

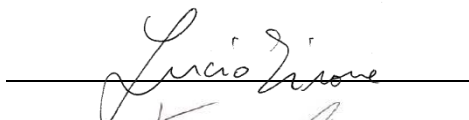
ITALIAN ASSOCIATION ON SYSTEMS ENGINEERING INCOSE CHAPTER ITALIA

Strategic Plan

2016 - 2017

Prepared and approved by:

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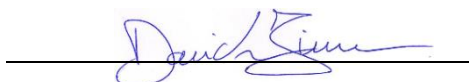
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5) Alfredo Garro (Technical Director)



6) Vincenzo Arrichiello (Past President)



Translated in English by: Daniela Caruana

1 Introduction

This Strategic Plan has the objective to define strategy guidelines for all activities and events that the Italian Association on Systems Engineering (AISE) intends to perform during the two-year period 2016-2017. The Strategic Plan has been developed in respect of INCOSE (the International Council on Systems Engineering) guidelines and policies which form the bases for the definition of the Association Mission, its Vision, its fundamental Values, Targets and Strategies.

The Strategic Plan is composed by the following sections:

- Chapter 1: The present Introduction
- Chapter 2: Preliminary analyses for the identification of the tools to be used in strategy planning.
- Chapter 3: Compliance of the principles of the Strategic Plan with the principles defined by Central INCOSE
- Chapter 4: Definition of the strategies that AISE intends to adopt in the two-year period 2016-2017

The Strategic Plan is implemented by the President of the Association, approved by the Board of Directors, and made available for reference to all Members including the enlarged INCOSE community. To this effect, the AISE Strategic Plan will always be released both in Italian and English.

2 Preliminary analysis for the identification of the tools to be used in strategy planning

This section of the Strategic Plan includes preliminary analysis to enable the Board of Directors to achieve essential elements for the strategic planning of the Chapter. Specifically a detailed analysis of the Association's potential Stakeholders will be performed, aimed at identifying in the most exhaustive and comprehensible way, the directions for the activities of the two-year period. Afterwards, a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analyses will be executed and then guidelines will be defined for performing Members survey. In the next release of the Strategic Plan, outcomes from the Members survey of the previous years will be included in this section.

2.1 Stakeholders Analysis

Primary Stakeholders of Italian Systems Engineering Association – INCOSE Chapter Italia have been identified in the following entities:

- Individual Members: every Individual Member of AISE enrolled as a natural person and up to date with the payment of the membership fees
- Corporate Members: every Organization Member of AISE enrolled as legal person, and up to date with the payment of the membership fees
- Members of the Board of Directors: every Member of AISE who holds one of the elective roles of the Association namely: the President, the Vice President, the Past President, the Technical Director, the Secretary, and the Treasurer
- Central INCOSE: is the International Council on Systems Engineering in which AISE represents the Chapter Italia

Secondary Stakeholders are those that have not yet established a direct relationship with AISE but can influence Associations activities. In details this category may include:

1. Systems Engineers who are not yet enrolled in INCOSE or AISE
2. Organizations that operate with Systems Engineering but are not yet Members of INCOSE or AISE
3. Academic Institutions that provide engineering courses
4. Public or private Companies that interact with Members of AISE
5. Professional Associations whose Members are cooperating with Members of AISE

2.1.1 Individual Members

Individual Members of AISE and INCOSE Italy Chapter are all those natural persons who are effective Members of the Association and up to date with the payment of the membership fees.

Both AISE and INCOSE are no-profit associations based on the professional interest on Systems Engineering, this constituting the basis for understanding the needs of this category of users of the Association.

A preliminary analysis of these needs may include:

- Need 1.1 – Knowledge of Systems Engineering Methodologies: gaining knowledge through the participation in AISE and INCOSE, of the tools for the application in their professional life of Systems Engineering methodologies; fulfilment of this need can be supported by the following tools:

- Availability of documents for studying and reference including reports, handbooks, guidelines, presentations, webinars, tutorial, etc.
- Accessibility to the Agenda of Seminars and Conferences with topics related to Systems Engineering; in the first instance the following events can be considered:
 - **INCOSE International Symposium**, held every year. For the year 2016 the venue will be in Edinburgh from July 18th to July 21st
 - **INCOSE International Workshop**, held every year. For the year 2016 the venue will be in Torrance, California, from January 30th to February 2nd.
 - **CIISE, INCOSE Italy Conference on Systems Engineering**, first edition held in 2014
- Possibility of connecting with Educational Institutions that provide training courses on Systems Engineering, both Academic Institutions (University Post-Graduate Masters), and privates (introductory courses, advanced courses, support in certification)
- Possibility of participating in Working Groups focusing on specific aspects of the discipline tutored by experienced Professionals.
- **Need 1.2 – Contact Point for assistance and clarifications**: availability of advisory services in case problems or difficulties are encountered during the application process for Systems Engineering certification; fulfilment of this need can be supported by the following tools:
 - Website of the Association
 - Network of Professionals connected together by most popular social networks
- **Need 1.3 – Being part of the Community of Professionals in Systems Engineering**: even if inside our own Organization we may feel as the “black swan”, it is important to be aware that there is a large and active community of Professionals in Systems Engineering, constantly promoting the wide spreading of methodologies and tools that can support every day working activities in a more efficient and effective way; fulfilment of this need can be supported by the following tools:
 - Agenda of Seminars and Conferences with topics related to Systems Engineering
 - Network of Professionals connected together by most popular social networks
 - Possibility of participating in Working Groups focusing on specific aspects of the discipline tutored by experienced Professionals

