



**Sense and Respond Logistics Capability
And
Operation Iraqi Freedom**



Sense and Respond Logistics Capability (SRLC)

Logistics capability that enables faster combat operations by sensing materiel needs and responding to those needs before they hinder or slow operations.

SRLC :

- *Emphasizes adaptive behavior,*
- *Relies on networks rather than supply chains,*
- *Views all units in a network as requesters and providers of supply and transportation,*
- *Uses a common, relevant, battlespace knowledge,*
- *Relies on unit self-synchronization.*

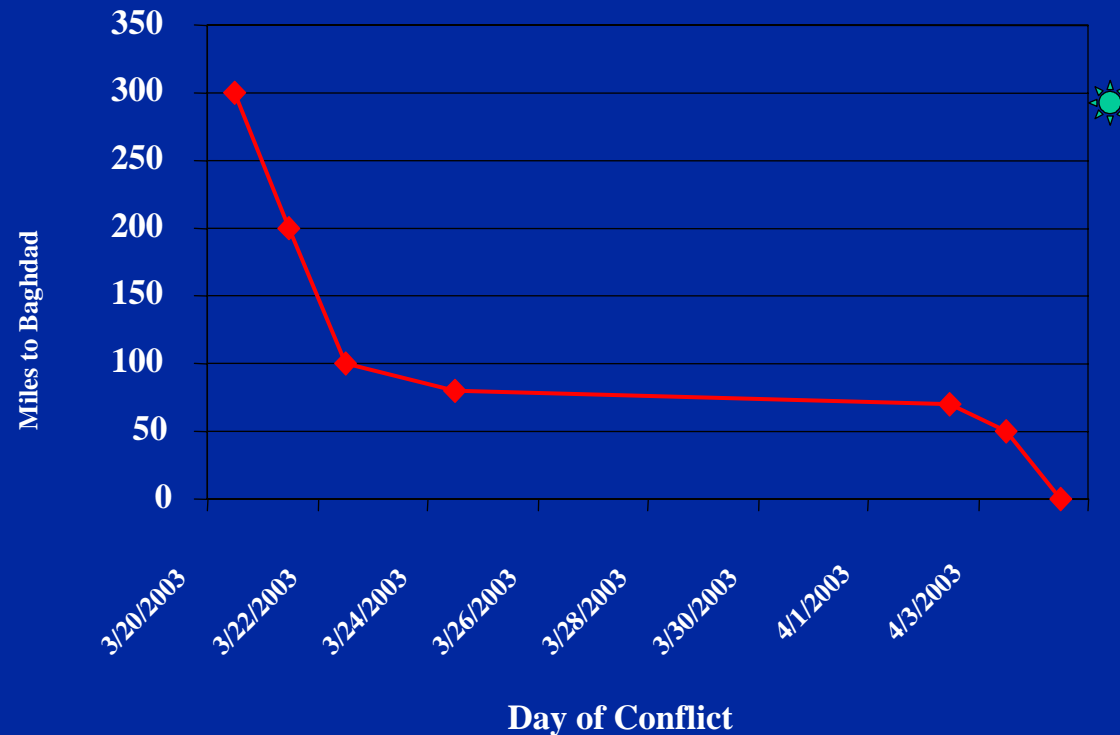
The Differences

Activity	Traditional	SLRC
Supply From...	Next centralized supply support unit in supply chain; same service	Any unit, any service
Transport From...	Unit Supply Chain	Any available source
Supply Push From...	Time-phased plans	Scheme of maneuver; real-time unit demand
Supply Pull From...	End-unit request	Push system prime
Inventory Visibility...	Within supply chain; none cross-service	All potential sources visible
Focus...	Supply throughput	End-unit readiness
Metrics...	Ton-miles of supply flow	End-unit readiness; enhanced combat speed, agility
Supply and transport ownership...	Units and services	Theater commander; the enterprise

Operation Iraqi Freedom

Sense and Respond Logistics Capability

Distance of U.S. Forces from Baghdad starting 3/20/2003



Focus on Logistics

- ☞ **What Went Surprisingly Well?**
 - (Were there harbingers of SRLC?)
- ☞ **What Went Wrong?**
 - (Could SRLC have avoided the problems?)
- ☞ **What Could Have Gone Wrong?**
 - (Would SRLC have kept it from happening?)

