

MG Barry Bates

USA, Vice President, Operations, NDIA

**National
Defense
Industrial
Association**

“The Premier Defense Association!”

12/3/09

About Us.....

- Non-profit, educational association
- Work with industry, government and all military services
- 1,601* corporate members
- 75,545* individual members (21,843 Gov't)
- 52 Chapters
- 32 Divisions
- Army heritage

Vision

America's leading Defense Industry association
promoting National Security

Mission

- ADVOCATE: Technology for War-Fighter and First Responder
- PROMOTE: Government - Industry National Security Team
- PROVIDE: Forums for information flow between Government and Industry

Activities

- 70-80 Conferences
- 30 Exhibitions
- Advocacy for broad industrial base issues
- *National DEFENSE* magazine
- Annual *Top Issues* document
- Studies and reports

Chapters

- Extend NDIA 'reach' across the U.S.
- Provide geographic focus for NDIA vision and mission

Divisions

- Provide 'functional' focus for NDIA mission
- Populated by corporate members
- 'Mission Area' oriented

Affiliates



Association for Enterprise Information



National Training & Simulation Association



Precision Strike Association



Women In Defense

www.ndia.org

Small Business Activities

- Small Business Division
- Intellectual Property Study – Small Business Oriented
- Congressional Testimony
- Annual Small Business Top Issue
- Advocate for SBIR reauthorization
- Annual Small Business Award – *Sridhar Award*
- “How To” Breakfasts
- Advocacy for Broad Small Business Issues

International Outreach

- NATO Industry Advisory Group (NIAG)
 - Wayne Fujito, Chair of the US NIAG and NDIA representative
 - NATO's Partnership for Peace (PfP) Program since 1994
- Established Forums - International Division
 - US-Japan: Industry Forum for Security Cooperation (IFSEC)
 - US-Korea: Defense Industry Consultative Committee (DICC)
 - US-Italy: Defense Industry Cooperation Group (DICG)
- Other International Cooperation/Exchange
 - Security Cooperation Industry Group
 - Defense Attache Luncheons
 - Periodic Exchanges/Meetings
 - US-UK
 - US-Canada
 - US-Sweden
 - US-Australia
 - US-Norway

13th Annual Small Business Conference

- Small Business Legislation and Policy Updates
- Business Opportunities
 - Small Business Administration
 - Department of Army
 - Department of Homeland Security
 - Major Defense Contractors
 - AMC Opportunities Fair
- Interface with Senior Army Acquisition Leaders
- Economic Outlook
 - National Economy
 - Small Business
 - Breakout Sessions w/Special Interest Topics

Large Business Participants

3M

AAI Corporation

**Agility Defense &
Government Services**

ATK

BAE Systems

Battelle

Boeing

CSC

Defense Holdings, Inc.

General Dynamics – OTS

**Honeywell Technology
Solutions, Inc.**

Hewlett Packard

IBM

**ITT Communications
Systems**

KBR

Lockheed Martin

Oshkosh Corporation

VSE Corporation

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12/3/09





U.S. ARMY MATERIEL COMMAND

13th Annual Small Business Conference
2-3 December 2009



AMC Small Business Program

*Partners for Success: Small
Business & the Military*

LTG James H. Pillsbury



Deputy to the Commanding General





What I Want To Leave You With



- **Support entrepreneurs and their innovative spirit.**
- **Build productive partnership**
- **Steadfast environment necessary for America's small businesses to succeed.**



AMC Small Business Program



Mission

Ensure that a fair portion of contract awards is placed with small business enterprises



VISION:

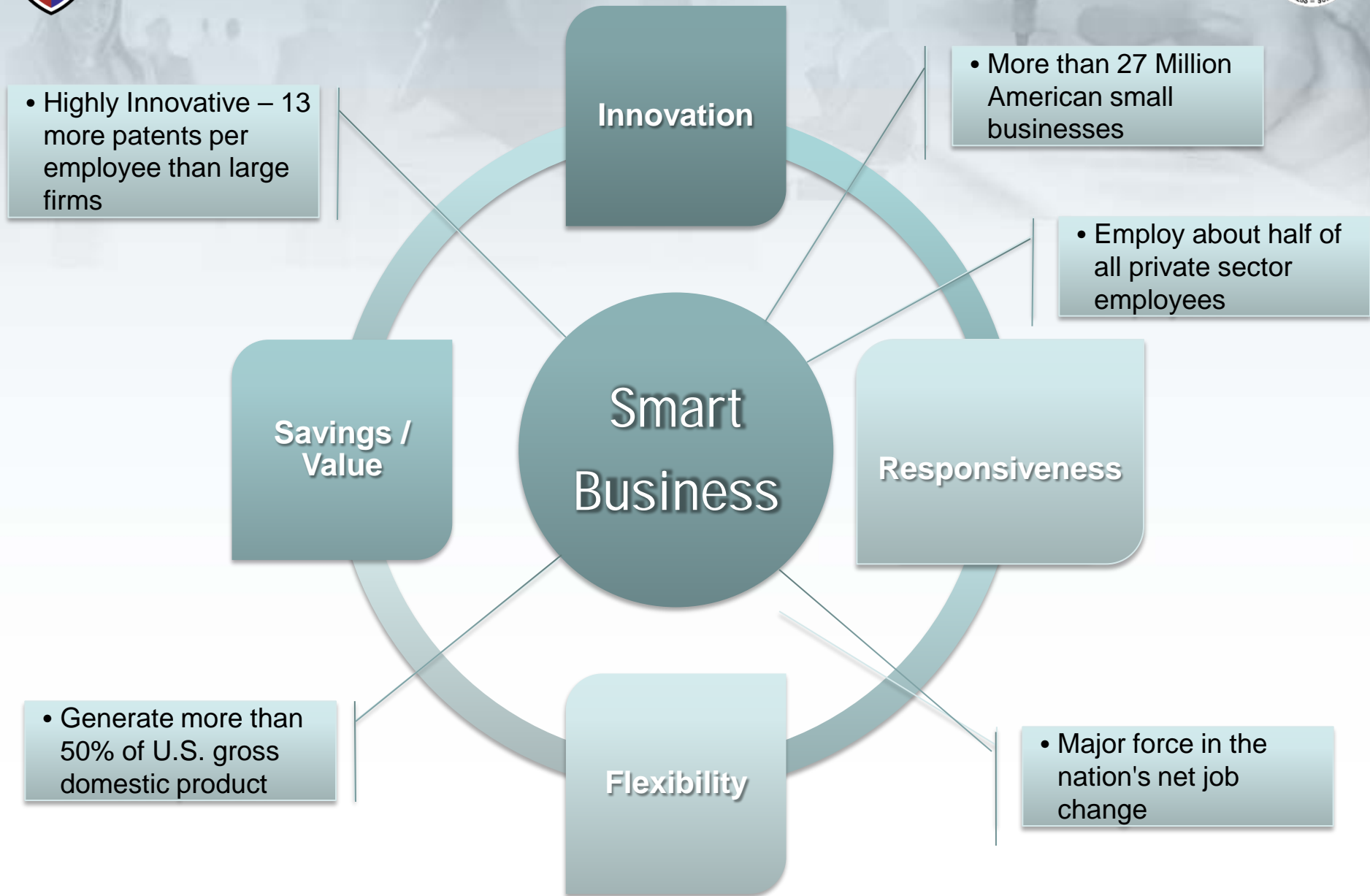
Achieving **optimum** small business participation by seeking small business solutions first

AMC CONTRACTS FOR:

- Weapon systems and equipment
- Research & Development
- Spare parts
- Maintenance
- Other services (eg. IT, Engineering Support, Logistics, etc.)



Small Business is... **BIG BUSINESS** in AMC!





Small Business is Big Business in AMC





Small Business Innovative Spirit



Speech Control of Unmanned Ground Vehicles

This technology captures speech in the ear canal and uses it to control devices and communications. Heads-up and hands-free operation, with increased situational awareness, decreased training time and improved man-machine interface.

UAV Bi-Directional Remote Video Terminal

Provides the Soldier w/the ability to easily control, task, manage and gain battlefield situational awareness. It intelligently monitors vital UAV and GCS systems and informs the users when parameters exceed defined limits. It gives minimally trained soldiers the ability to control UAVs payload and autonomously track fixed and moving targets.

Enhanced Chemical Decontamination

An immediate chemical hazard containment and neutralization system, offering protection from liquid and vapor chemical spills and releases from known or unknown origin – was voted an Army's Top Ten Greatest invention. Requires minimal training to use and has no logistical burden, allowing expanded utility for many safety response applications.



Defining Moment – Need Your Support



2010:

OIF Drawdown

Army Reset

BRAC

Exercises

OEF operations

Home station training

- Roughly 3.3 million pieces of equipment in Iraq in addition to ongoing operations
- No small task – requires “out of the box” thinking and execution to accomplish
- Has to be efficient/effective – address the needs of our military and our obligations to American taxpayers
- We are committed to overcoming the obstacles that inevitably develop in a logistics operation of this magnitude - - - we will need your support to accomplish



Final Thoughts



- **WE** continue to do **GREAT** things for our **Soldiers** during a period of persistent conflict
- **RESPONSIBLE** resource stewardship
- Should be **ONE-TEAM** with multiple players and a spectrum of skills working to a common purpose through Collaboration, Communication & Cooperation
- Can't do this without each of you in this room



**FOCUSED ON THE
WARFIGHTER**



13th Annual Small Business Conference

December 2, 2009

Ms. Tracey Pinson
Director, Office of Small Business Programs
Office of the Secretary of The Army



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ARMY STRONG.



VISION

To Be The Premier Advocacy Organization
Committed To Maximizing Small Business
Opportunities In Support Of The Warfighter
And The Transformation Of The Army.



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MISSION

- Advise the Secretary of the Army and the Army Leadership on Small Business Related Matters
- Spearhead Innovative Initiatives that Contribute to expanding the Small Business Industrial Base Relevant to the Army Mission and Priorities
- Leverage the Use of Minority Serving Educational Institutions in Support of Army Science and Technology Programs



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FY09 ARMY PRIME CONTRACT AWARDS

	Total Dollars	Achieved	Army Target	Nat'l Goal
US Business	\$104,738			
Small Business	\$29,508	28.17%	24.0%	23.0%
Small Disadvantaged Business	\$ 11,272	10.76%	8.0%	5.0%
Women-Owned SB	\$ 4,458	4.3%	3.5%	5.0%
HUBZone Small Business	\$ 5,347	5.1%	3.0%	3.0%
Veteran-Owned SB	\$ 3,509	2.6%		
Service Disabled Veteran-Owned SB	\$ 2,540	2.4%	1.2%	3.0%

Source: FPDS-NG as of 11/6/09



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ARMY OSBP FOCUS FY10

- Small Business Participation in Major Systems Programs (ASARC)
- Promote Greater Involvement of SBs in Army Contracts for Services (AASP)
- Service-Disabled Veteran-Owned SB Program
- Contract Bundling and Consolidation
- Continue support of HBCUs & MIs in the Acquisition Process despite the Rothe Decision
- Subcontracting Plan Development and Enforcement
- Accurate Data Reporting
- Staffing of Small Business Offices and development of SB personnel



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MAJOR SYSTEMS PROGRAMS REVIEWED BY THE ARMY OSBP

Reviewed 1 Oct 08 through 30 Nov 09

1. Future Combat Systems
2. Family of Medium Tactical Vehicles Rebuy
3. Mine Resistant Ambush Protected All-Terrain Vehicle (MRAP Lite)
4. LW50
5. Biometrics
6. Joint Air-to-Ground Missile
7. Joint Cargo Aircraft
8. General Fund Enterprise Business System
9. Aerial Common Sensor
10. Extended Range/Multi-Purpose Unmanned Aircraft System
11. Guided Multiple Launch Rocket System Alternate Warhead Program
12. Common Infrared Countermeasures
13. Abrams Engine TIGER Program



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MAJOR SYSTEMS PROGRAMS REVIEWED BY THE ARMY OSBP
(continued)

14. Integrated Air and Missile Defense (IAMD)
15. Stryker Mobile Gun System
16. WIN-T Increment 2
17. PEO EIS (Pre-CSB Army OIPT on General Funds Enterprise Business Systems (GFEBs) and the Global Combat Support System-Army (GCSS-A))
18. Brigade Combat Team (BCT) Modernization
19. Light Utility Helicopter
20. Apache Block III
21. Bradley Upgrade
22. CH47F
23. CHEM DEMIL-CMA
24. Excalibur
25. Extended Range/Multi-Purpose Unmanned Aircraft System (ER/MP UAS)



**MAJOR SYSTEMS PROGRAMS REVIEWED BY THE ARMY OSBP
(continued)**

- | | |
|--------------------|---|
| 25. FBCB2 | 36. MCS |
| 26. FMTV | 37. NLOS-LS |
| 27. GCCS-A | 38. PATRIOT PAC-3 |
| 28. GFEBs | 39. PATRIOT/MEADS |
| 29. GMLRS | 40. Spin-Out Early Infantry Brigade
Combat Team (SO-EIBCT) |
| 30. HIMARS | 41. UH60M Blackhawk Upgrade |
| 31. HMMWV | 42. WIN-T Increments 1, 2, and 3 |
| 32. IAMD | |
| 33. JLENS | |
| 34. Longbow Apache | |



ACQUISITION STRATEGY SERVICE PANEL (ASSP) REVIEWS

Period: Oct. 2008 thru Nov. 2009

- USACE Utility Monitoring and Control Systems (UMCS) – \$900M
- AMCOM Aviation (C-12/RC-12/UC-35) Life Cycle Contract Support Services - \$560M
- AMCOM Production Integration Facility (PIF) support services - \$4.5B
- ACOE-Kansas City, CONUS Environmental Remediation Services - \$830M
- Army Contracting Command – Rock Island, Kuwait Base Operations and Security Support Services (K-BOSSS) - \$3.14B



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ACQUISITION STRATEGY SERVICE PANEL (ASSP) REVIEWS (Continued)

