

The Violent End of The Supply Chain

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Former Director The Royal Logistic Corps





Format

- A bit about me - my experience in coping with 'Volatile' supply chains!
- The change to expeditionary logistics for the British Army and 'Fighting Logistics Through'.
- Contractors on the battlefield – 2 Agility case studies:
 - **Food 'Prime Vendor' for US forces in Iraq.**
 - **Support to British Forces redeploying from Afghanistan.**
- Some final thoughts.

A bit about me - A Career Coping with 'Volatile'!



**Warning – Experience
comes from failure**



Experience deriva dal fallimento

I'm Very Experienced!





The Cold War



Gulf War 1







Defence Supply and Distribution Centre Bicester – My “Train Set”

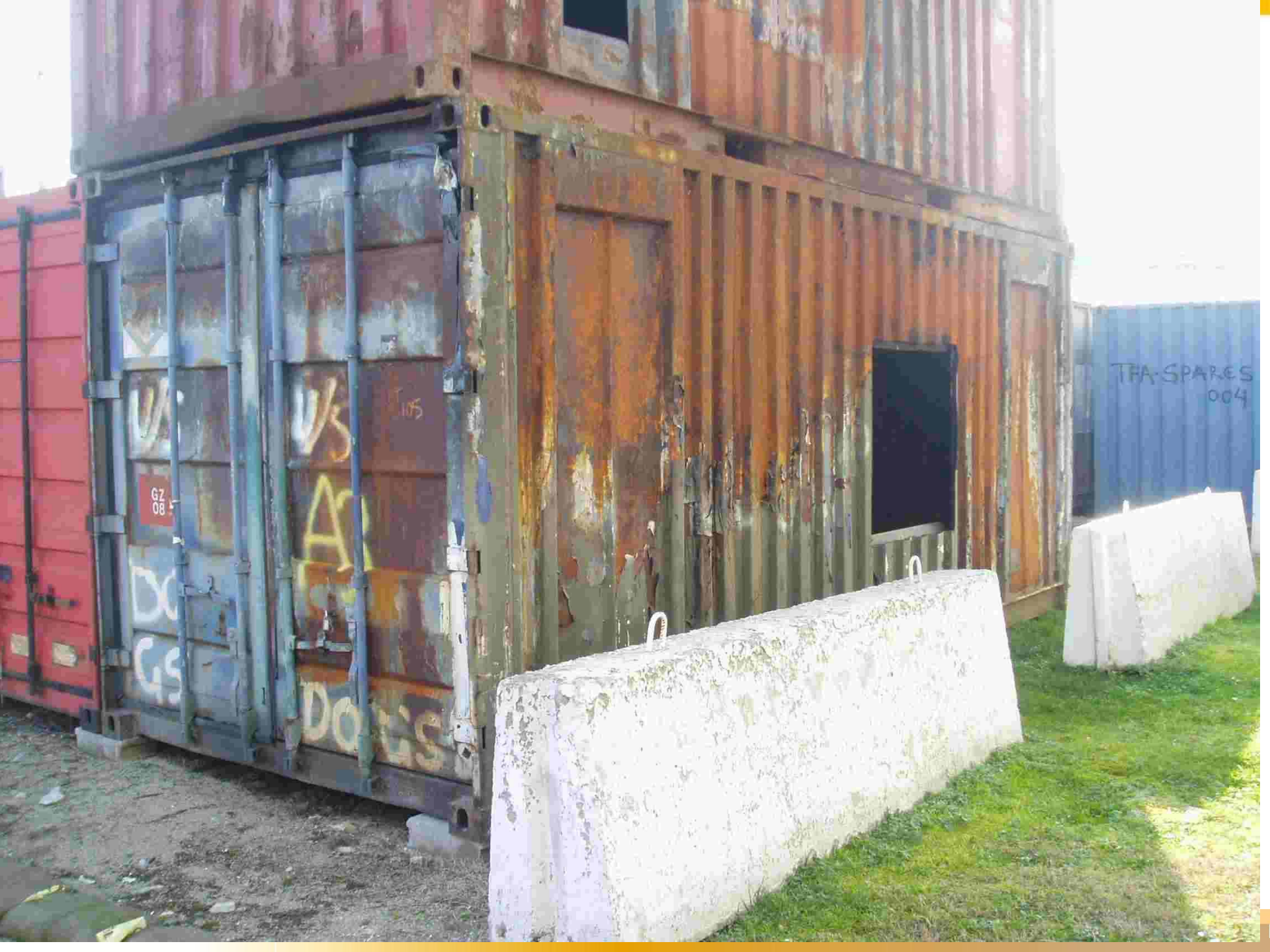












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**POČAST BRITANSKIM
VOJNICIMA U BANJALUCI**

Došli kao mirovnjaci odlaze kao prijatelji

Kris Marej: Srećni smo što napuštamo Banjaluku jer znamo da je grad sada siguran, a tužni smo jer se rastajemo od brojnih prijatelja koje smo stekli

strana 11.

