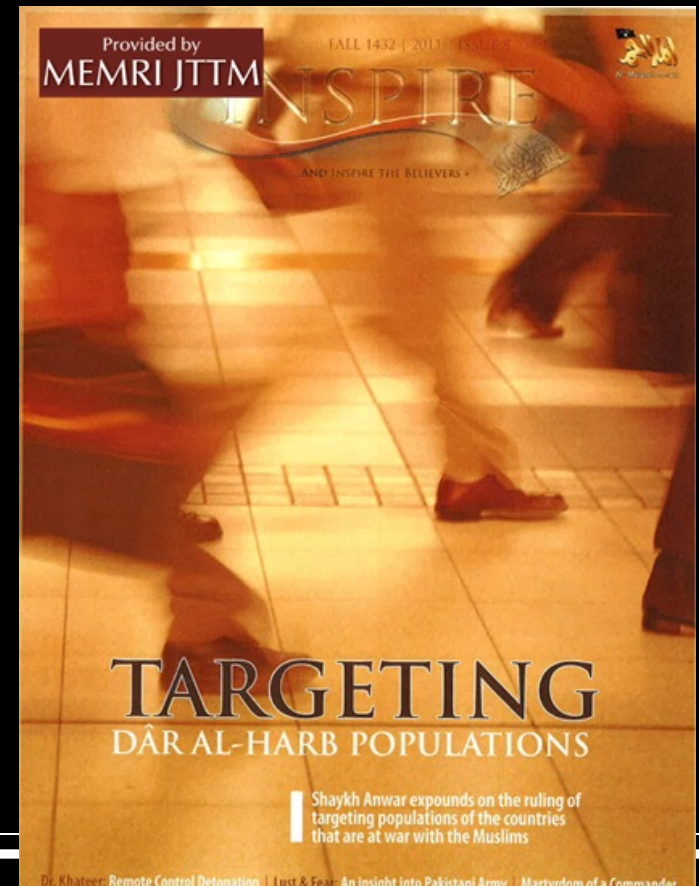


The following are a few safety precautions:

1. Put you trust in Allāh and pray for the success of your operation. This is the most important rule.
2. Wear gloves throughout the preparation of the explosive to avoid leaving behind fingerprints.
3. This is an explosive device so take care during preparation and handling.



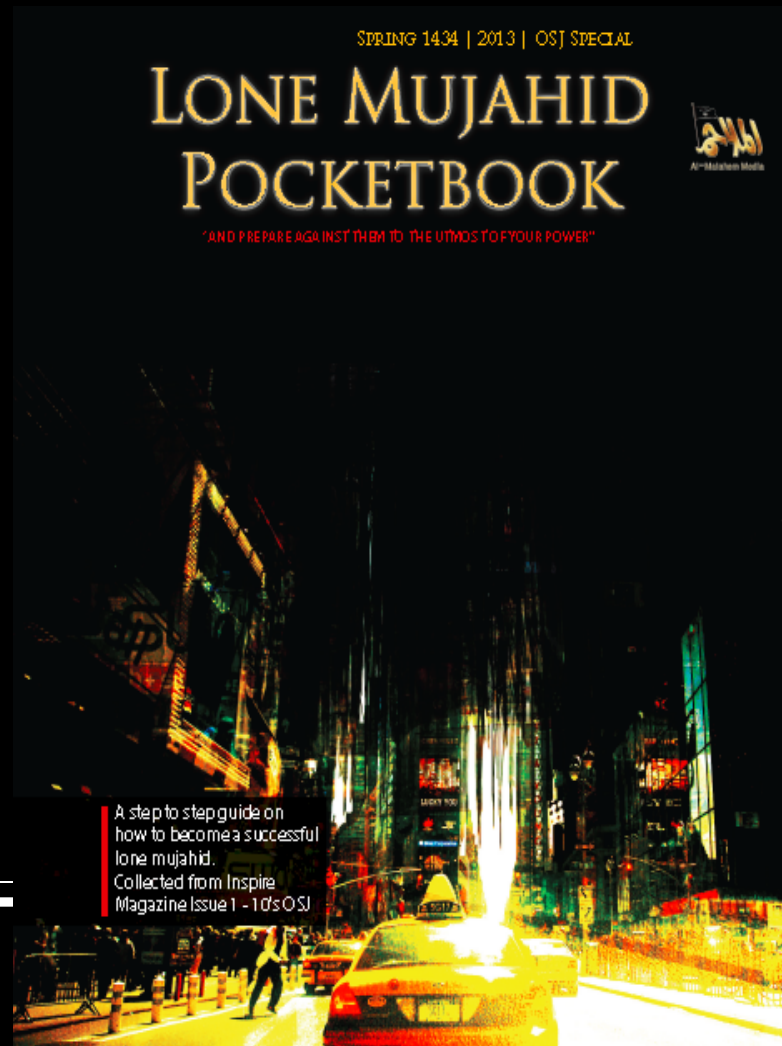
# Teaching the “Wolves”