- RDECOM Afghanistan National Security Sector Development and Fielding Program (ANSSDFP) - \$824M
- USACE-Huntsville, Electronic Security Systems (ESS-V) Program - \$900M
- USASMDC/ARSTRAT Systems Engineering and Technical Assistance Program - \$2.75B
- USACC – Rock Island Heavy Lift Seven (HL7) Transportation Program - \$1.1B



FY08 SUBCONTRACTING DOLLARS

	FY08 Dollars (in millions)	FY08 Achieved	FY08 Goal
US Business	\$117.2		
Small Business	\$66.8	57%	45%
Small Disadvantaged Business	\$18.1	15.4%	7%
Women-Owned	\$11.5	9.8%	7%
HBCU/MI	\$5.0	4.3%	1%
HUBZone SB	\$3.8	3.2%	3%
Veteran-Owned SB	\$14.7	12.5%	3%
Service Disabled Veteran-Owned SB	\$13.4	11.4%	3%



MENTOR-PROTÉGÉ PROGRAM STATUS

Number of active agreements

- 24 agreements are in place
- 15 Mentors (11 large, 2 graduated 8a, 2 small firms)
- 24 Protégés (16 SDB, 13 8(a), 11 WOSB, 3 SDVOSB, 4 HUBZone, 7 Indian Owned)

For Army, 1 round of proposals in Fiscal Year 2009 -- Proposal due date: **15 FEB 2010**

Protégé Statistics*

- 16 Small Disadvantaged Businesses
- 13 8(a) firms
- 11 Woman-Owned Small Businesses
- 3 Service Disabled Veteran-Owned Small Business
- 4 HUB Zone Small Businesses
- 7 firms owned by Indian Tribes

*Various protégés qualify
under more than one category



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POLICY ISSUES

- Parity among programs
- Insourcing
- 8(a) program regulations
- Rothe decision



AMERICA'S ARMY:
THE STRENGTH OF THE NATION™

Save the Date: July 19-22 2010

**The 6th Annual
National Veteran
Small Business
Conference & Expo**



Sponsored by the Veteran Small Business Federal Interagency Council
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UNC
KENAN-FLAGLER
BUSINESS SCHOOL

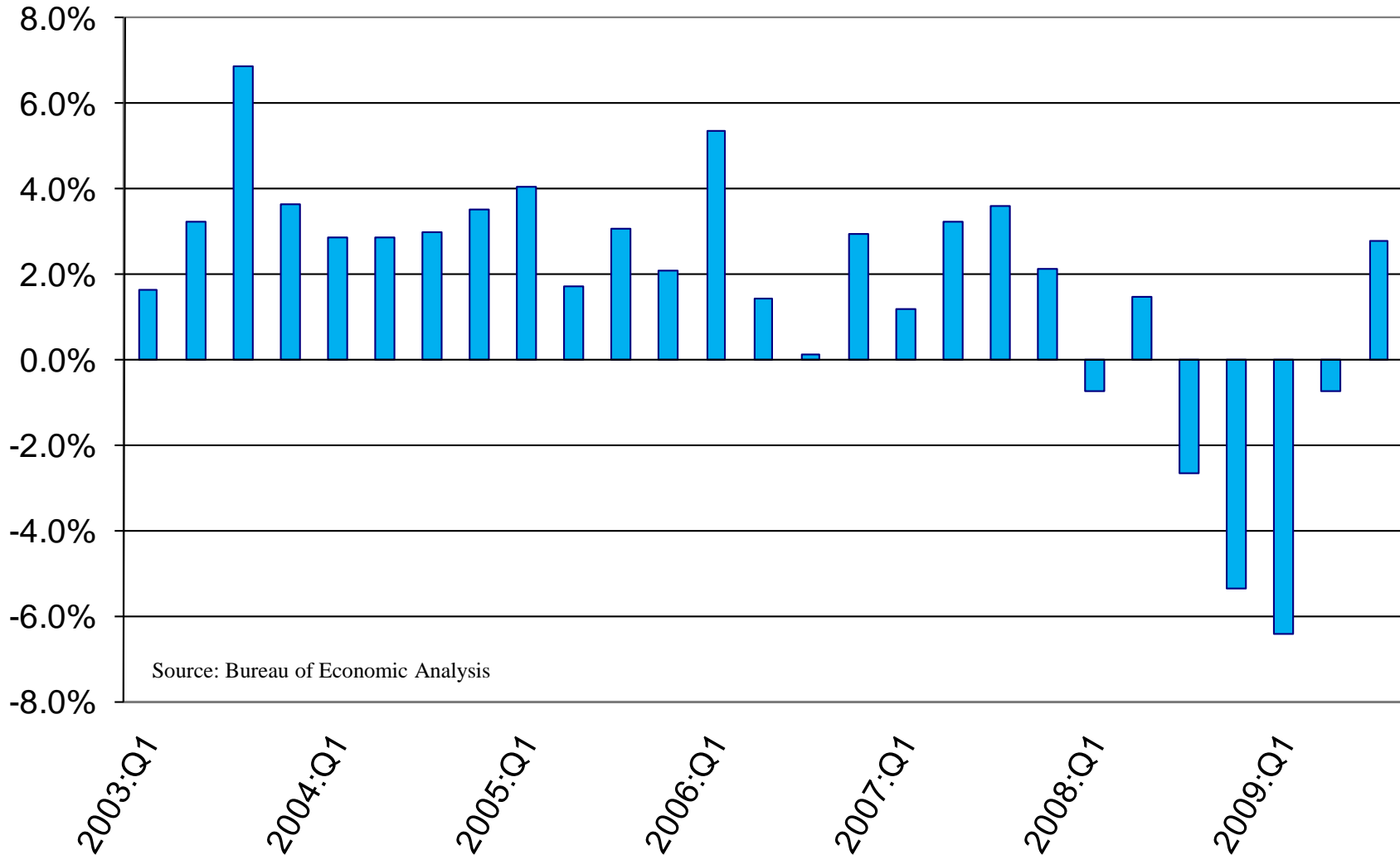
OUTLOOK FOR THE ECONOMY AND CONSIDERATIONS FOR BUSINESS

Dr. Christian T. Lundblad

13th Annual Small Business Conference

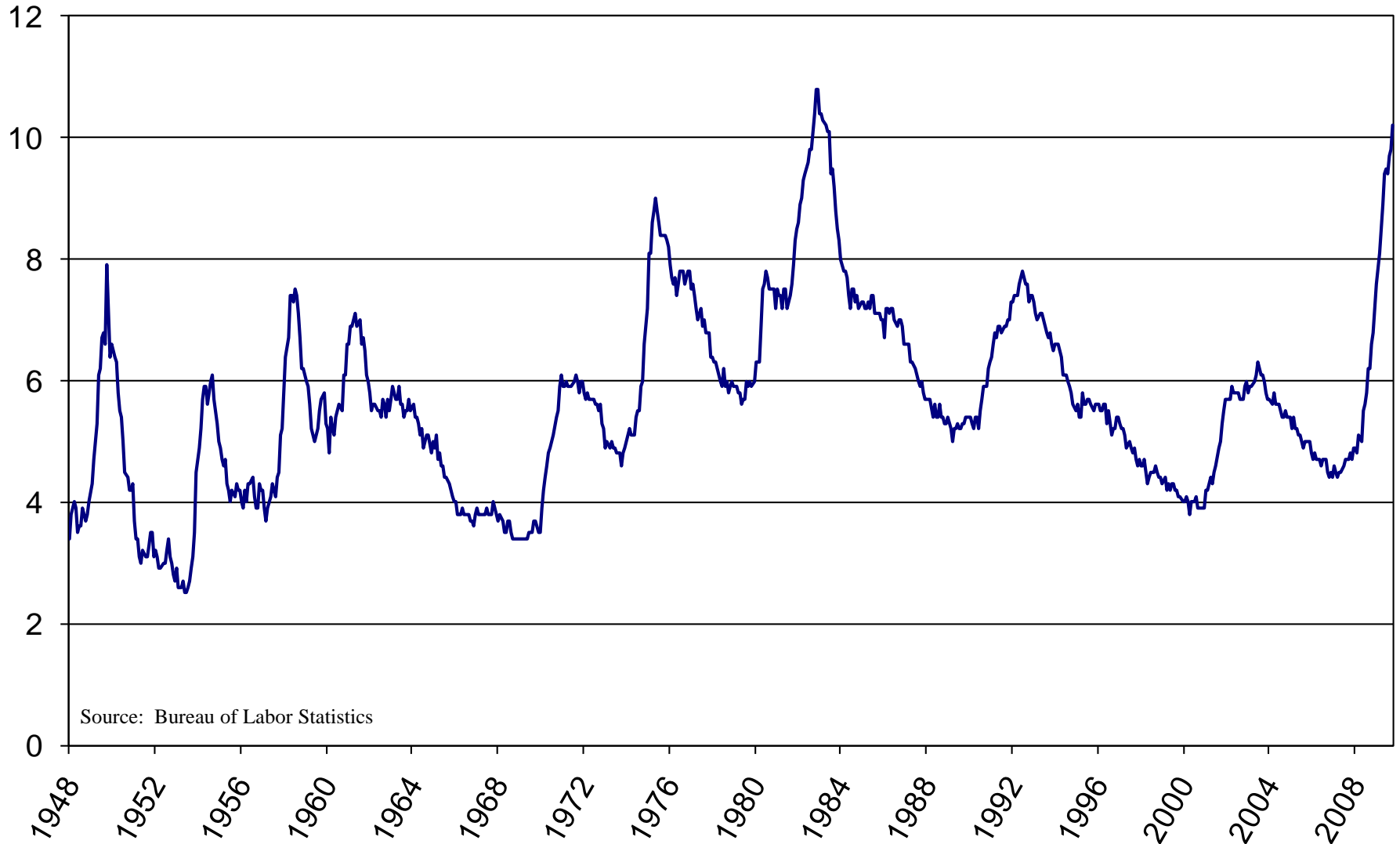


Where are we now? Real U.S. GDP Growth





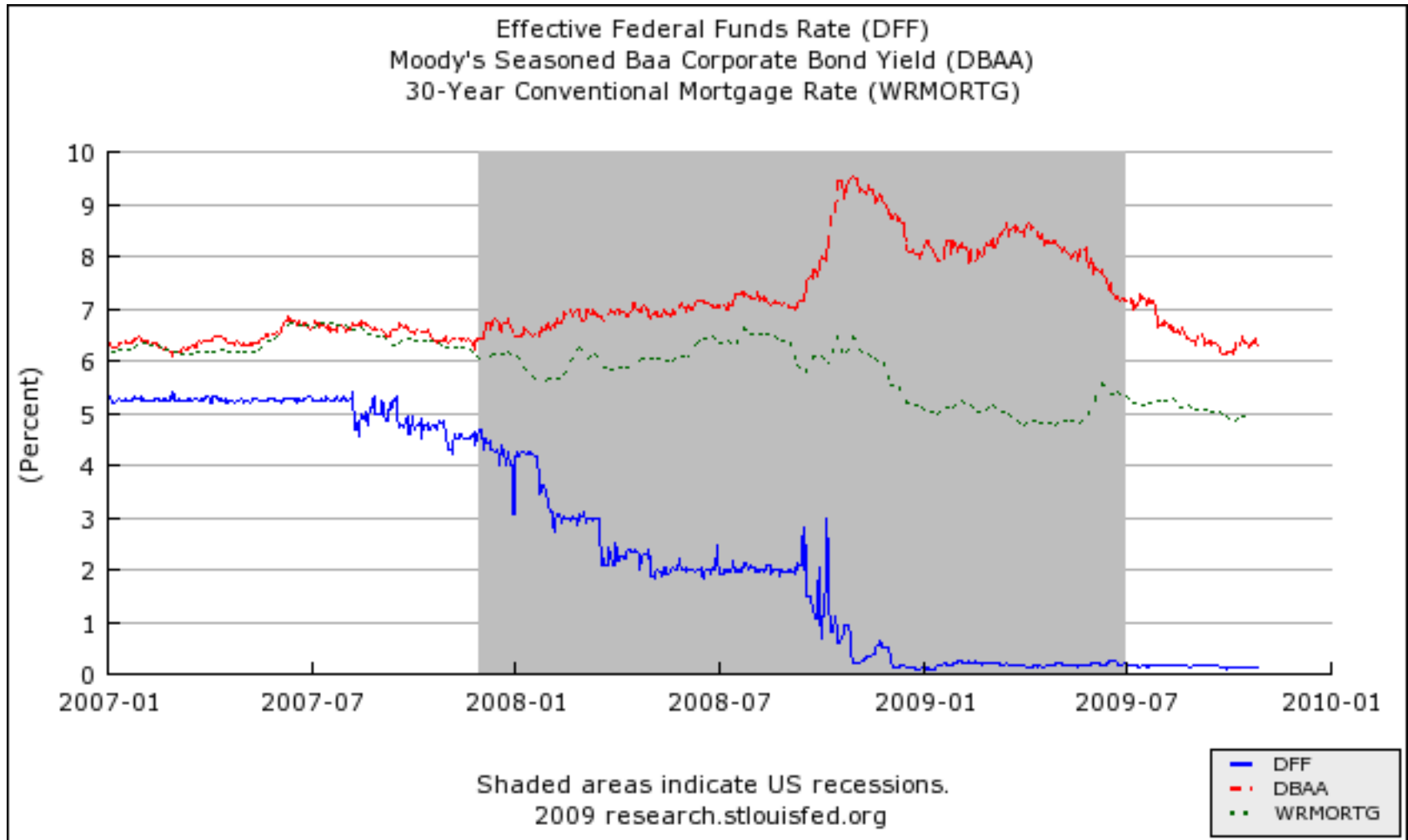
U.S. Unemployment Rate (Percent)



Source: Bureau of Labor Statistics



Pushing on a String?