Sense and Respond Logistics Capability

- ☞ **What Went Wrong – Problems that a SRLC could have solved**
 - **Communication Limitations**
 - **In-transit Supply Visibility**
 - **Logistics Adaptability**
 - **More Relevant Metrics**
 - **Iron Mountains as lucrative targets**
 - **Theater Basing Constraints**
 - **Tactical Surpluses and Shortages**
 - **Supply Flow Interdiction**
 - **Post-Conflict Supply Surpluses**

Sense and Respond Logistics Capability

☞ Harbingers of SRLC

- SRLC attributes appearing in Operation Iraqi Freedom

- ☞ Supply Push on basis of Scheme of Maneuver

- ☞ Inventory Visibility

- ☞ Adaptive Net-Centric Strategy

Sense and Respond Logistics Capability

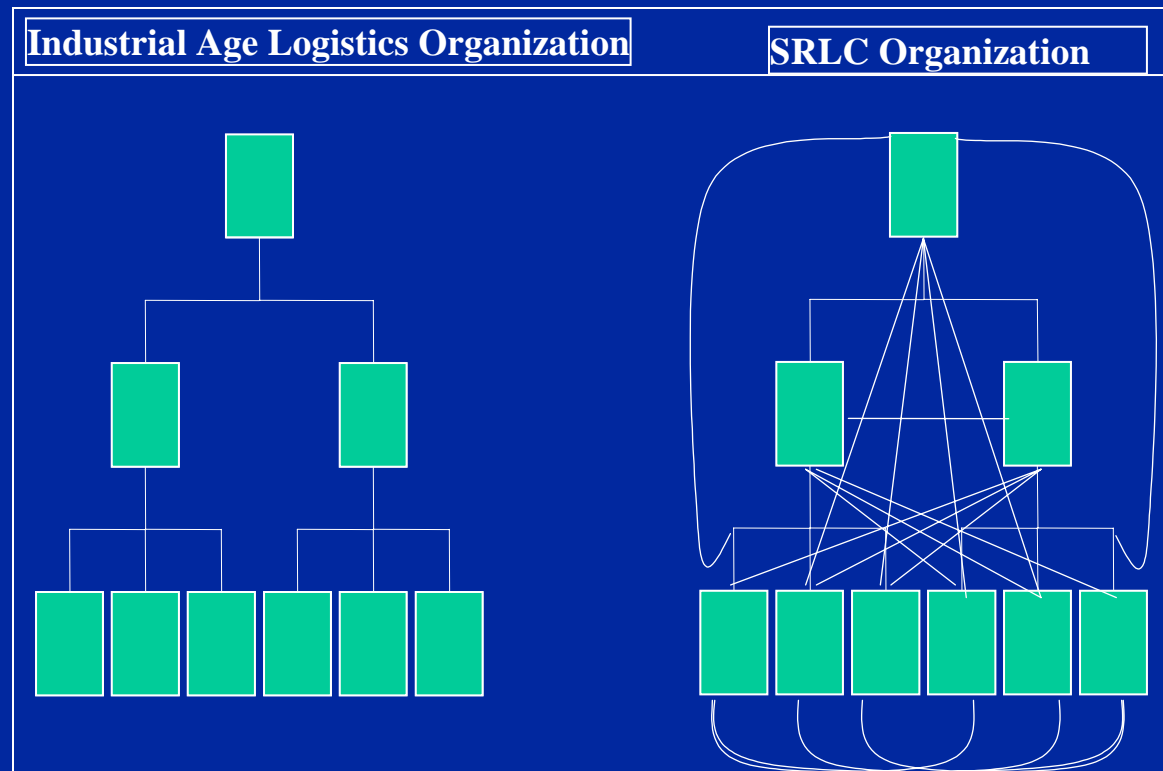
☞ Emerging SRLC

- ☞ Natural Proclivities of Warriors
- ☞ Technological Breakthroughs
- ☞ New Strategic Imperatives

– TROLLS Beneath the Bridge – Underlying Barriers

- ☞ Services Proclivities
- ☞ Fear of Flying (Cultural inhibitions to change)
- ☞ Gossamer Wings – Technology gaps
- ☞ Who pays: Fiscal Accountability

Sense and Respond Logistics Capability



Organizational Contexts of Industrial Age Logistics and SRLC

Advantages of SRLC

Less vulnerable -- no iron mountains, no single node failure, no unit supply isolation