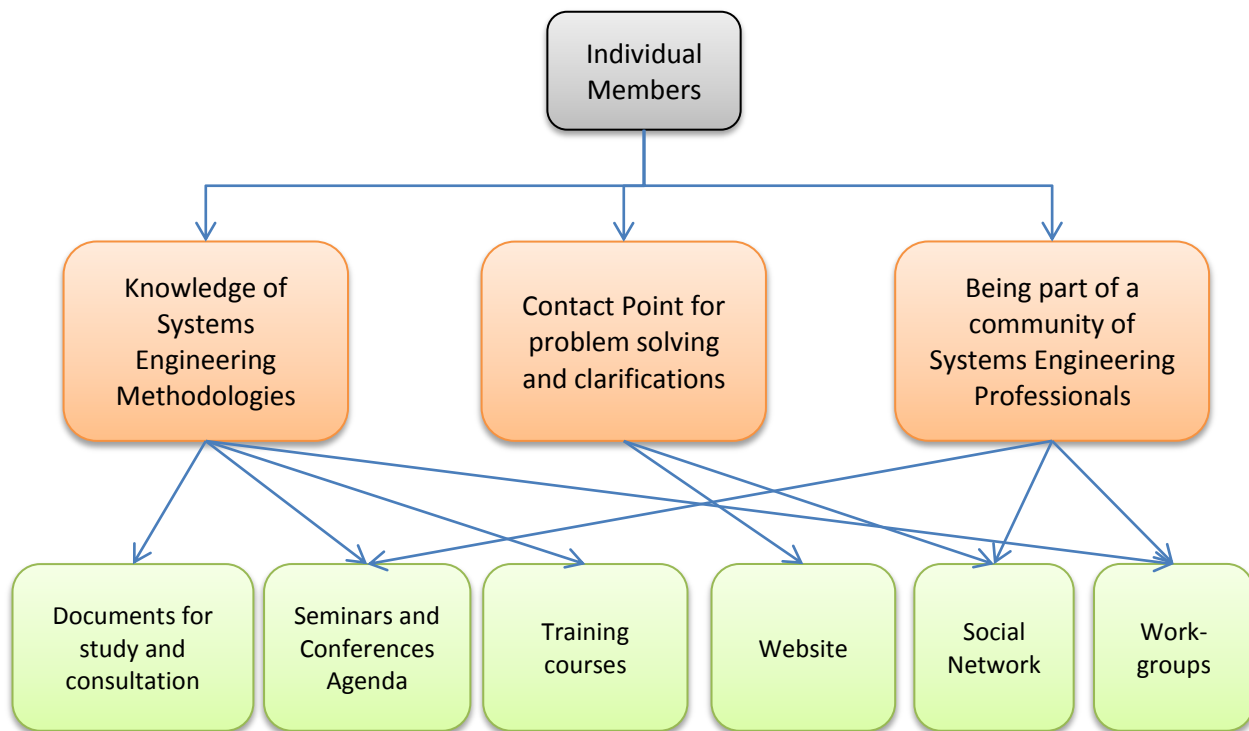


Fig. 1 – Fulfilment of Stakeholders needs - Ordinary Members

2.1.2 Corporate Members

Corporate Members of AISE and INCOSE Italy Chapter are all those Organizations enrolled in AISE as a legal person, with up to date payment of the membership fees.

Differently from Individual Members, the interest of the Association for this category of Users is for promoting Systems Engineering competence for the benefit of the Organization business. A preliminary analysis of these needs may include:

- **Need 2.1 – Acquiring Competences and Methodologies**: enabling its Employees with the tools for an efficient implementation of Systems Engineering methodologies, finalized to the accomplishment of the Organization business targets; fulfilment of this need can be supported by the following tools:
 - An agenda of Seminars and Conferences with topics related to Systems Engineering
 - Possibility of connecting with Educational Institutions that provide training courses on Systems Engineering (introductory courses, advanced courses, support in certification)
 - Possibility for its Employees to participate in Working Groups focusing on specific aspects of the discipline, tutored by experienced professionals.
- **Need 2.2 – Visibility towards Potential New Clients**: promoting its own brand to new Clients as well as advertising its services in terms of technical quality and innovation with respect to the application of SE methodologies; fulfilment of this need can be supported by the following tools:
 - An agenda of Seminars and Conferences in where promoting the Organization services

- Advertising on the Association's website
- **Need 2.3 – Keeping up to date/Influencing Technologies State of the Art**: achieving knowledge on state-of-the-art technologies and tools available, comparing with those in use in the Organization, suggesting new approaches/market/tools; fulfilment of this need can be supported by the following tools:
 - An agenda of Seminars and Conferences in where promoting its own services
 - Possibility for its Employees to participate in Working Groups focusing on specific aspects of interest for the Organization.
 - A Corporate Advisory Board (CAB) enabling the Organization to provide its contribution to AISE strategies and operations.