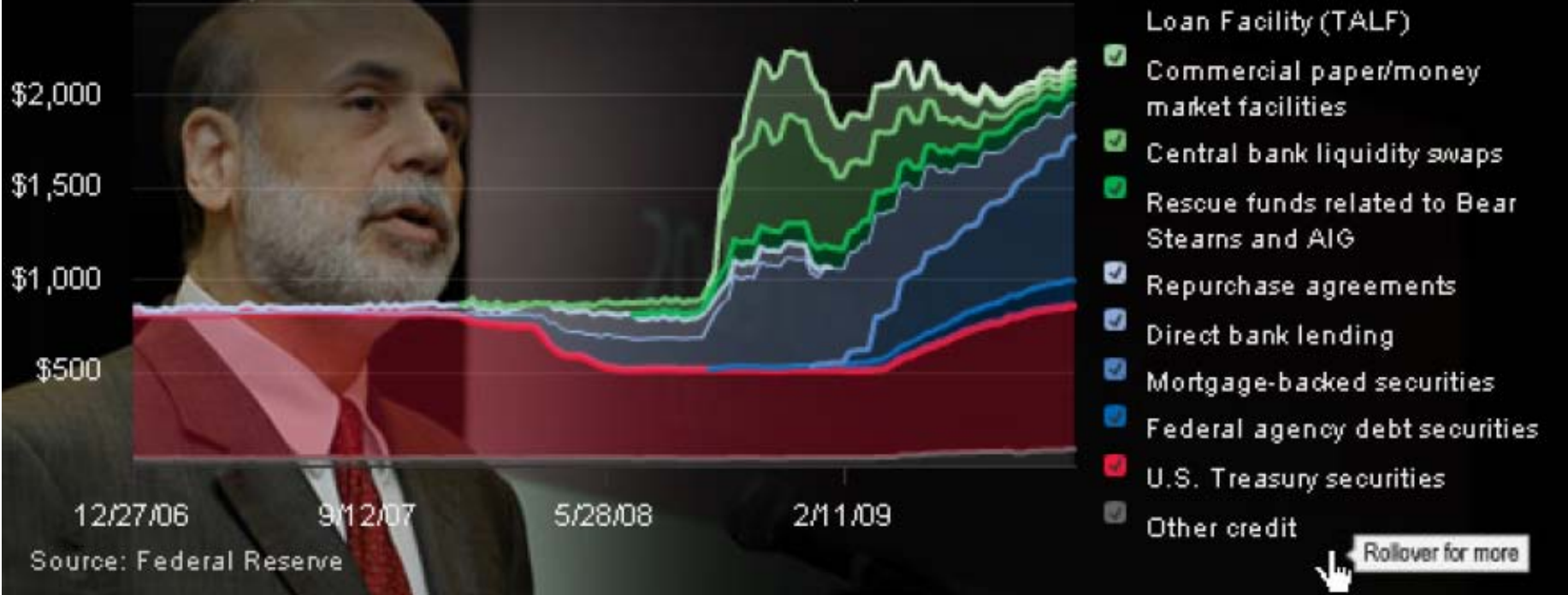




Non-traditional Monetary Stimulus

Fed Balance Sheet

The size and composition of assets on the Fed's balance sheet, in billions.

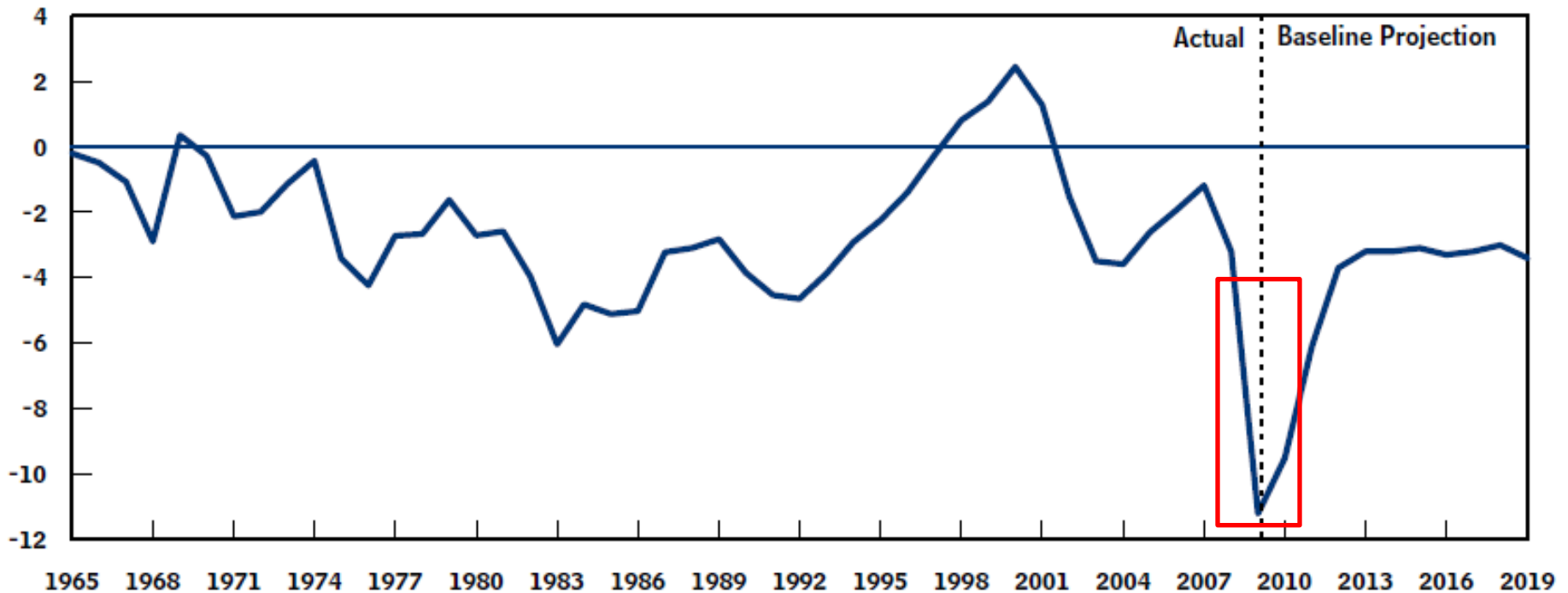


Graphic: WSJ



The Total Deficit or Surplus

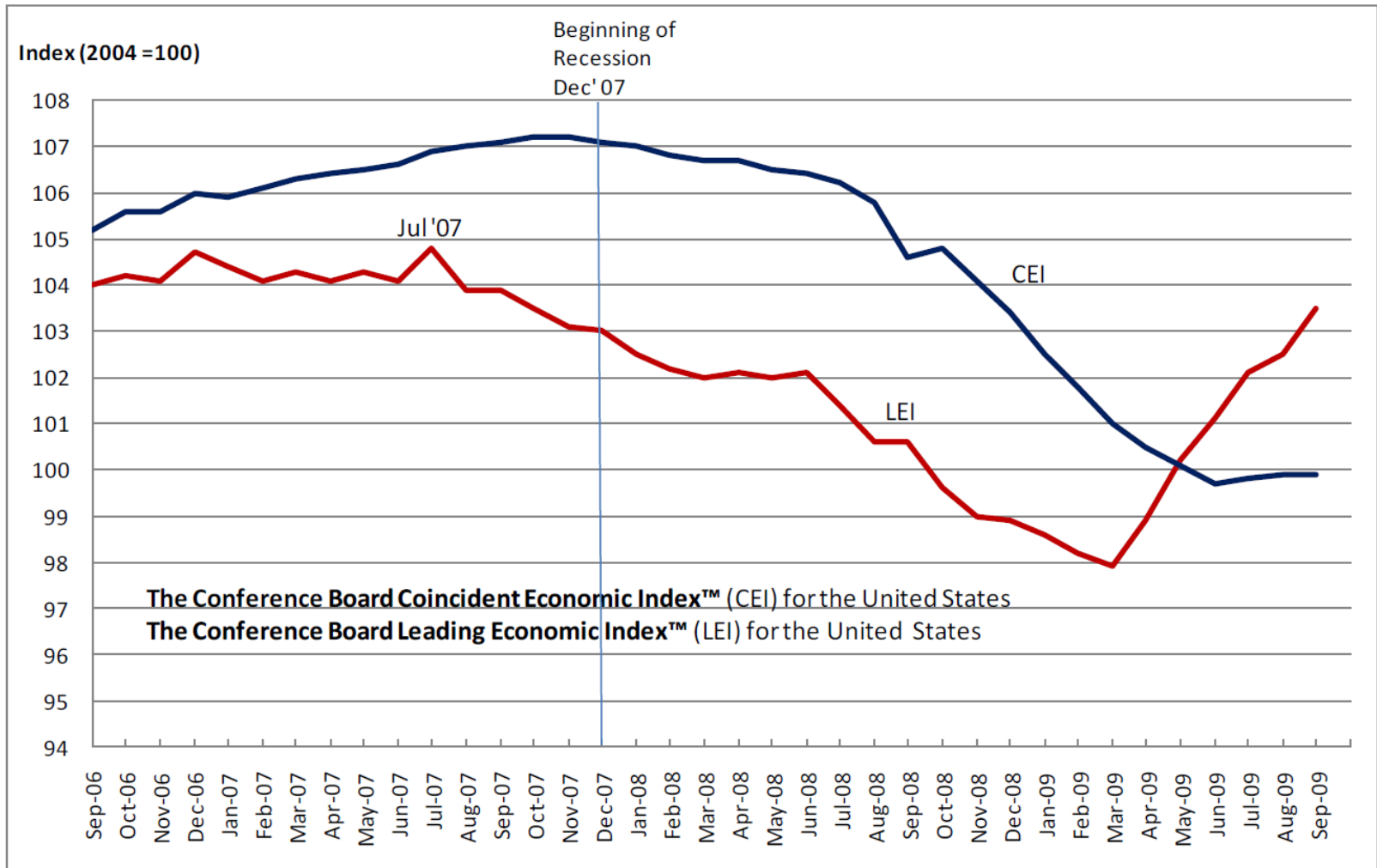
(Percentage of gross domestic product)



Source: Congressional Budget Office.

Leading Indicators

The Conference Board Leading Economic Index™ for the U.S. Improves; Sixth Consecutive Increase

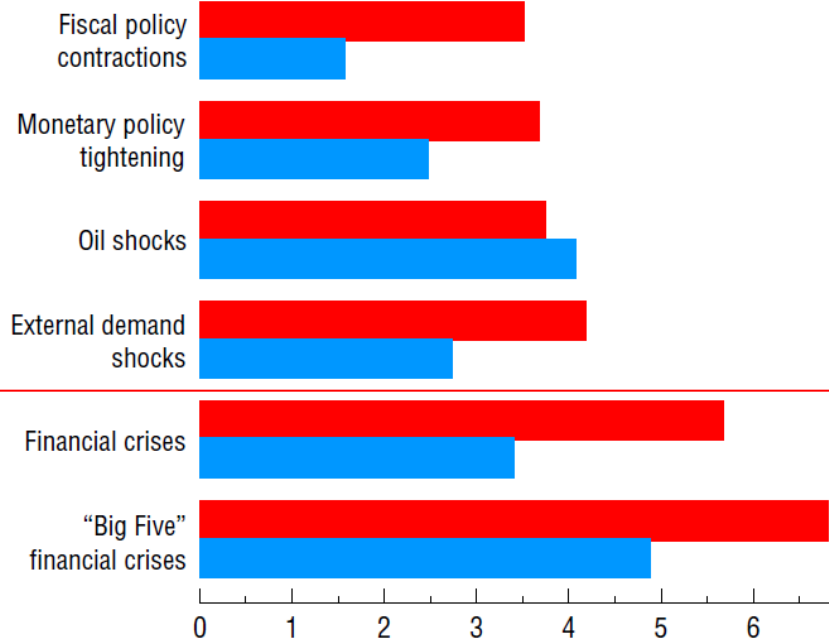


Financial Crises and Recessions

Downturns, while painful, are usually relatively brief
[3.6 quarters, on average, across advanced economies]
BUT, ...

