Joint Logistics Visibility

National Defense Industrial Association

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- **Joint Logistics Environment (JLE)**

- **Joint Logistics**

- **Defining Logistics Visibility**

- **Overcoming the Obstacles**

- **The Way Ahead**

The world that we know is one in which you make a lot of something and then give it to the customer at a certain price, whether they want it or not. That world is over . . .

. . . the entire value chain surrounds and touches the customers. When they ask for something, they want it in a certain way, at a certain time, in a certain place, at a certain price, for a value . . .
Don Hackworth, GM North America, 1997

Infrastructure:

- Over <u>100,000</u> active suppliers
- Over <u>30,000</u> DOD customers
- 20 Maintenance Depots
- 27 Distribution Depots
- 13 Inventory Control Points
- 47 military sea/38 military aerial ports

1.1 Million Pers AD, Civ, RC

$130B Annually

Attributes:

➤ **Global dispersion** **- Demands a globally distributed concept of support**
  ✓ LOCS - tenuous; commercial reliance; lucrative target
  ✓ Rapid & precise response is THE metric

➤ **Complexity** **– Joint, interagency, multinational, NGOs all play**
  ✓ Complicated politically and operationally
  ✓ Complicated tactically - 210 Stryker contractors in a support battalion

➤ **Enemy** **– Sophisticated, educated, digitally mature; He knows that logistics gives us staying power**

➤ **Authorities** **– Service responsibility to train, equip, sustain but COCOM authority to execute operations & logistics**

JLE - Operating Framework

Strategic Level

Sustained Operations

- Industrial base capacity
- Processes should drive synergy across Service, Agency & Commercial sectors
- Efficiency here enables delivery of required JFC outcomes

Operational Level

Integration

- JFC integrates JFC rqmts with national systems
- *"THIS IS THE ESSENCE OF JOINT LOGISTICS"*
- Optimize component, coalition, agency, and other partner capabilities against requirements
- *"This is high payoff for the JFC"*

Tactical Level

Effectiveness

- *"OUTCOMES ARE MEASURED HERE"*
- Sustained logistics readiness is our product
- Readiness enables JFC *"freedom of action"*
- Desired outcomes should drive optimization - from strategic to tactical (E2E)

USTC

COALITION GOVTs

SVCS

DLA

GSA

JFCOM

INDUSTRY

Strategic Distribution Operations

Distribution Operations

Supply Operations

Maint. Operations

Log Svcs Operations

PLAN EXECUTE CONTROL

Medical Operations

Contracting Operations

Personnel Operations

Engineer Operations

Executive Agencies

Theater Distribution Operations

USA

USAF

SOF

IA/MN

USN

USMC

Providers

Readiness

What is it?

> **The deliberate or improvised <u>sharing</u> of Service logistics resources . . .**
> **to enhance synergy and reduce both redundancies and costs.**

Why do we need it?

> **Because (especially during initial expeditionary operations) the Services, by themselves, seldom have sufficient capability to independently support the JFC.**

Joint Log Capabilities

- **Integrated Supply Chain Opns**
  - ✓ *Maintenance & Repair*
  - ✓ *Supply & Sourcing*
  - ✓ *Distribution & Deployment*
  - ✓ *Planning & Return/Retrograde*
- **Logistics Services**
  - ✓ *Field Services/Base Support*
  - ✓ *Mortuary Affairs*
  - ✓ *Contingency Contract Support*
- **Operational Engineering**
  - ✓ *Maneuver-Counter maneuver*
  - ✓ *Infrastructure*
  - ✓ *Geo-spatial intelligence*
- **Force Health Protection**
  - ✓ *Patient Movement*
  - ✓ *Casualty Care*
  - ✓ *Medical Logistics*
  - ✓ *Preventive Medicine*

JLE-wide Visibility

Joint Log

Knowledge Environment

Integrated Capabilities

Joint Force Commander's Rqmts

- ✓ **Unity of Effort**
- ✓ **JLE-wide Visibility**
- ✓ **Rapid & Precise Response**

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What is it?