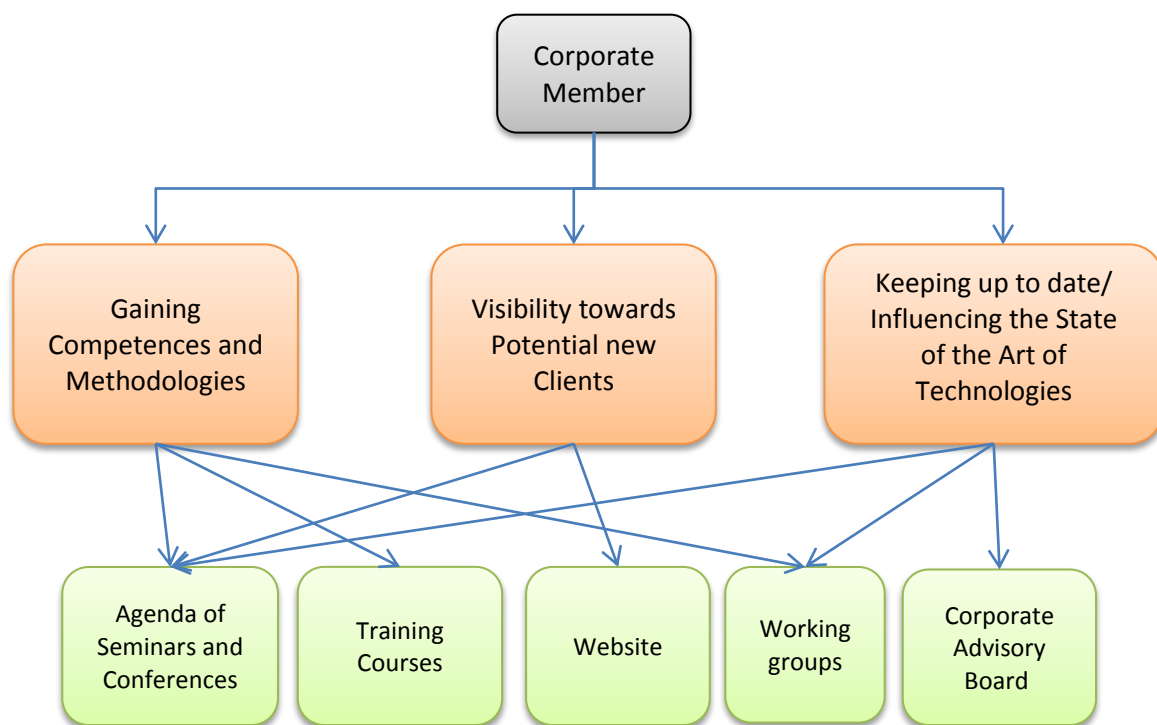


Fig. 2 – Satisfying Stakeholder needs – Corporate Members

2.1.3 Members of the Boards of Directors

Members of the Boards of Directors (Officers) of AISE and INCOSE Chapter Italia are those Individual Members being elected with respect to members roles during the election process held every two years.

They are in charge for the coordination of all Association activities and the interfacing with every external Entity, including INCOSE Central. A preliminary evaluation of Officers' needs can be summarized as follows:

- **Need 3.1 – Knowledge of INCOSE polices and tools**: gaining full awareness of the role of Central INCOSE, its polices and the tools that are available to local Chapters; fulfilment of this need can be supported by the following tools:

- Chapter Officer Training documents provided by INCOSE in the form of videos and presentations, available at the link <http://keys-to-effective-ch.wikispaces.com>
- Portal of INCOSE Connect, where information and useful links for Chapter management are available
- **Need 3.2 – Tools for Guidance and Coordination:** availability of tools for interacting with other Officers and AISE Members aimed at pursuing the Association's strategies; fulfilment of this need can be supported by the following tools:
 - A set of planning documents for outlining the overall goals of both the Board of Directors and individual Officers in each year:
 - Strategic Plan
 - Operations Plan
 - Communication Plan
 - Members Management Plan
 - An agenda of Seminars and Conferences with topics related to Systems Engineering
 - An IT software that can enable a simple, effective and synchronized management of the Association
- **Need 3.3 – Operating Budget:** availability of financial resources for the implementation of each Officer annual activities; fulfilment of this need can be supported by the following tools:
 - A Members Management Plan accounting for two separated sections dedicated to the management of the two Members types, Individual and Corporate
 - An IT software that can enable the direct acquisition of membership fees from individuals (until now managed by INCOSE Central)