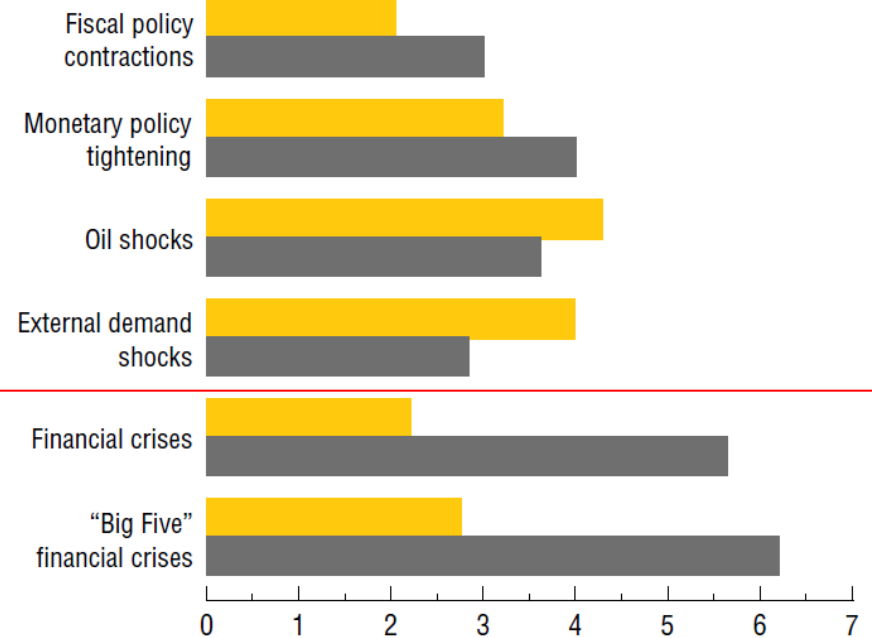
Recessions

■ Duration (quarters)
■ Output loss (percent from peak)



Recoveries

■ Output gain after four quarters (percent from trough)
■ Time until recovery to previous peak (quarters)

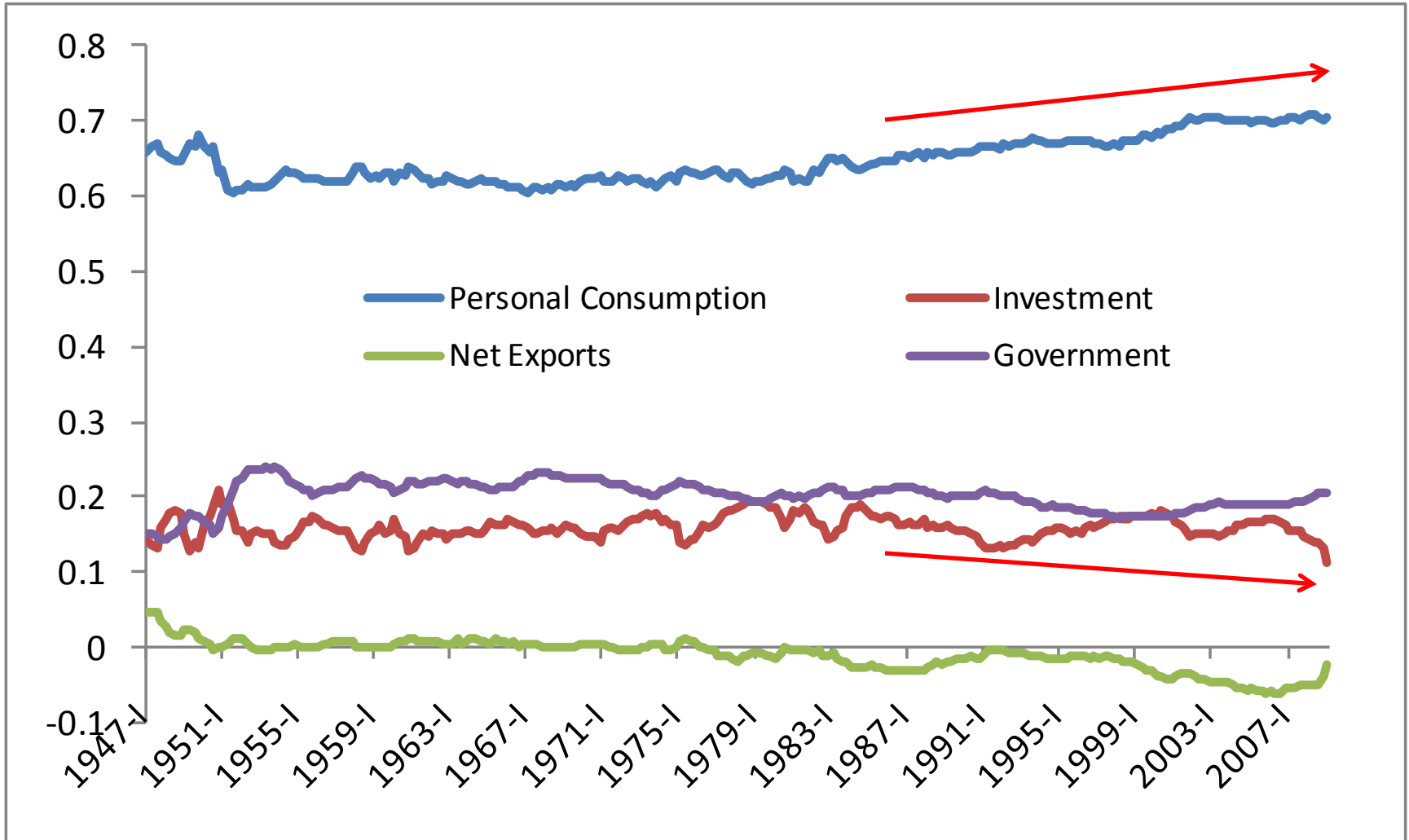


Forecast Risks: Beyond the Immediate

- (1) The “Unknown” Unknowns
- (2) The Limitations and Tradeoffs of Active Policy
- (3) Deflation or Inflation?
- (4) Fiscal Unfunded Liabilities

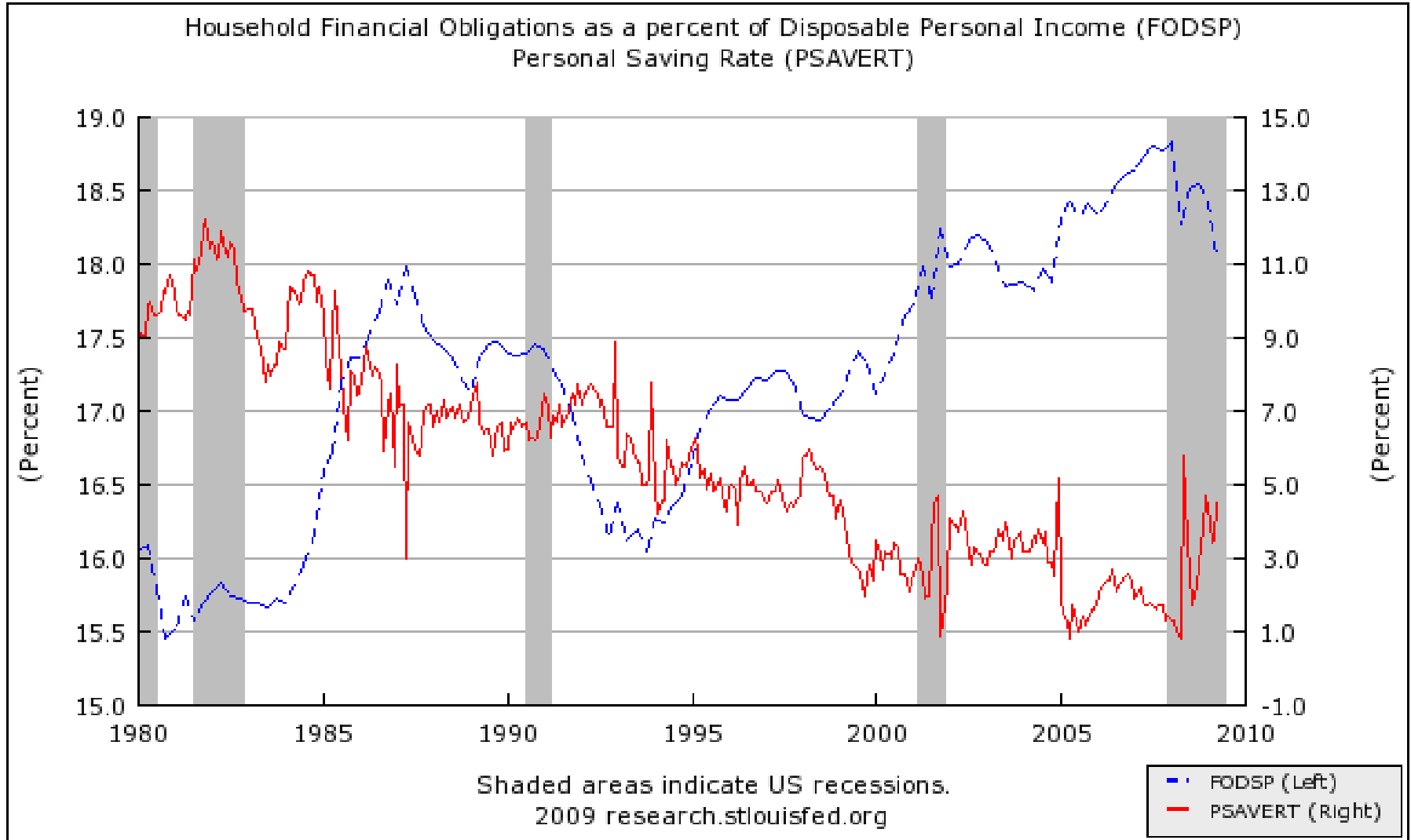


Challenge #1: The U.S. Consumer





Challenge #1: Excess U.S. Consumption is Over



Challenge #1: The U.S. Consumer

The days of excess consumption are over; where is the engine of the global economy?

Very low probability of a V-shaped recovery.

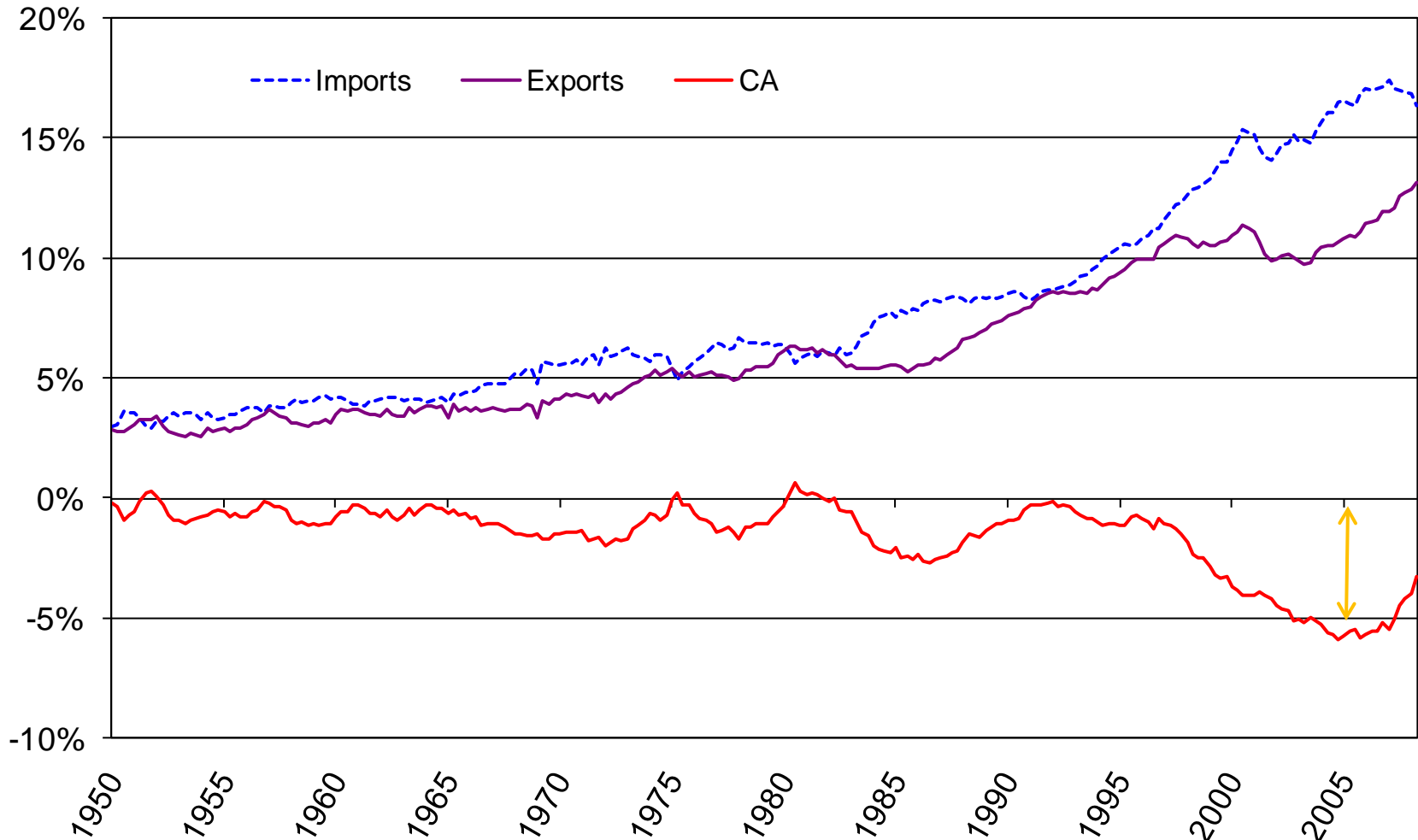
Consumer-oriented U.S. and global businesses will continue to struggle.

This raises particular challenges for China, Canada, Mexico, and others exporting nations.