# In 2013 al Qaeda presents a new online booklet :

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[illegible]



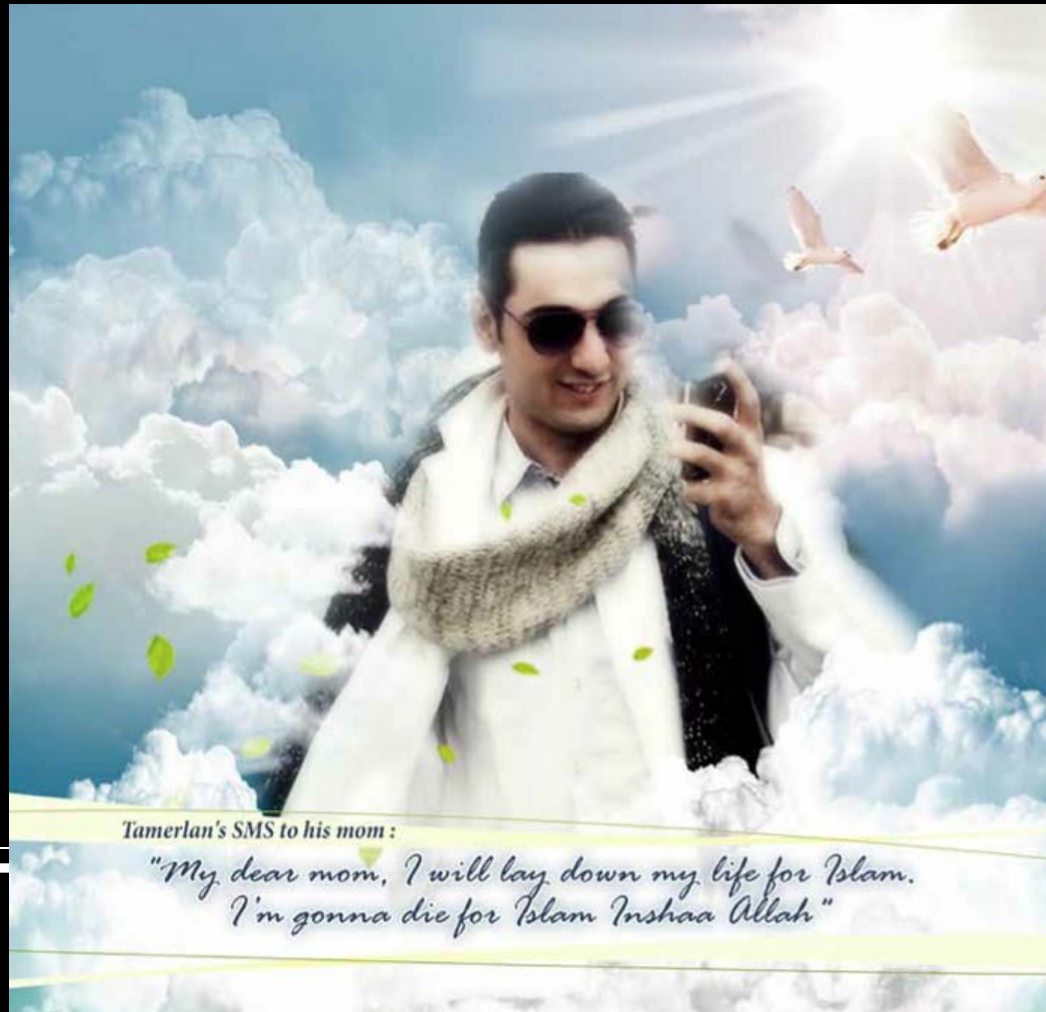
# Glorifying the “Wolves”