Access to logistics processes, resources, and requirements to provide the knowledge necessary to make effective decisions.

What Effect does it Achieve?

Sustained Logistics Readiness

Logistics visibility is more than asset visibility

Visibility is NOT 100% access of everything by everyone
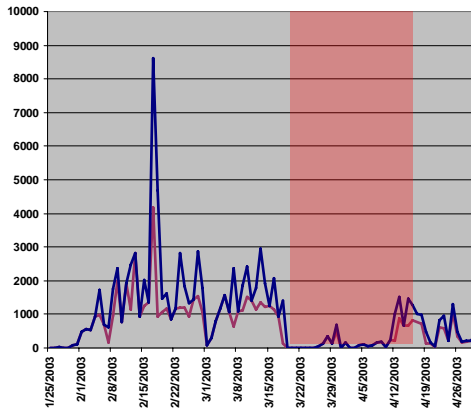
What we need to see

Requirements
- ✓ What the joint force needs to accomplish its mission
- ✓ Defined by JFC
- ✓ Passed to Supporting Commands
- ✓ Change over time

Resources
- ✓ Total available assets
- ✓ In Time & Space
- ✓ Item, People, Units
- ✓ Individually or in aggregate

Processes
- ✓ Series of actions, functions, or changes that achieve an end
- ✓ Understand end-to-end
- ✓ Map for "sensor" placement
- ✓ Assess Effectiveness

Right Visibility ▸ **Right User** ▸ **Right Time**

Who Needs to "See"

Who Needs Visibility

| Industry | Interagency ------------ Multinational | DoD Staff | Services | Joint Logistician | JFC |

Why they need it

| Leverage commercial capabilities to enable effective support | Provide effective, integrated support to JFC Operations | Responsive & relevant policy guidance & resource application | Provide and sustain trained and ready forces to the JFC | Weigh resources against demands for concept of support | Title X directive authority for logistics depends on visibility |

Where they need it

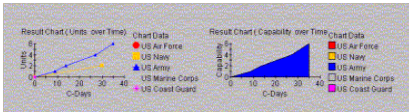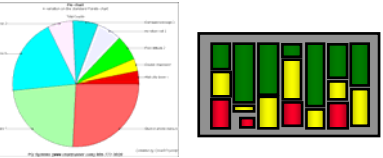| In-Transit	In-Storage	In-Process	In-Use
Deployment/Distribution	Supply Process	Maintenance/Production	With the JFC

JLE Visibility - Barriers

Authoritative data *- requires a shared data environment and architecture*

Unity of effort *- requires optimized processes absent unity of command*

Access *- requires we balance info security with 24/7 access capability*

Precision *– requires clear understanding of what data is important and when*

The Way Ahead…

- ***<u>Define the JLE process architecture</u>***
  - Map the processes that deliver JL outcomes vs. requirements
  - Overlay existing resources against the process
  - Leverage & integrate "as is" to eliminate redundancies
  - Use JFC outcomes to optimize over time
- ***<u>Develop the JLE data architecture</u>***
  - Authoritative, Available & Transparent
- ***<u>Deliver a JLE decision support application (GCSS-J)</u>***
  - Planning
  - Execution

<u>Joint Log Capabilities</u>:

Logistics Services

Supply Chain Opns

Operational Engineering

Force Health Protection

Process Architecture → *Data Architecture* → *Decision Support*

JFC Rqmts

Parting Thoughts . . .

You play an ever-changing & increasingly important role . . .

We need your help to . . .

- ✓ **Support and participate in mapping the JLE process**
    - ▪ *Apply expertise across the supply chains*
- ✓ **Define *vendor* requirement for visibility**
    - ▪ *Develop architecture that meets all participants needs*
- ✓ **Participate in JLE data architecture development**
    - ▪ *Identify authoritative data sources and access*
- ✓ **Support delivery of the JLE application (GCSS-J)**
    - ▪ *Ensure data is "published" for GCSS-J "subscription"*
- ✓ **Develop commercial tools and applications that easily integrate into GCSS-J**
    - ▪ *Users must demand to use our system & applications*

Let's give him Enough and On Time