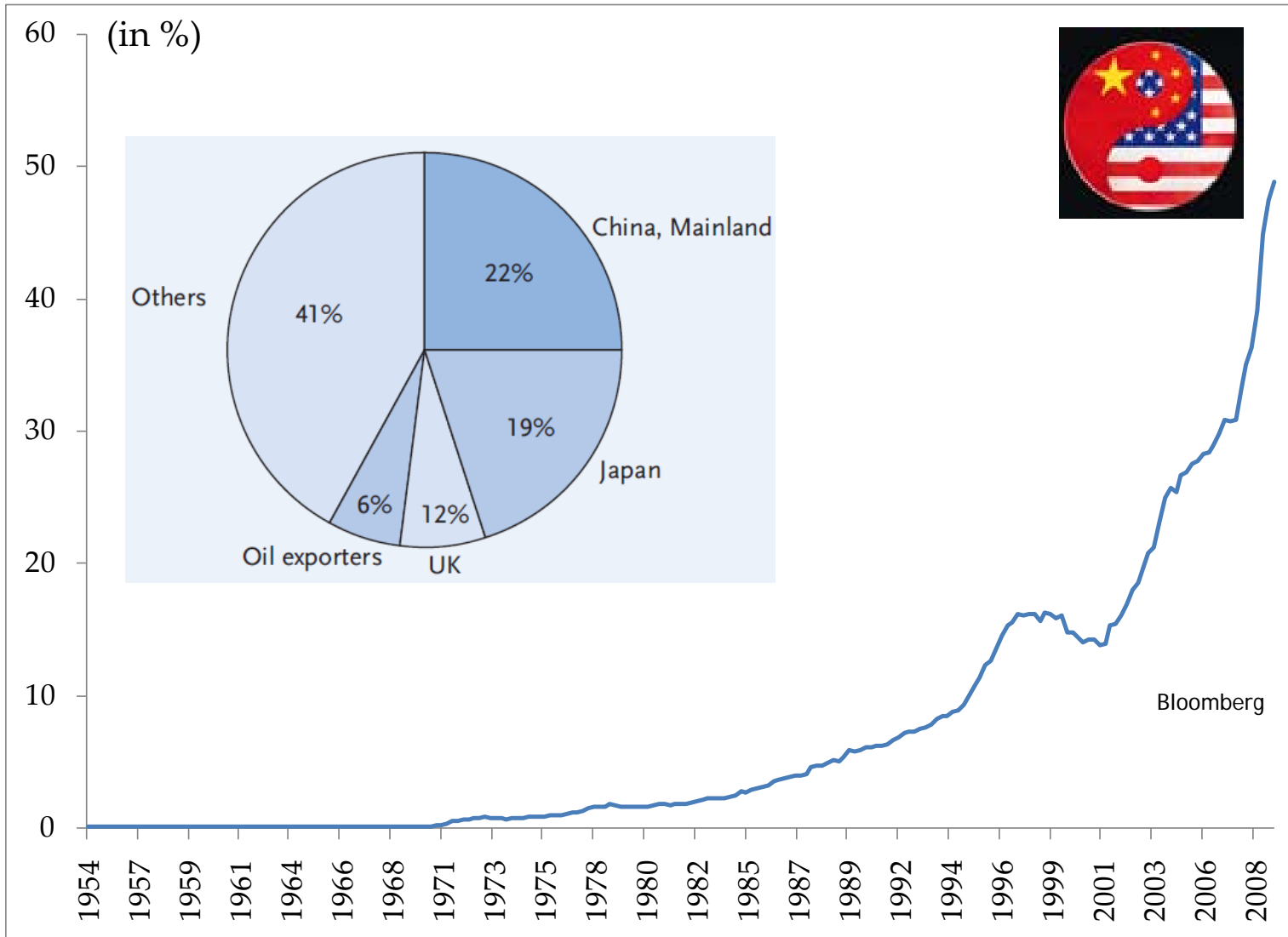
Challenge #2: The Trade Imbalance

U.S. Exports, Imports, & CA Deficit
(Quarterly, Percent of GDP)





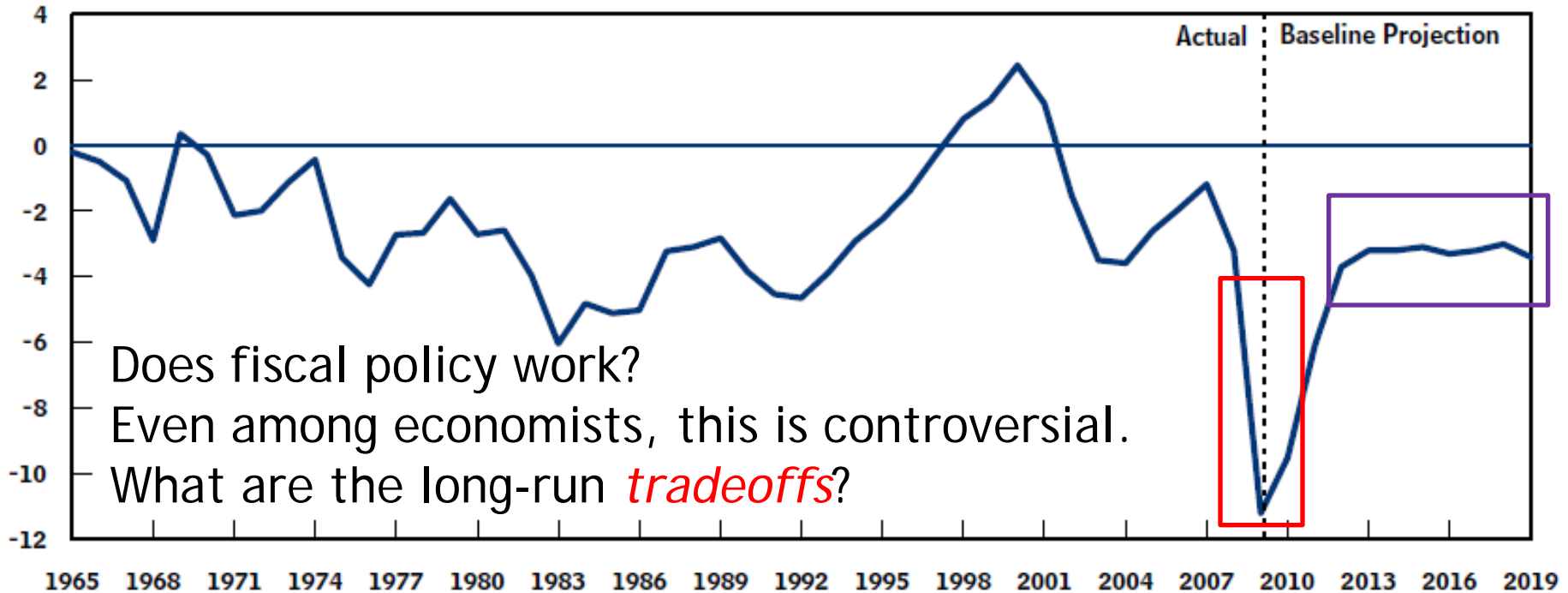
Foreign Holdings of U.S. Treasuries



Challenge #3: The Downside of Fiscal Policy

The Total Deficit or Surplus

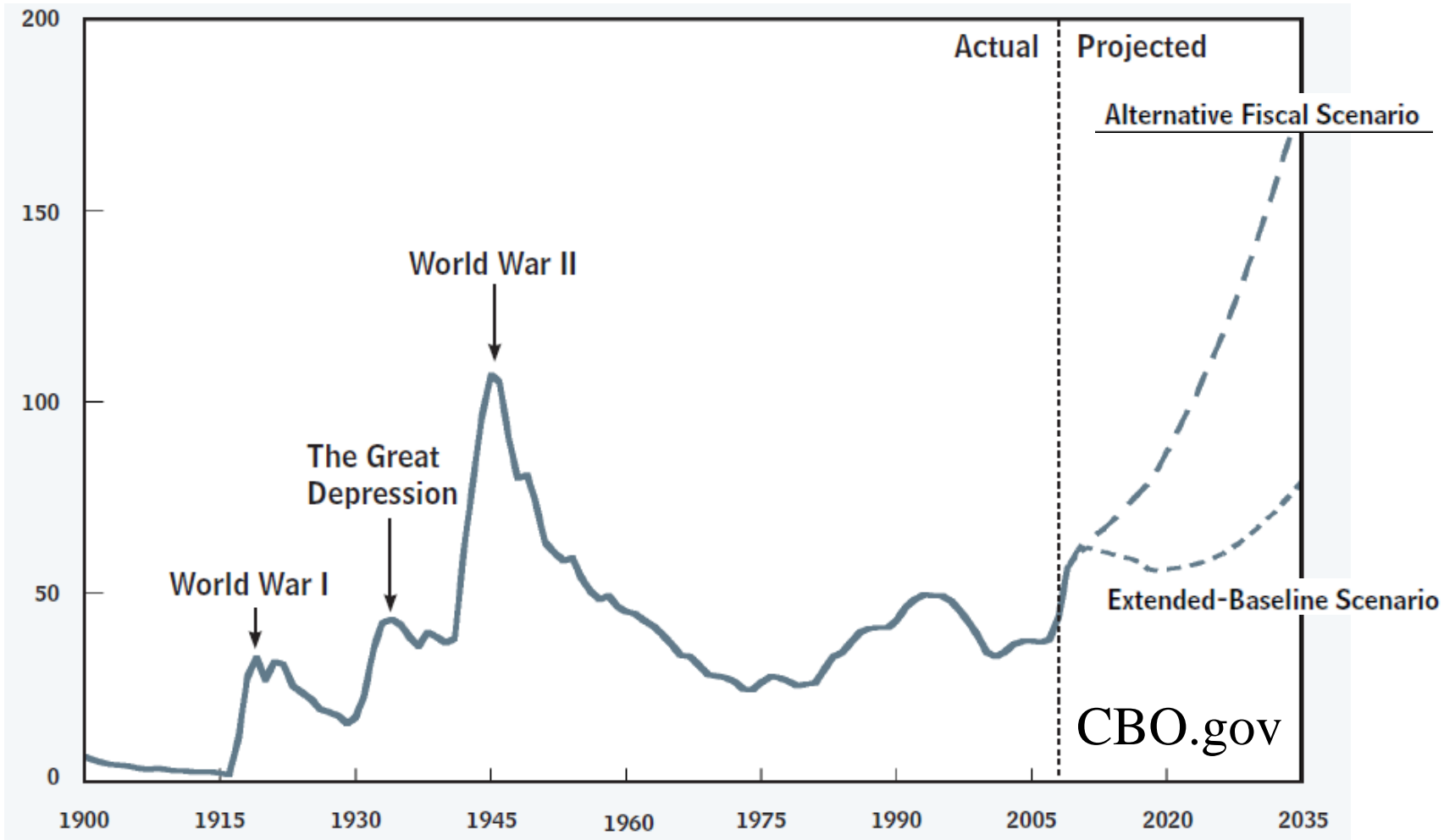
(Percentage of gross domestic product)



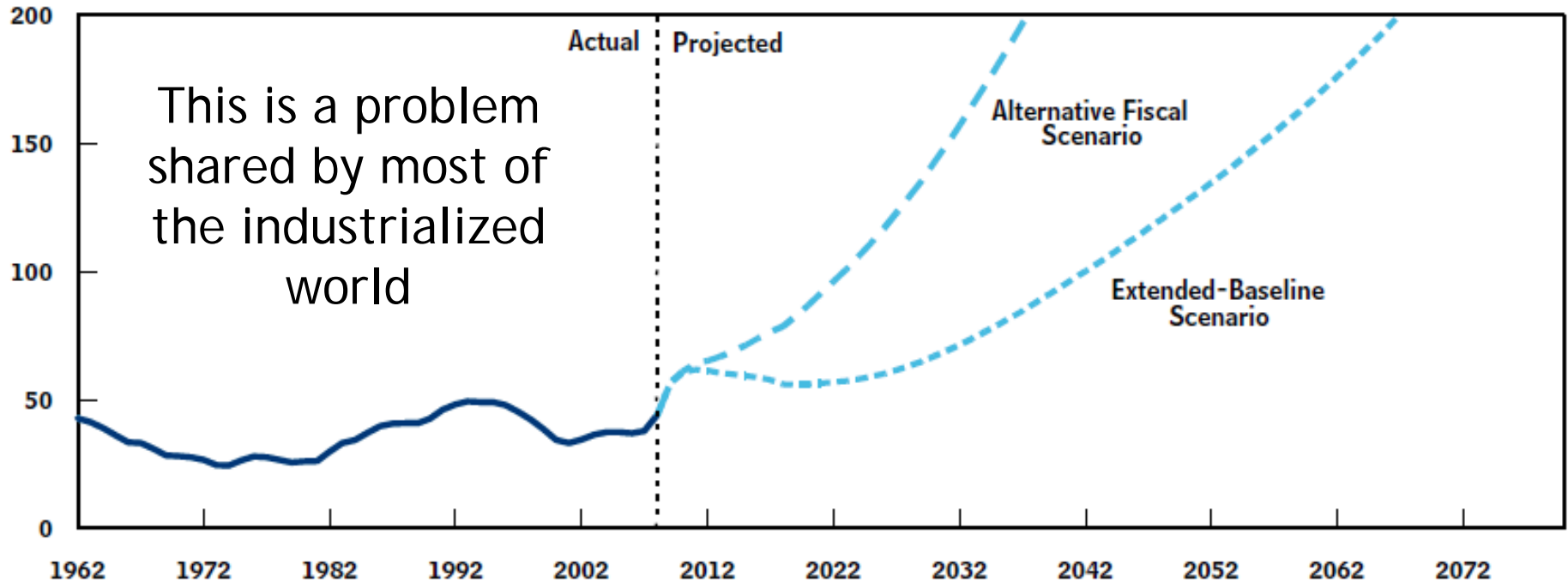
Source: Congressional Budget Office.



Fiscal Policy: U.S. Debt as a Percentage of GDP



Fiscal Policy: U.S. Debt Held as a Percentage of GDP



Source: Congressional Budget Office.

Note: The extended-baseline scenario adheres closely to current law, following CBO's 10-year baseline budget projections from 2009 to 2019 and then extending the baseline concept for the rest of the projection period. The alternative fiscal scenario deviates from CBO's baseline projections, beginning in 2010, by incorporating some changes in policy that are widely expected to occur and that policy-makers have regularly made in the past.

- Acknowledging significant uncertainty, we have reached the trough. The question is how robust the recovery will be.
- Things do not look particularly promising for the next two years. This is particularly true for firms linked to the U.S. consumer.
- SME financing will likely remain constrained. Aside from a few names, the banking sector is still hurting.
- The monetary and fiscal policy responses may provoke continued USD weakness.
- Re-regulation? Nascent protectionism?

The global economy must undergo a significant transformation.

- (1) The emerging market consumer **WILL** (eventually) be the new engine of global growth. The U.S. driven model no longer applies.
- (2) Natural resources and the environment. Green technology, yes, but potentially a very different supply chain and global model.
- (3) Demographic challenges.
- (4) Caveat: do not underestimate the resiliency of North American economy.



