# CONTENTS

#### Contributors xi

#### 01 Introduction 1

Richard Fisher 1

Structure 1

#### 02 Defence logistics definitions and frameworks 8

Jeremy C D Smith

Introduction 8

Defence logistics defined 9

National strategy 9

Global obligations: treaties, coalitions, and partnerships 11

Key concepts 16

Frameworks for defence logistics 20

The logistic functions in more detail 27

Summary 33

References 34

# **O3** Defence logistics: an historical perspective 35

Peter D Antill (edited by Richard Fisher)

Introduction 35

The ancient world 36

The Middle Ages 42

The early modern era 46

The modern era 48

The World Wars 52

The Cold War 57

The post-Cold War world 61

References 61

# **04** Defence logistics in context 64

Jeremy C D Smith and Julieanna Powell-Turner

Introduction 64

Defence supply chains - push or pull? 64

Managing lead-times and demand 71

Defence supply chain dynamics 73

Shaping the operational logistic footprint 76

Contingent versus operation-specific systems procurement 82

Managing reverse logistics 85

Summary 89

References 89

# OF Resilience in defence supply chains 91

Matthew Summers

Resilience as a concept 91

Supply chain disruptions 98

Architecting resilience into the supply chain 104

Summary 112

References 113

# O6 Integrating mission and support systems through the life cycle: Integrated logistic support and maintenance strategies 114

Jeremy C D Smith

The mission system and the support system 114

Integrated logistic support (ILS) – analysis and integrated thinking 116

Maintenance of the mission system 126

Summary 134

Reference 134

# O7 Supportability analysis for supportable and supported mission systems 135

Jeremy C D Smith

Supportability analysis: the fundamental enabler of a fit-for-purpose support system 135

Supportability analysis: the fusion of engineering and business logic 144

Fielding the mission and support systems: validating and verifying the supportability analysis 157

Summary 160

References 161

#### 08 Achieving dependability in defence systems 162

Laura Lacey and Chris Hockley

Introduction 162

Availability 163

Reliability 173

Maintainability 176

Requirements 177

What is dependability? 179

Capability 181

Summary 183

Answers 184

References 184

# 09 Planning and executing defence operational logistics 186

Jeremy C D Smith

Introduction 186

Planning support to operations – the operational estimate 186

Exercise – logistic input to the courses of action 189

Summary 202

References 203

## 10 Procurement for defence logistic support 204

Stuart Young

Introduction 204

Definitions 206

Key principles of contracting 206

The purchasing cycle 210

Supplier management and development 217

Outsourcing 220

Logistic support contracting 223

Summary 226

References 227

## 11 Managing performance in defence logistics 228

Stuart Young

Introduction 228

Performance management - definition 230

The defence logistic context 230

The performance management process 231

Performance management in defence logistics 244

Performance management in defence logistics contracting 246

Summary 247

References 248

#### 12 Optimizing the defence inventory 249

Shane Targett

Introduction 249

Commercial and defence supply chains 249

Inventory: the cost of ownership vs the impact of shortage 250

Solving a wicked problem 251

Data 253

Forecast 254

Plan 256

Example of the advantage of using back-orders compared

to service level 257

The advantage of cost-optimizing back-orders 258

Inventory segmentation 260

Front line first 263

Codification 264

Summary 265

Notes 265

# 13 Accounting and finance in defence logistics 267

Irfan Ansari

Introduction 267

Accounting vs finance 267

Financial transactions and accounting information 268

Supplier financial viability 274

Costing 276

Budgeting 280

Summary 284

Reference 285

#### 14 Decision support in defence logistics 286

Jeremy D Smith and John Salt

Introduction 286

Introduction to decision support and analysis methods and tools 286

The nature of analysis and modelling - the concepts 287

Methods review 289

Simulation 312

Force-level logistic representation - combat models, wargames 318

Summary 323

References 323

# 15 Defence logistics and crisis response 325

Peter D Antill

Introduction 325

Background 325

Humanitarian aid and crisis response supply chains 326

Military involvement in humanitarian aid and crisis response 332

The military support chain for expeditionary operations 338

Conclusion 340

References 342

# 16 Defence logistics information systems 345

Roger Crook and Matthew Summers

Introduction 345

Demand predictability 347

Provisioning and the end-to-end pipeline 348

Codification of items 349

Condition and configuration management 350

Engineering management system 351

Convergence of legacy systems and shared data environments 352

Deployable systems 353 Summary 355 Reference 356

#### 17 A look to the future 357

Richard Fisher

Introduction 357
Future defence environment 357
Future defence threats 359
Future defence opportunities 360
Summary 362
References 362

Index 365