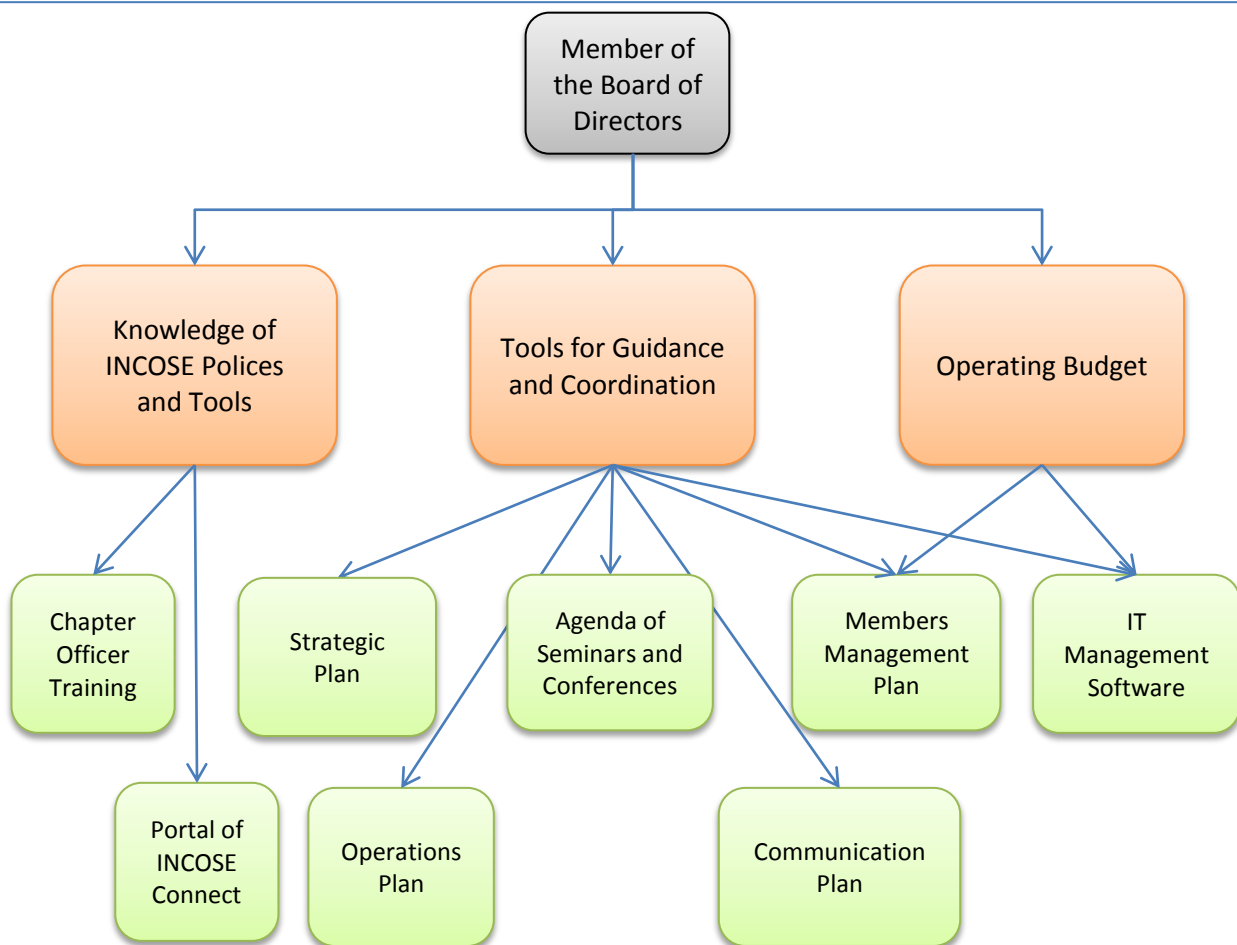


Fig. 3 – Fulfilment of the needs of the Stakeholder Member of the Board of Directors

2.1.4 INCOSE Central

INCOSE Central (the International Council on Systems Engineering) clearly represents the Reference Entity with respect to AISE identity, also in the definition of its mission, vision, scopes and strategic objectives, and in every operating activity. A preliminary evaluation of INCOSE needs with respect to AISE can be summarized as follows:

- **Need 4.1 – Knowledge of the Activities performed from the local Chapter:** aiming at coordinating activities of every local Chapters of the world, Central INCOSE needs to maintain a constant interfacing to be up to date with the local events; fulfilment of this need can be supported by the following tools:
 - The Chapter Awards Programme, through which the Chapter (AISE) can track all activities performed during the year
 - Coordination at mid-span geographic level within the framework of the EMEA Sector (Europe, Middle-East, Africa)
 - AISE Strategic Plan
 - AISE Operations Plan

- An agenda of Seminars and Conferences with topics related to Systems Engineering
 - AISE Website
- **Need 4.2 – Enhancement of Systems Engineering Discipline:** integrating contributions from local Chapters to its own strategy for enhancement of Systems Engineering discipline; fulfilment of this need can be supported by the following tools:
 - An agenda of Seminars and Conferences with topics related to Systems Engineering
 - Mutual sharing of Working Groups, in terms of participation of AISE Members to INCOSE WG, and support to AISE local Working Groups from the Members of Central INCOSE.