Mr. Joseph Jordan

*Associate Administrator for Government Contracting and Business
Development, U.S. Small Business Administration*



Ms. Nancy Small

Director, Small Business Programs, AMC



NDIA Small Business Conference

Paul Gosling
VP, GPSC Defense



Defense

- **Oshkosh Defense is a key tactical wheeled vehicle supplier for the U.S. and other international militaries**
- **Broad product line encompasses vehicles with payload capacities ranging from 2.5 to 70+ tons**
- **Innovation leader**
- **Leadership position in worldwide, integrated logistics support (ILS)**
- **State-of-the-art facilities in Oshkosh, WI and McConnellsburg, PA**



What You Will Hear Today about M-ATV

- Personal involvement is needed to make the program successful for the Warfighters
- This is the Number One priority in the Department of Defense above all other DX rated contracts
- Delivery to the Warfighter is the number one priority
- Deliver a product that will help our son's and daughter's return home
- Remember why we are here today



Mission Tagline

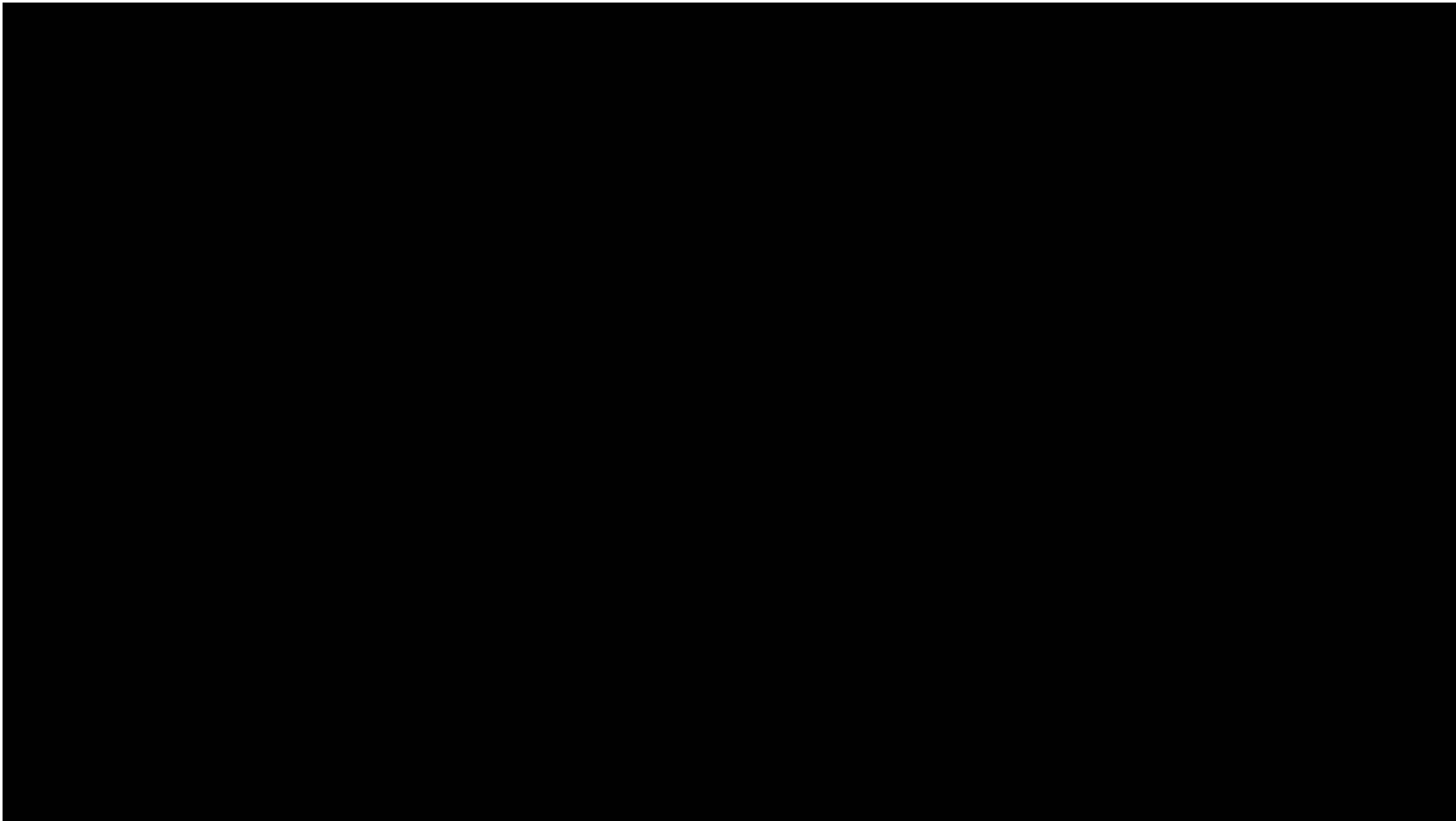
“At Oshkosh, our main focus is to ensure that M-ATVs are waiting in theater for the Warfighters when they arrive rather than having the Warfighter wait for the vehicle”

Robert G. Bohn

Chairman and CEO

Oshkosh Corporation






OSHKOSH



M-ATV Background

- The U.S. Warfighter has an *Urgent Need* for an MRAP All Terrain Vehicle (M-ATV) that:
 - ✓ Is lighter
 - ✓ Has excellent off-road mobility
 - ✓ Is highly maneuverable
 - ✓ Maintains MRAP survivability
- The M-ATV must also:
 - Meet an aggressive production schedule
 - Be a non-developmental and mature system
 - And be cost competitive



M-ATV Mobility

- Current MRAP vehicles have done their job in Iraq, where missions are primarily “on-road” but these MRAPs do not perform well in “off-road” missions
- As the fight moves to the rough terrain of Afghanistan, the need for a highly mobile vehicle increases
- A highly capable vehicle chassis and suspension that can (1) currently meet these mobility requirements, (2) is truly non-developmental and (3) can meet the M-ATV program’s aggressive schedule is the Medium Tactical Vehicle Replacement (MTVR) with TAK-4 independent suspension
- The MTVR chassis and TAK-4 independent suspension is the backbone of Oshkosh’s M-ATV solution



We Will Deliver

- This is an Urgent Need for Afghanistan
- The Oshkosh M-ATV was selected on June 30, 2009 for this need – MRAP level survivability with enhanced mobility
- Oshkosh leaned forward and began M-ATV production long before contract award
- The Warfighter and Taxpayer deserve a combat vehicle that can reliably take the Warfighter to the fight and back
- We will ensure that we deliver on or ahead of schedule, and that troops will not have to “wait” for these critical vehicles for the Afghanistan mission



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Oshkosh Defense M-ATV Contracts

- **IDIQ Contract awarded 30 April 2009**
 - Delivery Order #1 for 3 test vehicles delivered to APG as part of production down select evaluation
 - Oshkosh selected for and awarded Initial Production Delivery Order (IPDO) (Delivery Order #2) on 30 June 2009
- **IPDO Award Highlights**
 - 2,244 Vehicles for \$1.056 billion
 - 42 ea ASL & PLL parts packages
 - 11 ea De-Processing parts packages
 - Initial FSR Support (CONUS)
 - Level of Effort Engineering Support
- **Additional order announced 31 July 2009**
 - Additional 1700 vehicles plus spare parts for \$1.05 billion
- **Additional order announced 14 September 2009**
 - Additional 352 vehicles plus aftermarket parts package for \$189 million
- **Additional order announced 9 October 2009**
 - Additional 923 vehicles for \$408.5 million
- **Additional order announced 10 November 2009**
 - Additional 1000 vehicles for \$438 million



Delivery Schedule

• 30 DAC (July)	45 Vehicles
• 60 DAC (Aug)	50
• 90 DAC (Sept)	100
• 120 DAC (Oct)	385
• 150 DAC (Nov)	664
• 180 DAC (Dec)	1000
• 210 DAC (Jan 2010)	1000
• 240 DAC (Feb)	1000
• 270 DAC (Mar)	975
• 300 DAC (Apr)	1000
<hr/>	
Total	6,219 Vehicles



Defense – Heavy Payload



HEMTT A3



LVSR



PLS



HET



US Army Family of Heavy Tactical Vehicles (FHTV)

- **Heavy Expanded Mobility Tactical Truck (HEMTT)**
 - 13-ton payload
 - 23,000+ produced to date
 - C-130 transportable
 - Several “family” variants
 - HEMTT A3
 - New and Recap A4
- **Palletized Load System (PLS)**
 - 18-ton payload - removable in less than 30 seconds
 - 5,900+ produced to date
 - 10,00+ Trailers to date
 - Container Handling Unit (CHU)
 - New and Reset
 - PLS Block I
- **Heavy Equipment Transporter (HET)**
 - 70-ton Tank Transporter
 - 4,400+ produced to date
 - Reset



OSHKOSH



Defense – Medium Payload



MTVR Cargo Variant



MTVR Dump Variant



MTVR Wrecker Variant



MTVR Tractor Variant



USMC MTRV Family of Variants



- Over 10,000 produced to date for USMC and Navy Seabees
- MTRV is “on-duty” in Afghanistan and Iraq
- 70% off-road / 30% on-road mission profile
- C-130 transportable
- Armor-ready at highest levels of protection



- Available Variants
 - Standard Cargo (MK23/MK25)
 - Extended Cargo (MK27/MK28)
 - Dump Truck (MK29/MK30)
 - Tractor (MK31)
 - Wrecker (MK36)
 - HIMARS (Artillery) (MK37)



- Future Variants
 - Load Handling System (LHS) 6x6
 - Load Handling System (LHS) 8x8
 - MTRV-L (4x4)



Global Procurement Supply Chain 4 Priorities

Delivery / Supply Chain

Develop Supply Chain Capability

- On time delivery to station
- Premium freight
- Achieve budgets (Logistics, Inventory, Containers)
- Value chain mapping
- Ensure strong Supply Chain capability
- Manage critical supplier issues
- Support Manufacturing Footprint

Quality / Launch

Quality / Cost Improvements

Total Cost Approach

- Plant Disruptions/ Stock outs/ Down time
- Flawless Launch Execution
- Waste elimination
- Warranty improvement

NPD - Program Management

New Programs @ Right Quality, Right Time, Right Cost

- Right resources dedicated to the project
- On time achievement of milestones
- Quality of engineering / design / services / technology
- Design to cost vs. cost of design

Competitiveness

Best Landed Cost Globally

- Best landed cost (TLC)
- Sustainable cost structure
- Cost driver / detailed supplier cost break downs
- Value creation vs. competition
- Grow Best Performing Suppliers
- Global Sourcing
- Proactive Supply Base Restructuring

Suppliers Must Perform To All Four Priorities



Working Together (1 Team, 1 Voice)

Global Procurement and Supply Chain



Commodity Teams



Business Segments & Engineering



Suppliers



Global Procurement Supply Chain (GPSC) Complexity – M-ATV

2 Assembly Plants

1740 Part Numbers

230 Direct Suppliers

329 Spare Parts/Volumes to 260,000/Month

6244 Units Shipped by 04/10



Supplier Readiness Process Flow

Supplier Program Readiness Assessment

Supplier Name: _____
 Program: _____

Staffing Requirements

1. Which skills are needed and what percentage are they covered?
 (Specify, % coverage)

2. How many people are needed?
 Full Time _____
 Part Time _____
 Weekend _____

3. Will you need to increase your production staff to meet the new requirements?
 If yes, when? _____

4. Will you need to increase the availability of workers in your area to ramp up to the required level?
 If yes, when? _____

5. Will you need training to get the new workers ready?
 If yes, when? _____

6. Will you need to increase your support staff to meet the new requirements?
 If yes, when? _____

7. Will you need to increase the availability of support staff in your area?
 If yes, when? _____

8. What is the skill level of the new support staff that you will require?

9. Do you have a Quality Manager whose sole responsibility is to maintain the quality program and ensure quality of your process?

Quality Manager Name: _____

Material Considerations

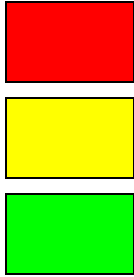
1. Will a New Process, the addition of a Ramp up of existing product for you?

2. Will a New Product for you or an increase in a part you are already producing?

3. Will it be a new part that is the requirement increase in production volume of that part?

4. What is the lead time of the parts that you are supplying related to the program?

5. Will the material come from the unique material coming from your supplier for the product in question?



Prioritize

Supplier Data Collection and Verification

1. Scope
 - Part numbers identified
 - Dates

2. Capability (MCT and EC)
 - Process and material (quality, waste, stability)
 - Process for the new part number
 - Process for the new quantity, lot size, etc.
 - Change for the new (Production, Assembly, etc.)
 - Change for the new (Production, Assembly, etc.)

3. Production and Inventory Plan
 - Production and inventory plan
 - Inventory location
 - Inventory quantity

4. Tooling & Equipment
 - Current tooling/equipment
 - New tooling/equipment
 - Inventory location
 - Inventory quantity

5. Packaging
 - Current packaging
 - New packaging
 - Inventory location
 - Inventory quantity

6. Quality
 - Current quality program
 - New quality program
 - Inventory location
 - Inventory quantity

7. Cost
 - Current cost structure
 - New cost structure
 - Inventory location
 - Inventory quantity

8. Contingency Plans
 - Inventory location
 - Inventory quantity

Supplier Data Collection and Verification

Supplier Readiness Order: _____
 Global Contingency Manager: _____
 Strategic Buyer: _____
 Ops Buyer: _____
 Last Update: _____

Item	Data Collection & Analysis	Action Plan	Responsibility	Due Date/Completion
1. Scope				
2. Capability				
3. Production and Inventory Plan				
4. Tooling & Equipment				
5. Packaging				
6. Quality				
7. Cost				
8. Contingency Plans				

Mitigation plans for constraints

Supplier Readiness Assessment

Common Process
 Common Tool Set
 Common Approach
 One Voice to Suppliers

Supplier Development Engineer: _____
 Supply Chain Manager: _____
 Mkt Specialist: _____
 Last Update: 03/14/05

Item	Data Collection & Analysis	Action Plan	Responsibility	Due Date/Completion
1. Scope	Identified Data Sources and Feasibility	Get information from "downstream" clients	Customer	Green
2. Capability	Identified supplier quality and delivery in scope	Identify and work with supplier and customer to meet requirements	Customer	Green
3. Production and Inventory Plan	Identified supplier quality and delivery in scope	Identify and work with supplier and customer to meet requirements	Customer	Green
4. Tooling & Equipment	Identified supplier quality and delivery in scope	Identify and work with supplier and customer to meet requirements	Customer	Green
5. Packaging	Identified supplier quality and delivery in scope	Identify and work with supplier and customer to meet requirements	Customer	Green
6. Quality	Identified supplier quality and delivery in scope	Identify and work with supplier and customer to meet requirements	Customer	Green
7. Cost	Identified supplier quality and delivery in scope	Identify and work with supplier and customer to meet requirements	Customer	Green
8. Contingency Plans	Identified supplier quality and delivery in scope	Identify and work with supplier and customer to meet requirements	Customer	Green