# A graphic from *Inspire 11*, imagining an angelic Tamerlan Tzarnaev texting his mother

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Tamerlan's SMS to his mom :

"My dear mom, I will lay down my life for Islam.  
I'm gonna die for Islam Inshaa Allah"



# Jihad Jane – Over a Dozen YouTube Pages

In March 2010, an American woman, Colleen LaRose aka "Jihad Jane," had been arrested for alleged ties to Al-Qaeda. LaRose maintained over a dozen YouTube pages devoted to violent jihad. Her activities included alleged involvement in an plot to kill the Swedish cartoonish Lars Vilks.

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# Lone Wolf Jihadists Arrested in the West and in Possession of *Inspire*

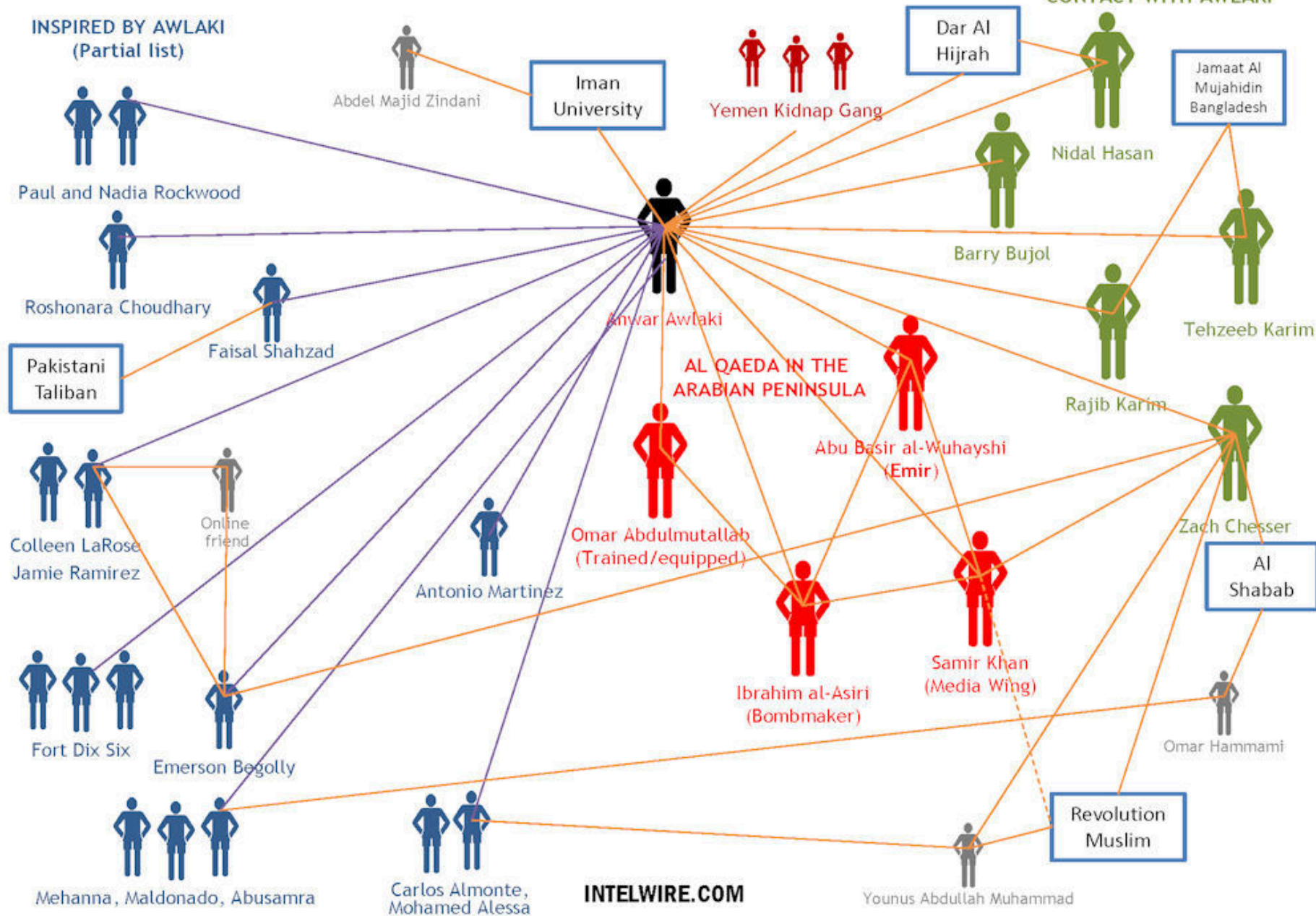
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- 1. Jose Pimentel, arrested November 19, 2011. A Manhattan resident, Pimentel planned to target U.S. servicemen, post offices, and police.
- 2. Naser Jason Abdo, a Muslim U.S. in the Army, arrested in July 2011. Abdo was planning an attack on Fort Hood military personnel, similar to the shooting by Major Nidal Hasan. He was found in possession of an article from *Inspire* titled "How to Make a Bomb in the Kitchen of Your Mom," which he used to make the bombs he planned to use in his attack.
- 3. Nine suspects in the U.K.: British officials conducted coordinated raids in three separate cities after concluding that the suspects were "researching, discussing, carrying out reconnaissance, and agreeing on potential targets," and "igniting and testing incendiary material"; one target was the U.S. Embassy in London. They were using *Inspire*.