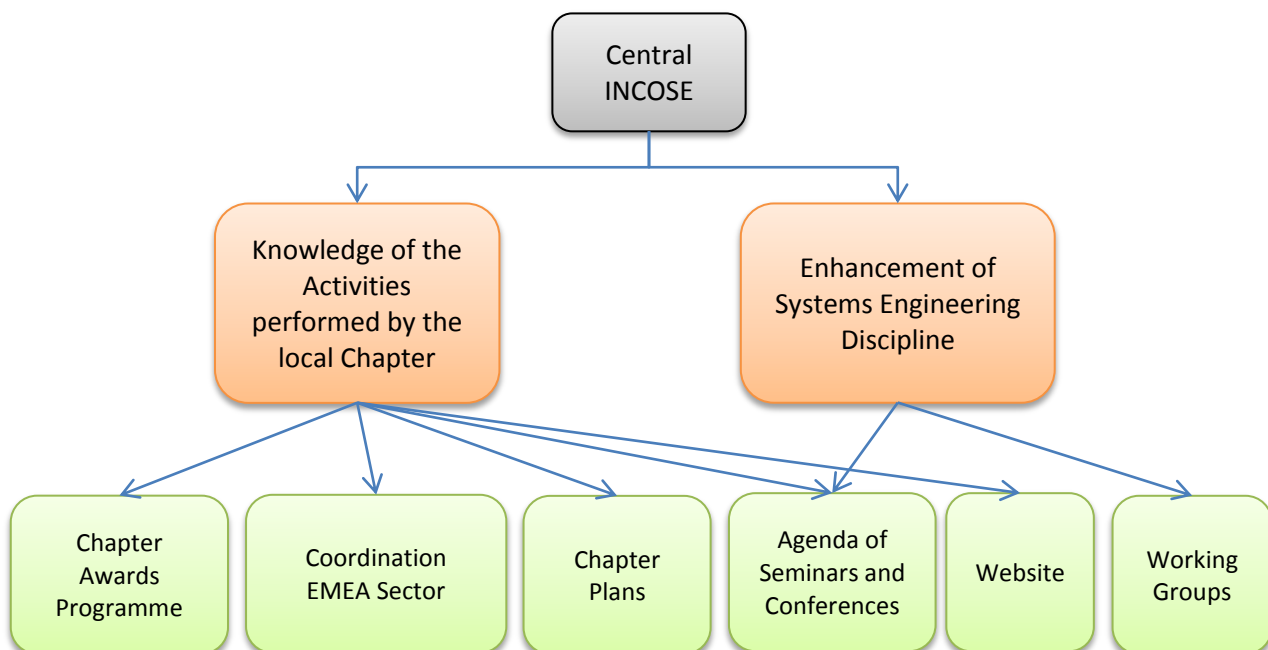


Fig. 4 – Fulfilment of the need of the Stakeholder Central INCOSE

2.1.5 Secondary Stakeholders

Secondary Stakeholders are all those Entities that have not established yet a direct relationship with AISE, but can influence the activities of the Association. The fundamental “need” associated to this category of AISE Users, which actually represents the double aspect of INCOSE itself need of promoting and spreading the knowledge on Systems Engineering, can be the following:

- **Need 5.1 – Knowledge of AISE and INCOSE:** recognizing the benefit derived from the application of Systems Engineering methodologies and principles; fulfilment of this need can be supported by the following tools:
 - The AISE Communication Plan that shall include dedicated outreach activities aimed at wide spreading knowledge of INCOSE, AISE and Systems Engineering at large.
 - An agenda of Seminars and Conferences with topics related to Systems Engineering

- AISE Website
- A Network of Professionals connected together by most popular social networks