Get to "GREEN"

Supplier	Supplier Name	Inventory	Production Plan	Storage Plan	Global Buyer	Inventory	Project	Supplier Readiness Order	Supplier Due Date
1
2
3
4
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Monitor, Report & Follow up



Capability Planning

- Capacity (OE and Aftermarket)

- Manpower
- Machine
- Tooling
- Bottleneck analysis & management

- Plan for every part

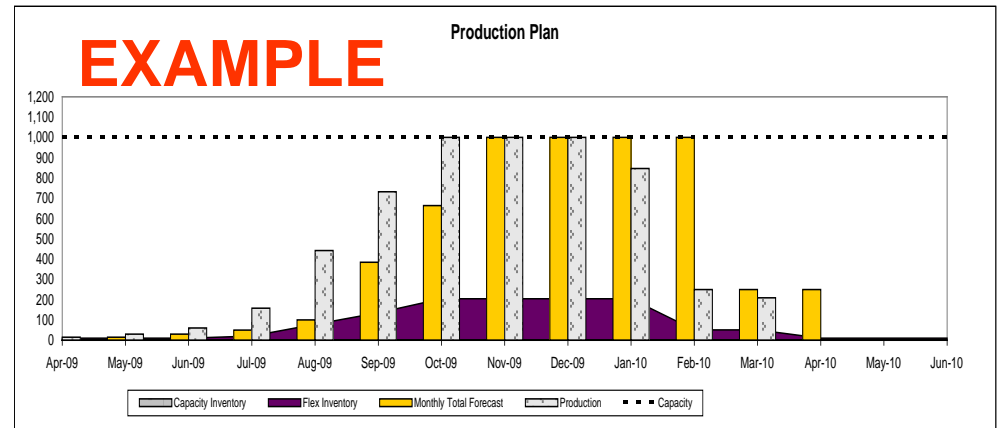
- Quality
- Packaging
- Value chain mapping

- Flexibility

- Lead time
- Aftermarket demand
- Engineering improvements

Supplier:	Acme Mfg	Name:	MATV Widgets
Inputs:		Metrics:	
Monthly Response Capacity	1,000 pcs	Max Inventory Quantity	204 pcs
Manufacturing Critical Path Time	20 days	Max Inventory Amount	6.12 DOH
Flexibility Requirement	25%		

OSHKOSH Oshkosh Corporation Supplier Development
Build Plan Worksheet



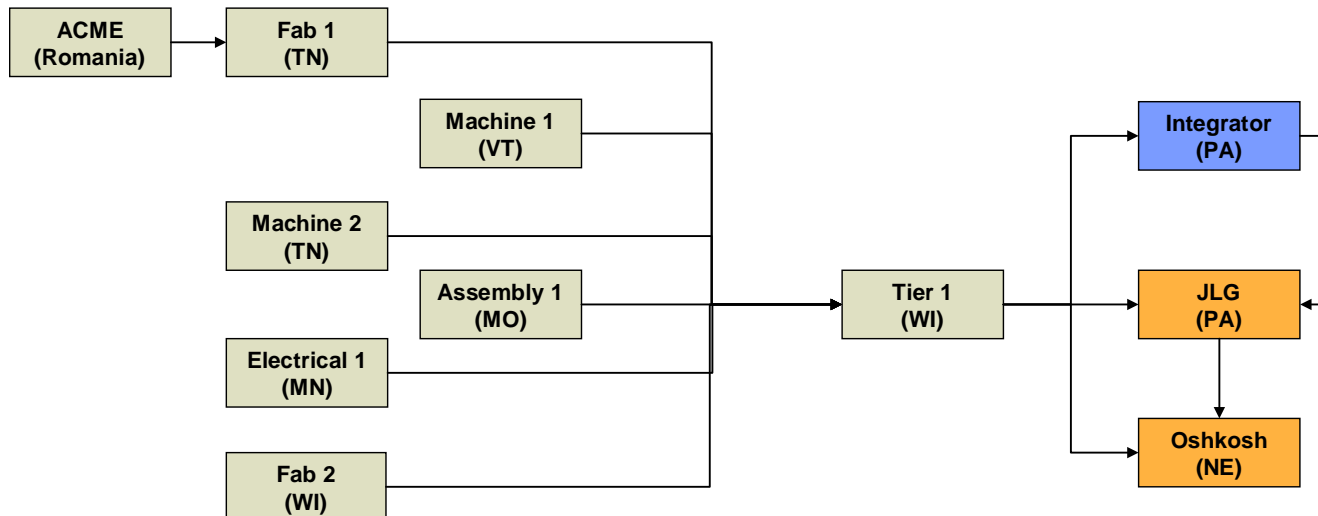
Sample production plan

**1,000 Trucks per Month +
Aftermarket requirements (up
to 120% of OE demand)**



Understand The Entire Value Chain

- Must have a similar process as OSK is using for our T1's
 - Part number focused
 - Detail driven
 - Value chain mapping
- Don't assume readiness, verify data, travel to suppliers
- OSK will help and travel to key suppliers as well



Communications & Engineering Change Management

- Engineering changes are reviewed by change management review team
- Changes are made through Oshkosh Configuration management System
- Suppliers must reference the drawing revision on the PO to the engineering drawing revision which the part made from
- Oshkosh tactical purchasing distributes revision prints.
- If supplier notices PO verses Print Revision discrepancy, supplier should contact their tactical buyer
- Design and process changes must be approved by Oshkosh prior to implementation



Supplier Performance Is Critical To Flawless Launch And Program Execution

**Delivery /
Supply Chain**

**Quality /
Launch**

**NPD - Program
Management**

Competitiveness

- Leadership must be engaged, are you personally committed to these 4 priorities for Oshkosh?
- Know your status, do you have the management process in place?
 - Seek feedback regularly
- Ask the right questions / challenge status quo / verify the data
- Understand risks, and be proactive to mitigate them – this extends to your suppliers
- Execution and accountability – do you have the right people assigned?

“Most Often Today the Difference Between a Company and its Competitors is the Ability to Execute”

21



Business Categories

- **Small** – see SBA size standards for your particular NAICS code
- **SDB** – Meet the requirements laid out in 13 CFR 124
- **WO** – 51% owned by one or more women and whose management and daily business operations are controlled by one or more women.
- **VO** – not less than 51% owned by one or more veterans and whose management and daily business operations are controlled by one or more veterans.
- **SDVOSB** - not less than 51% owned by one or more service disabled veterans and whose management and daily business operations are controlled by one or more service disabled veterans.
- **HUBZone** – small business, located in a historically underutilized business zone, owned and controlled by one or more US Citizens and at least 35% of it employees reside in a HUBZone.



What is the law?

Compliance with the small business subcontracting program is not optional – it is mandatory for government prime contractors.

Public Laws mandate the following small business goals:

- 23% small business subcontracting goal
- 5% small disadvantaged business subcontracting goal
- 5% women-owned small business subcontracting goal
- 3% HUBZone small business subcontracting goal
- 3% service-disabled veteran-owned small business and veteran-owned small business goal



Where should you register?

- #1 <http://www.ccr.gov> – dynamic small business search
- #2 <http://www.oskgpsc.net> – locate documentation pertinent to all Oshkosh suppliers.



What Oshkosh forms are pertinent to you?

- **BSC** – Business Status Certification
 - should be filled out annually and submitted online
- **P-200** – Quality Self Audit Form

Both located on www.oskgpsc.net



OSHKOSH CORPORATION GLOBAL PROCUREMENT & SUPPLY CHAIN (GPSC)

2009

h Divisional Suppliers,

. Customs Service has announced a new mandatory program for all ocean container imports into the U.S. This program is effective January 26th, 2010. It requires 10 pieces of information to be committed to Customs 24 hours before the loading of the container. Some of this data must come from your supplier. If the information is not complete, the container will be loaded with your goods. Oshkosh and Subsidiaries have set a goal to be 100% compliant by November 1st, 2009.

you find additional information on the 10+2 program at:

www.customs.gov/xp/cgov/trade/cargo_security/carriers/security_filing/

Oshkosh Divisions are now building a database of part numbers for all parts currently imported. You may be asked by the Buyer to provide specific information about the parts you currently supply as required by U.S. Customs. This will ensure our transportation efforts will go smoothly when the 10+2 program is initiated.

As a supplier to Oshkosh, import goods into the U.S. via Ocean Containers, you are also affected. Although Oshkosh does not require the data for parts we do not directly import, it is vital we confirm that you understand the 10+2 requirements and are compliant. Our intent is to minimize the risk of supply interruptions with you.

Thank you for your support.

Oshkosh Global Procurement & Supply Chain (GPSC)	Access Equipment	Commercial	Defense	Fire & Emergency
--	------------------	------------	---------	------------------

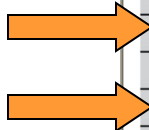
GPSC Contacts	Access Contacts	Commercial Contacts	Defense Contacts	Fire & Emergency Contacts
OSHKOSH SUPPLIER DEVELOPMENT	JLG	OSHKOSH	OSHKOSH	OSHKOSH
Supplier Diversity Program		McNeilus		Pierce
		GEESINK NORBA KIGGEN		KEWAUNEE FABRICATIONS
OSHKOSH LOGISTICS		CON-E-CO.		MEDTEC
		LONDON		JERR-DAN
		IMT		BAI
				OSHKOSH SPECIALTY VEHICLES
				FRONTLINE COMMUNICATIONS

www.oskgpsc.net





- HOME
- CONTACTS
- SUPPLIER STANDARDS GUIDE
- SPECIFICATIONS
- QUALITY ASSURANCE
- PROCUREMENT OPERATIONS
- CORPORATE PURCHASING
- SYSTEM REQUIREMENTS



The Oshkosh Corporate Procurement Team is dedicated to bringing materials and services of the highest quality and best value to our customers.

What's behind the links:

Contacts - Directs you to your Purchasing Agent and Divisional Buyer

Supplier Standards Guide - Understand how we do business. This Guide is a reference attachment to all of our Purchase Orders.

- Business Classification Certification - required submittal for all new suppliers. Classification information can be found in the Supplier Diversity link.

Specifications - These links will provide specific information with respect to components and standards:

- Materials
- Painting/Coatings
- Aesthetic Paint Standards
- Material Finishes
- Oshkosh Drawings and Viewers

Quality Assurance - This section includes:

- Oshkosh Quality Audit/Self Survey P-200 Form
- Supplier Performance Ratings
- SQA-03 Initial Sample Inspection report
- P-500 Production Parts Submission Warrant
- P-300 Pre-Production Parts Verification Form (PPVF)
- QC-66 Material Review Board Report
- PCH-9 Sample Part Layout Tag

Procurement Operations - These links will direct you to interactive procurement activities:

- Production PO Status Report - Current open production PO's due within 28 days
- Production Supplier Release - Current supplier weekly production release schedules
- CLS Procurement - Automated product support system for Defense Parts
- Product Support - Defense Service Orders





Oshkosh Corporation Supplier Quality Audit Site - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address https://www.oskgpsc.net/otc/otc_audits?menu=login Go Favorites Convert Select

P-200 Quality Self Audit Form

Welcome

Print Blank Reports

Corporate Supplier Quality Audit

Paint Deviation Request

Software Audit

Other Options

Archives

Pre 2007 Archives

OTC Purchasing Website

Welcome to the Oshkosh Corporation Supplier Quality Audit Site.

- 1) You can print a hard copy of the audit form or any of its attachments to use as worksheets. After completing the form, log on and transfer the information to the on line form and submit on the web via the screen.
- 2) Mail a hard copy of a completed form only as a last resort if the web site is not functioning correctly.

Start New Audit

If you are starting new reports or you are a new user please enter your e-mail below.

E-mail:

Finish or Review Existing Audit

If you are returning to complete unfinished report or to review a completed report, enter your E-mail and Quality Audit Report ID below.

E-mail:

Report ID:

[Forgot Report ID](#)

Done Internet

start Gena Miller - Inbox - ... 2009 Small Business.ppt Oshkosh Corporation ... Desktop 6:16 PM

Questions on the quality self audit form should be directed to Brian Heim in our Quality Department 920-235-9151 #22939.





Business Status Certification

- HOME
- CONTACTS
- SUPPLIER STANDARDS GUIDE
- SPECIFICATIONS
- QUALITY ASSURANCE
- PROCUREMENT OPERATIONS
- CORPORATE PURCHASING
- SYSTEM REQUIREMENTS

BUSINESS STATUS CERTIFICATION

Company Name: Supplier #:

Address:

City:

State:

Zip Code:

Authorized Signature: Title:

Date:



Principal Products/Service:

NAICS Code (North American Industry Classification System):

The North American Industry Classification System has replaced the U.S. Standard Industrial Classification (SIC) System. Tables showing correspondence between NAICS and SIC are available at: <http://www.census.gov/epcd/www/naics.html>

The NAICS code – best describes the goods or services being acquired and the principal purpose of the procurement.



Questions and Contacts

Questions on the BSC should be directed to Gena Miller, SBLO
gmler@oshkoshcorp.com

920-235-9151 ext. 22626

Questions on becoming a supplier should be directed to
Eric Meulemans, Strategic, GPSC Defense
emeulemans@defense.oshkoshcorp.com

920-235-9151 ext. 22633







INNOVATION NETWORK

EDGE[®] Innovation Network

Eric Nelson
General Dynamics C4 Systems

What Does the EDGE[®] Do?



The EDGE[®] enables user-centric technology innovations to be rapidly developed at industry and academia expense and made available to Warfighters and First Responders in an expedited manner.

These innovations fulfill user needs by eliminating capability gaps in advance of, or accelerating the often cumbersome acquisition process.