Less massive -- less redundancy, more efficient

More robust -- more supply sources, options, transport

More effective -- faster adaptation, smoother flow

Operation Iraqi Freedom Planning Objectives

➔ **Control of Baghdad**

➔ **Speed of Execution**

➔ **Adaptability**

Sense and Respond Logistics Capability

Logistics Problems in Operation Iraqi Freedom

Problem	Potential SLRC Solution
Communications Limitations	Asset visibility; Information Technology
In-transit visibility of supplies	Inventory Visibility; Information Technology
Logistics planning and adaptability	Supported Strategy; Information Technology
Poor/less than relevant performance metrics	Metrics; Readiness to execute when needed
“Iron Mountains” as lucrative targets	Supply from any unit, any service
Theater Basing Constraints	Transport from any source in theater; inventory visibility
Tactical Surpluses and Shortages	Asset visibility; Information Technology
Supply Flow Interdiction	Supply/Transportation from any unit, any source
Costs and Financial Accountability	Asset Visibility
Post-Conflict Surplus Disposition	Asset Visibility

What Went/Could Have Gone Wrong ... *How SRLC Could have Helped*

Problem	SRLC Solution
Communications Limitations	Robust IT; Asset Visibility
In-transit Visibility	Asset Visibility
Performance Metrics	Readiness
Iron Mountains as Targets	Distributed Supply; supply from any unit, any service
Tactical Surpluses and shortages	Asset visibility
Supply Flow Interdiction	Supply/Transport from any unit, any source

The Changing Global Context of Logistics continued

Opponent Capabilities

Keep Out Capabilities (+)

Improved Strategic Awareness

Greater Range

Greater Accuracy

Counter-Expeditionary Capabilities (+)

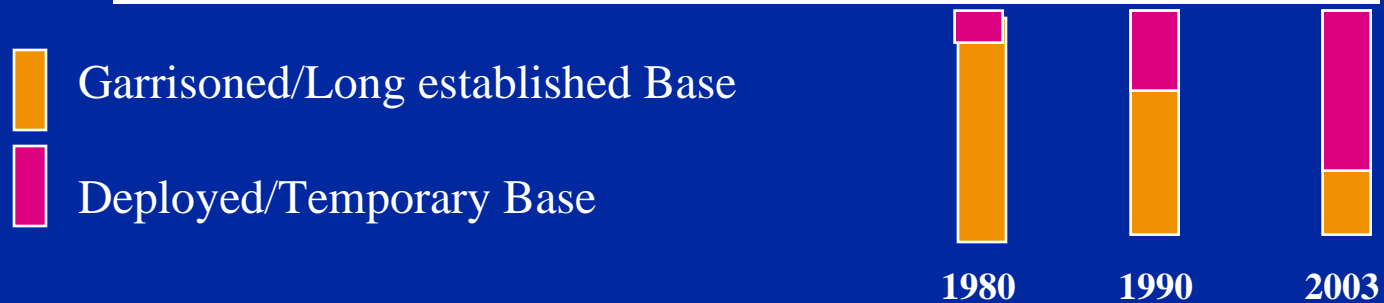
Weapons of Mass Destruction

Growing Awareness of US concepts of operation

The Changing Global Context of Logistics

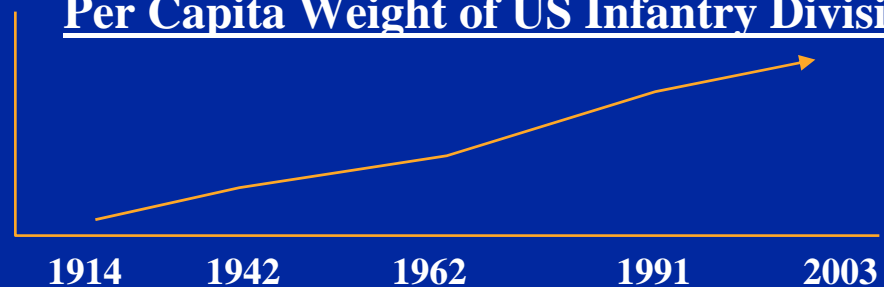
Long-term shift toward expeditionary movement

% of US Forces Overseas (Personnel Stationed and Deployed)



Equipment increases in Volume and Weight

Per Capita Weight of US Infantry Division



Role of and Challenge to Logistics Increasing