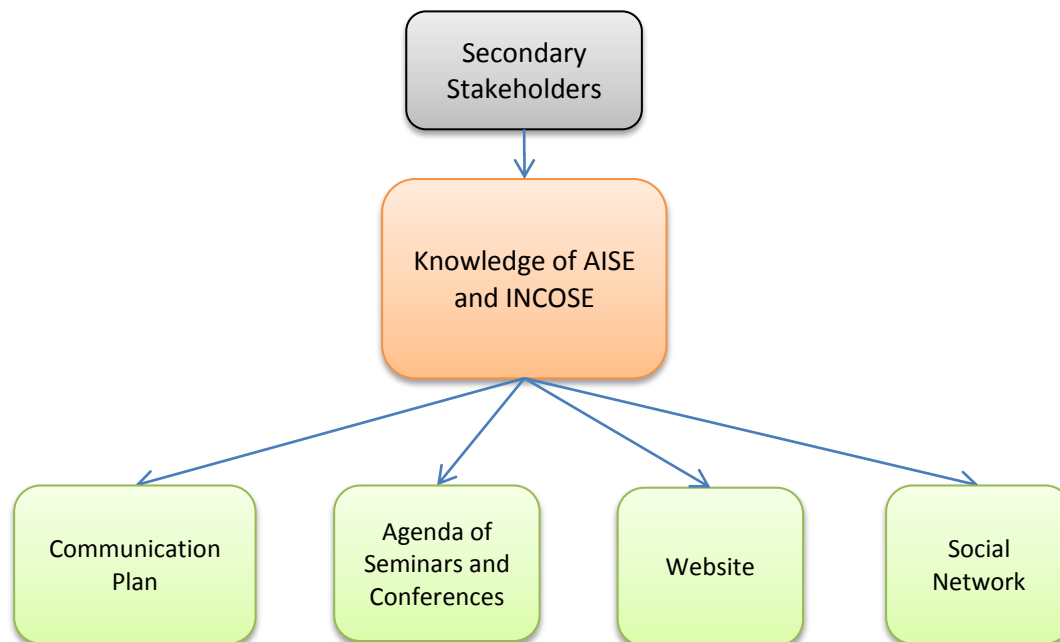


Fig. 5 – Fulfilment of the needs of Secondary Stakeholders

2.2 SWOT Analyses

Once main AISE Stakeholders have been identified and analysed, it is possible to define all strengths and weaknesses as well as risks and opportunities (SWOT analyses) that can contribute to the definition of the Association strategies.

2.2.1 Strengths

AISE strengths can be identified in the following:

- Volunteer work from Officers and active Members
- Active support from the Industry, both SME and multinationals
- A network of “followers” to give “moral” support to the activities of the Chapter, especially from Academics and Defence Institutions.
- A good level of cooperation with other theoretically “competing” Associations as PMI and AFCEA

2.2.2 Weaknesses

AISE weaknesses can be identified in the following:

- A limited number of active Members; activities of the Chapter are in fact performed thanks to the devotion of a small group of volunteers
- Insufficient financial resources
- Lack of recognition in Italy of the role of the Systems Engineering and SEP Certification, especially from Public Administration considering its being the final beneficiary
- Lack of planning
- Lack of real benefit perceived from Members

2.2.3 Opportunities

Main Opportunities that AISE should pursue are:

- Widespread and perceived demand of Systems Engineering in every event organized in the last period, for which it is necessary to provide solid answers
- Establish a real and effective collaboration with Industry by the CAB
- Raising awareness in the Public Administration concerning the advantages achievable by adopting Systems Engineering Methodologies

2.2.4 Threats

Main threats to AISE development can be:

- Poor interest from Public Administration and from a considerable part of the Industry sector
- Demotivation of the majority of the Members
- Poor visibility of the Association activities
- Changing of logo and name

2.3 Survey of AISE Members

A Members Survey is considered an essential tool for the correct interpretation of the needs of AISE Members and for this reason it has been established that a Survey shall be conducted every year.

To this effect, the Board of Directors will issue a new release of the questionnaire updated with the current Members situation within end of January and within end of February the survey will be conducted for all Association Members.

Analyses of results from the Survey will be performed within end of March and the report of the outcomes will be distributed to all Members and shared with Central INCOSE.

3 Aligning the Strategic Plan to INCOSE Plans

Before starting with the definition of the actual Operative Strategies of AISE, deriving from the analyses performed in the previous chapters, it is necessary to align with the plans promoted by INCOSE Central in a way to attain to strategic guidelines that are fully integrated at global level with all the Entities reporting to INCOSE (Sectors and Local Chapters).

3.1 Mission

INCOSE Mission is: ***"Share, promote and advance the best of systems engineering from across the globe for the benefit of humanity and the planet"***.

In full accordance with it, the Mission of the Italian Association on Systems Engineering – INCOSE Chapter Italia is: ***"Share, promote and advance the best of systems engineering in Italy for the benefit of humanity and the planet"***.

3.2 Vision

INCOSE Vision is to be: ***"The world's authority on Systems Engineering"***.

In full accordance with it, the Vision of the Italian Association on Systems Engineering – INCOSE Chapter Italia is: ***"The Italy's authority on Systems Engineering"***.

3.3 Values

In full accordance with INCOSE Values, Values of the Italian Association on Systems Engineering – INCOSE Chapter Italia are:

- **Systems Thinking** – conceive and apply systemic approaches for solving complex issues aimed at building sustainable and successful solutions.
- **Pioneering and Innovation** – pursuing, in first person or in cooperation with others, all opportunities for enhancing systemic approaches to solve future challenges
- **Learning and Development** – continuing learning in a world that is constantly in evolution, through continuing education and professional growth both in technical competences as well as in leadership.
- **Respect, Diversity, Collaboration** – Building and maintaining relationships based on mutual respect, both inside and outside the Association aimed at enabling effective cooperation within the extended community [of Systems Engineering].
- **Individuals** – the importance of individuals, their intellectual and relational skills to support complex decisions and to implement long-lasting changing.
- **Volunteerism** – Volunteers and staff working together for achieving our goals for the benefit of our Members, People and Society.