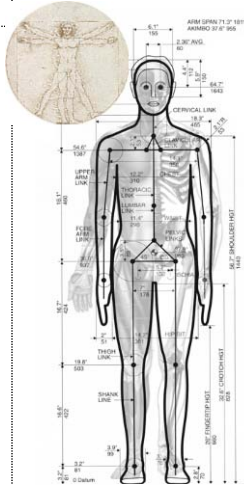


INNOVATION NETWORK

Reasons for Creating the EDGE[®]



INNOVATION NETWORK



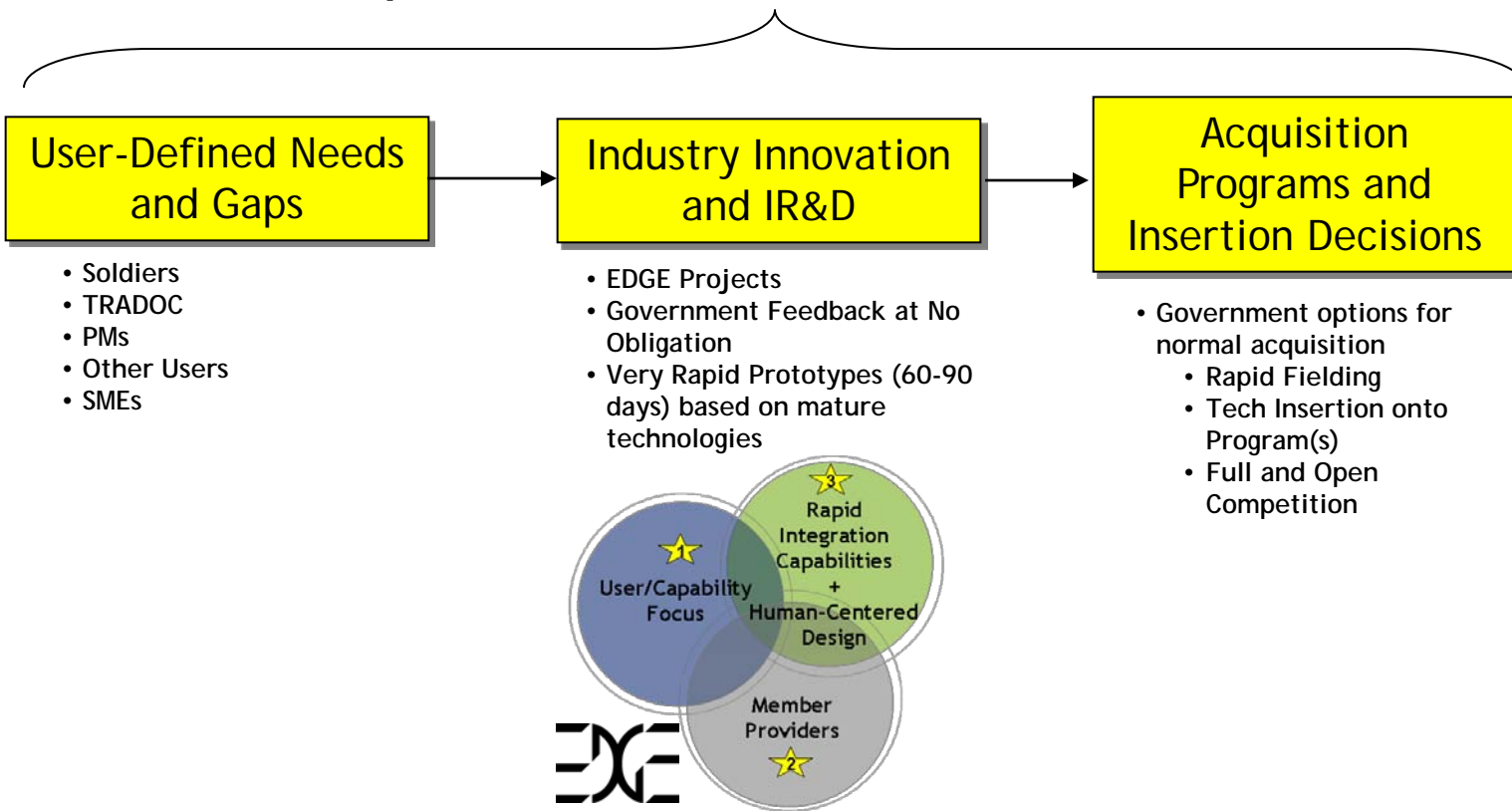
- Large integration programs require a better way to incorporate user feedback, and incrementally maintain pace with technology and capability advancements
- Over 100 member organizations provide a significantly larger shelf of products and capabilities for the warfighter to choose from than any single company could offer
- Focused on developing quick-turn capability solutions to priority needs
- An environment where technology developers work with customers and end-users to deliver products more likely to meet their expectations



EDGE® Key Tenets



Give the Government Options to Address Gaps and Needs in Months, Not Years



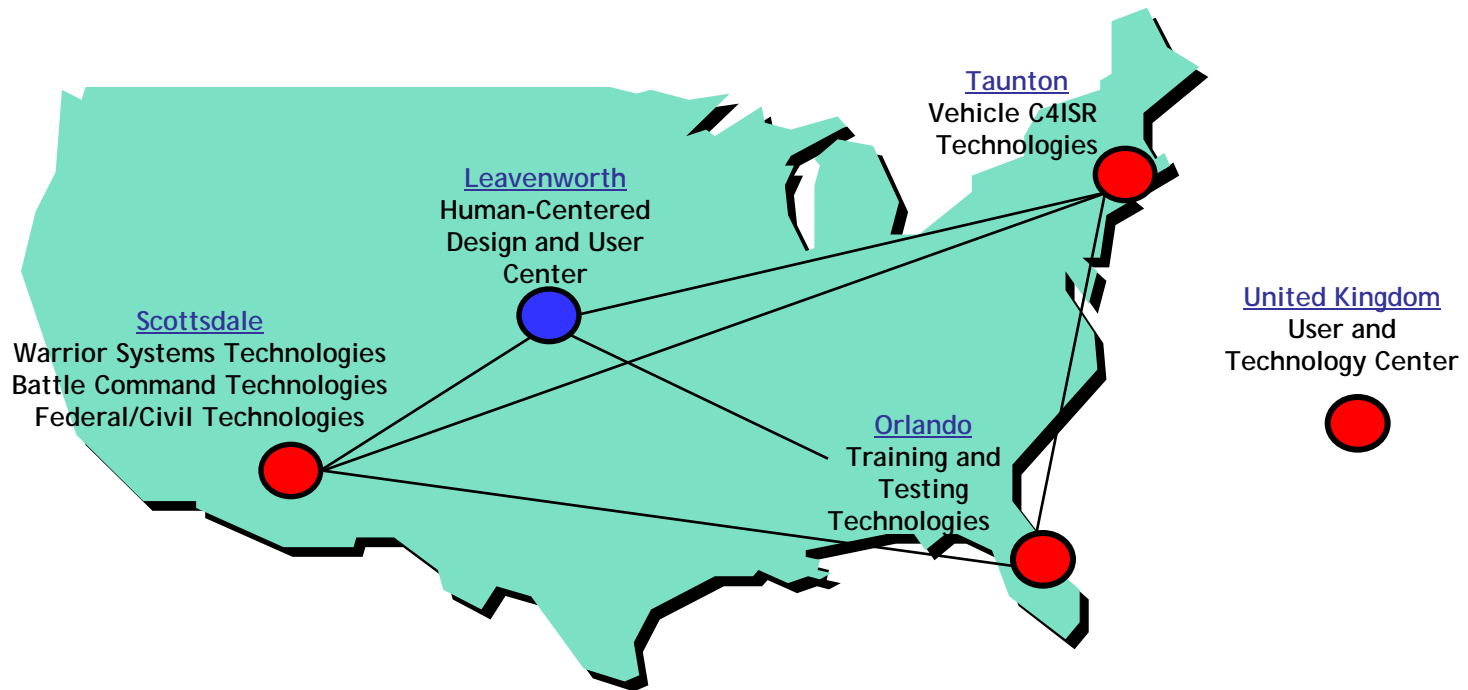
INNOVATION NETWORK

EDGE[®] Innovation Centers



EDGE[®] Innovation Centers (EICs) are geographically dispersed and interconnected facilities providing space for customers, users, and members to work together

INNOVATION NETWORK



Participating in the EDGE[®]



- EDGE membership establishes the contractual agreements and protection of IP that allows rapid initiation of work efforts
- Multiple membership levels that scale to size of company and desired membership benefits
- Members' technologies, capabilities, and products are matched to priority customer needs and gaps to highlight opportunities
 - Opportunities to work direct with customer
 - Opportunities to work with other members
- EDGE also sends Call for Innovation when customer requests new capability that can't be readily matched to a member
- Participation in projects and investment of IR&D is at the discretion of the member



Questions

<http://www.EDGE-Innovation.com>



Mr. Ted Rybeck

Chair and CEO, Benchmarking Partners





Department of Homeland Security

**Office of Small and
Disadvantaged Business
Utilization (OSDBU)**



Homeland
Security

Department of Homeland Security Mission



“We will lead the unified national effort to secure America. We will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. We will ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free-flow of commerce.”

DHS Acquisition Regulation Small Business Policy



- ★ **“DHS is committed to a unified team approach involving senior management, small business specialists, acquisition personnel and program staff to support both critical homeland security missions and meet public policy objectives concerning small business participation on departmental procurements.”**

Three Major Types of Business Opportunities at DHS



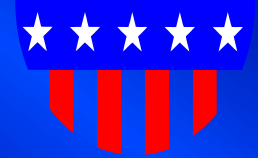
- ★ **Contracts and Subcontracts**
- ★ **Research and Development**
- ★ **Grants to State and Local Governments**

8 Major DHS Buying Activities



- ★ **Customs & Border Protection**
- ★ **DHS Headquarters Office of Procurement Operations**
- ★ **Federal Emergency Management Agency**
- ★ **Federal Law Enforcement Training Center**
- ★ **Immigration & Customs Enforcement**
- ★ **Transportation Security Administration**
- ★ **U.S Coast Guard**
- ★ **U.S. Secret Service**

Role of the OSDBU



- ★ The OSDBU serves as the focal point for small business acquisition matters, and works closely with all DHS organizations to implement the program.
- ★ The OSDBU strives to create an environment in which small businesses have a meaningful opportunity to obtain DHS prime and subcontracts.
- ★ OSDBU and small business procurement information: please visit www.dhs.gov/openforbusiness

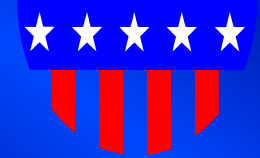
Role of the OSDBU



Major Activities

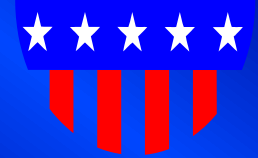
- ★ **FY 2010 Forecast of Contract Opportunities (includes a point of contact for each project)**
- ★ **Listing of DHS large business prime contractors with small business prime contracting opportunities**
- ★ **Links to DHS acquisition offices, small business specialists, and FedBizOpps**
- ★ **Outreach Programs**
- ★ **DHS Mentor-Protégé Program**

Small Business Considerations



- ★ 8(a)
- ★ HUBZone
- ★ Service Disabled Veteran Owned Small Business
- ★ Traditional Small Business Set-Asides
- ★ Small Business Teams or Joint Ventures
- ★ Full and Open Competition –
Subcontracting and DHS Mentor-Protégé Program

DHS Mentor-Protégé Program



- ★ **Mentor-protégé program features three incentives: pre-award, post-award, and annual recognition**
- ★ **Mentor-Protégé Program is open to all small businesses**
- ★ **Details and application format available on the DHS small business website**

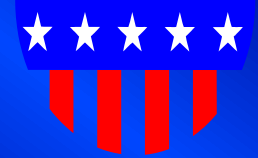
Small Business Prime Contracting

Preliminary Accomplishments – FY 2009



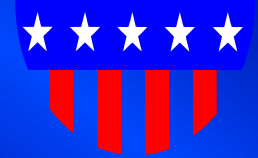
Category	Goal (%)	Accomplishment (\$)	Accomplishment (%)
Total Procurement Dollars	N/A	\$14,597,324,039	N/A
SB Prime Contracts	31.9%	\$4,675,092,822	32.0%
8(a) Contracts	4.0%	\$852,912,378	5.8%
SDB Prime Contracts [other than 8(a)]	4.0%	\$1,164,370,087	8.0%
SDB Prime Contracts [overall; including 8(a) contracts]	8.0%	\$2,017,282,465	13.8%
HUBZone SB Prime Contracts	3.0%	\$388,168,071	2.7%
SDVOSB Prime Contracts	3.0%	\$271,379,319	1.9%
VOSB Prime Contracts	N/A	\$624,502,146	4.3%
WOSB Prime Contracts	5.0%	\$1,148,994,163	7.9%

Strategic Positioning



- ★ **Marketing tips from small businesses that have been successful in the federal marketplace:**
 - **Review all background information**
 - **Understand difference between use of pre-existing contract vehicles and open market buying – and position your firm accordingly**
 - **Participate in small business outreach/networking activities**
 - **Teaming**

Other DHS Programs



- ★ **Research and Development Opportunities (featuring Broad Agency Announcements from the DHS Science and Technology Division)**
- ★ **Small Business Innovation Research (SBIR) Program**
- ★ **DHS Grants to State and Local Governments (potentially resulting in a state or local government procurement opportunity)**
- ★ **For more information on DHS programs of interest to the business community, please visit www.dhs.gov/openforbusiness**



Homeland Security



Open Question Period

Ms. Carol Lowman

Deputy Director, U.S. Army Contracting Command

Open Question Period

- *Mr. Steven Bryant*
- *Mr. Michael Gallagher*
- *COL Scott Campbell*
- *Mr. Stephen Carrano*
- *Mr. Martin Green*
- *Mrs. Sharon Crawford*
- *Mr. Michael Kelemen*
- *Mr. Paul Milenkowic*