- 4. Hakan Ertarkan, arrested April 12, 2011. Ertarkan, 21, from the Edmonton neighborhood of London, was found to be in possession of a CD issue of *Inspire*. He was charged with "possessing a record of information of a kind likely to be useful to a person committing or preparing an act of terrorism."
- 5. Christian Emde and Robert Baum, arrested July 15, 2011. German citizens Emde, 28, and Baum, 24, were arrested when they tried to enter Britain in possession of electronic copies of *Inspire*.
- 6. Zahid Iqbal, Mohammed Sharfaraz Ahmed, Umar Arshad, and Syed Farhan Hussain, arrested in Britain on April 24, 2012. The four, all aged 21 to 30, are suspected of plotting to drive a toy car loaded with explosives under the gates of a military base. Iqbal is accused of leading a terror network under the instruction of Al-Qaeda masterminds in Pakistan; all are accused of working to recruit others, of taking their lead from *Inspire*, and of possessing copies of it.



# ANWAR AWLAKI'S POST-9/11 SOCIAL NETWORK

"LONE WOLVES" IN DIRECT CONTACT WITH AWLAKI





# **Migration to Social Media Correlates With:**

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- 1. “Virtual Interactivity”**
- 2. “Narrowcasting”**



# **Online Counterterrorism:**

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## **New Arena, New Challenges**



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**1. The new digital arena requires  
new warriors, new weapons and new  
defenses (including NSA monitoring,  
counter-campaigns).**



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**2.The new “war on terrorism” requires  
new regulations so that we will not pay  
heavier prices in terms of our civil  
liberties.**



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**3. Preemptive:** Prepare for future challenges (e.g., next generation's platforms) instead of response-only



# Thanks

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