3.4 Goals

In full accordance with the Goals established by INCOSE, goals of the Italian Association on Systems Engineering – INCOSE Chapter Italia are:

- To constitute a benchmark for the dissemination of knowledge in Systems Engineering

- To promote cooperation in education and research on Systems Engineering
- To ensure the building of professional standards of integrity in the practise of Systems Engineering
- To enhance professional growth of every people involved in the practise of Systems Engineering
- To foster supporting from both Government and Industry to research and educational programmes aimed at improving the process of Systems Engineering and its practise

3.5 Strategic Objectives

Strategic Objectives established by INCOSE for the next 5 years, conceived to operate in synergy to enhance the comprehension and practice of Systems Engineering, are:

- **Growth:** INCOSE doubles its membership and embraces the healthcare, mobility, and energy business sectors.
- **Alliances:** INCOSE amplifies its ability to achieve its mission through diverse alliances
- **Education:** INCOSE curricular recommendations are widely adopted around the world, raising the quality of engineering education
- **Products:** INCOSE produces and brokers the most impactful systems engineering information in the world, grounded in effective practice and research
- **Forums:** INCOSE produces and supports the most impactful forums in the world on systems engineering practice, policy, education and research
- **Competency:** INCOSE teams with industry to raise systems engineering competency across their supply chains
- **Transformation:** INCOSE accelerates the transformation of systems engineering to a model-based discipline

In full accordance with these, the Strategic Objectives of the Italian Association on Systems Engineering – INCOSE Chapter Italia in the two-year period 2016-2017 are:

- **Growth:** AISE will increase of 20% per year the number of Individual Members, and will expand towards industrial sectors currently not covered in Italy, as it is for transportation, automotive, infrastructures and healthcare.
- **Alliances:** AISE will establish alliances with other associations to improve the possibility to accomplish its mission, particularly referring to PMI, AFCEA, Engineers Professional Order, IEEE
- **Education:** AISE will cooperate with every Entity in Italy providing courses related on Systems Engineering and will foster the establishment of new courses within Universities currently not active in SE
- **Products:** AISE will produce and spread promotional products on Systems Engineering for the benefit of Members and Organizations
- **Forums:** AISE will support Members participation to existing Forums and will promote the creation of new Forums at National level
- **Competences:** AISE will establish an Industrial Committee and will cooperate with National Industry to improve the competence in Systems Engineering in the whole production line.
- **Transformation:** AISE will contribute to the dissemination of MBSE within its own Members, Individual and Corporate.

4 Association's Strategies

With respect to the elements that have been acquired with the preliminary analyses performed in the previous sections, and aligning with INCOSE Central strategies and plans, in this section are listed the strategic guidelines for the activities to be performed by AISE in the two-year period 2016-2017.

Main AISE strategies can be defined with respect to the following points:

1. Training of the Members of the Board of Directors
2. Interaction with Central INCOSE
3. Services for the Members
4. Outreach outside the Association
5. Advancement of Systems Engineering Discipline

4.1 Training of the Members of the Board of Directors

The first meeting of the year of mandate of AISE-INCOSE Board of Directors will have in the agenda the evaluation of the status of the training of the Officers.

In the same meeting it will be shared and agreed between all Officers the document "Operating Organization of Italy Chapter", which outlines the Terms of Reference of each operating role of the Association.

4.1.1 Material for Chapter Officer Training

Every Member of the Board of Directors is invited to conduct the induction course for Chapter Officers provided by Central INCOSE and available at the website:

<http://keys-to-effective-ch.wikispaces.com/Officer+Training+Course%2C+Slides+and+Videos>

A training follow-up will be as well conducted by all Officers at the beginning of year 2017.

Every Member of the Board of Directors shall inform the President of the completion of the training, possibly within the end of January of each year of mandate.

4.2 Interaction with INCOSE Central

During every year of mandate, the Board of Directors will promote a punctual and constant reporting to INCOSE Central of every activity performed by the Association encouraging the participation of its Members.

4.2.1 Chapter Awards Programme

AISE President will ensure that every activity performed by AISE will be incorporated in the control file "Chapter Awards Spreadsheet", for the acknowledgment of the efforts conducted by its Members and in the way to obtain the certification of the international level of quality of the activities performed.

During the year 2015, when the first assessment has been conducted, AISE redeemed 2,060 points. Target for the Chapter for year 2016 is to achieve the Bronze level (3,000 points), and for year 2017 the Silver level (5,000 points).

4.2.2 Participation in IS and IW

For every Member, and particularly for the Members of the Board of Directors, AISE will encourage their participation in INCOSE main events: the International Symposium (IS) and the International Workshop (IW). Whenever possible within the budget, AISE will bear the costs of participation for at least one Officer for both events.

4.2.3 EMEA Sector

The constant reporting towards EMEA Sector of INCOSE it is essential for communicating the state of the activities of Italy Chapter and for coordinating with other EMEA Chapters on common events. To this effect, President and/or Vice-President are asked to participate in monthly Webinars and prepare quarterly reports in cooperation with the Responsible for the EMEA Sector (for the year 2016 is in charge Jean-Claude Roussel of AFIS, jean-claude.roussel@airbus.com).

4.2.4 Documents for Planning

The present document represents the Strategic Plan for the two-year period 2016-2017. It will be approved by the Board of Directors within end of January 2016 in the draft issue and within the end of April 2016 in the final issue. It will be released in Italian and in English and distributed to INCOSE community through the Connect Portal.

All other Planning documents will be produced with the same schedule as the Strategic Plan and uploaded on the Connect Portal, but differently from that one, they will be updated every year instead of every two years:

- Operations Plan
- Communication Plan
- Members Management Plans
- Agenda of the Events

4.3 Services to the Members

Main activities as well as major efforts from AISE Officers shall be directed to the fulfilment of the Needs of Members as they represent the core of the Association. To this effect a set of tools will be adopted, as described in the following paragraphs.

4.3.1 Material for Study and Reference

A large amount of documents is produced every year from the activities conducted by INCOSE, both at local and global level:

- The Systems Engineering Handbook
- Publication in Official Editions, as INSIGHT Practitioners Magazine, INCOSE eNote, INCOSE Members e-Newsletter, JET (Journal of Enterprise Transformation)
- Proceedings of various Conferences conducted at global level
- Numerous technical manuals, as for instance Requirements recording, application of SE in large infrastructural Projects, generally called Technical Publications

- The Body of Knowledge and Curriculum to Advance Systems Engineering (BKCASE) BKCASE, including Systems Engineering Body of Knowledge and the Graduate Reference Curriculum for Systems Engineering (GRCSE)

All these products, and many others produced from the different local Chapters, are available to INCOSE Members through INCOSE Connect Portal as well as on the official web site www.incose.org.

One of the fundamental targets of AISE is to facilitate to its Members the accessibility to this large amount of documentation, improving its visibility, providing insights, notifying the insertion of new products or the updating of existing products, and more by issuing topics guides and any other initiative aimed at promoting them.

4.3.2 Agenda for Seminars and Conferences

Main activities for INCOSE, and consequently for AISE, are articulated in a series of events organized both at central level (the already mentioned IW e IS), as well as at local level (national, sectorial, and itinerant Conferences). One of main tools for accomplishing a proper planning of the activities of AISE and its Members is represented by the Agenda of Events that shall be constantly implemented and updated.

The Agenda shall be updated with respect to all AISE activities, including meetings of the Board of Directors, Chapter events, and Conferences connected in a certain way with Systems Engineering that take place in Italy, both organised by AISE and any other Entity. It shall also include all relevant activities performed at international level, first of all those of the EMEA Sector and afterwards those at global level.

Target for the Board of Directors is the publication of a first edition of the Agenda, containing all most relevant activities of the year, within the end of January and keeping it updated including any variation.

4.3.3 Members Management Plan

The Members Management Plan will be aimed at defining the guidelines for every activity directed to monitoring Members state, as for example by mean of the exploratory Survey tool, and encouraging both the membership renewal from actual Members as well as the enrolment of new Members.

Specifically, during year 2016 will be initiate the management of the Corporate Members and a Corporate Advisory Board (CAB) will be established to represent Corporate Members inside the Board of Directors.

The Members Management Plan shall also define every feature of this type of Members and shall account for the appropriate information tool by which encourage the engagement of major Italian Industry to AISE.

4.3.4 Link to Training

Among the services available to AISE Members, it shall be considered the provision of training in Systems Engineering, in the way to give visibility to every public initiatives (Masters courses from Academic Institutions) and private initiatives (Entities providing training courses). AISE can “sponsor” these events in the sense that can allow the advertising of its own logo over the training documentation, but limited to the public initiatives where the Association provides some sort of supporting. This kind of sponsoring will not be allowed to private initiatives, where in any case it will be always possible to provide spaces for visibility, link and notifications.

4.3.5 Telematics Platform for Management

Administrative Management of AISE shall account for the support of an IT tool that can enable at least the following functionalities:

- Management of the Members Database so to have a punctual, reliable and timely control of the administrative situation of every Member, Individual and Corporate.
- Management of the Agenda of the Events with the possibility to insert automatic notification for Members application as well as reminders for more relevant dates.
- Management of the memory space for storing documents, presentations, and photos related to the events.
- Management of the payments of the membership fees
- Management integrated in the Association website

4.4 Outreach outside the Association

The achievement of AISE Mission is also connected to the involvement and interaction with other Organizations, national and international, that operate in the engineering environment of complex systems, as it is the Professional Order of Engineers, the Project Management Institute, AFCEA, Universities and Research Institutions, and many others. Description of the tools that AISE will adopt in the communication with these Entities is provided in the following section.

4.4.1 Communication Plan

AISE Communication Plan shall include guidelines for the adoption of all actions that are necessary to promote outside the Association, the activities performed, in a timely and precise way.

Specifically, the Communication Plan shall cover at least the following topics:

- Distribution of the Agenda of the Events
- Management and updating of the website
- Distribution of the newsletter
- Relationship with major Social Network
- Relationship with Research Institutions, Public Administration and Universities

4.5 Advancement of Systems Engineering Discipline

4.5.1 Working Groups

Aiming at contributing to the global advancement of Systems Engineering Discipline, AISE will encourage Members participation in the Working Groups established by INCOSE (the list of the 41 Working Groups currently operating at global level is available on the website www.incose.org).

Furthermore, AISE will continue to support the activities of the Working Group on VVT (Verification, Validation and Testing) coordinated by Carlo Leardi (carlo.leardi@tetrapak.com).