“They came as peacekeepers and are leaving as friends”

Director The Royal Logistic Corps

- Mission:

The RLC is to enable, deliver and sustain logistic support to operations

- Size Does Matter!

16% of the British Army

- Ethos:

Fighting Logistics Through





Key RLC Functions

- Supply
- Distribution
- Pioneer Support
- Food Services
- Postal and Courier
- Movement
- Ammo/IEDD





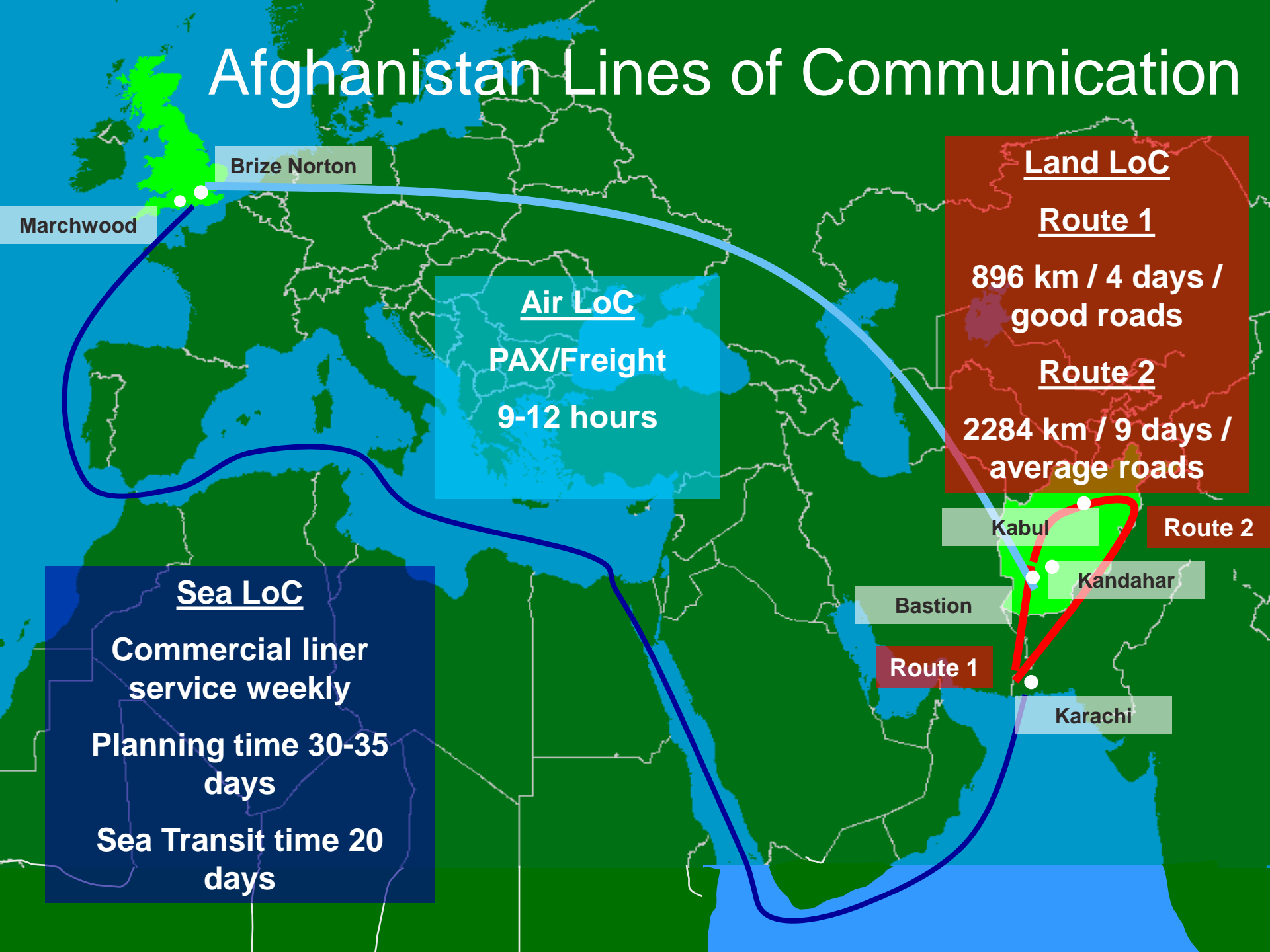
So What?

- I'm not a great commercial logistician - my experience is more at the 'Violent end of the supply chain!'
- Sometimes "Just in time" is not!
- I want 'effective' rather than 'efficient' because of volatility. "Click and Bang".
- **But** more similarities than differences between the military world and yours.

Coping with Volatility



Afghanistan Lines of Communication



Brize Norton

Marchwood

Air LoC
PAX/Freight
9-12 hours

Land LoC
Route 1
896 km / 4 days /
good roads
Route 2
2284 km / 9 days /
average roads

Sea LoC
Commercial liner
service weekly
Planning time 30-35
days
Sea Transit time 20
days

Kabul
Kandahar
Bastion
Route 1
Karachi

Route 2

Effects of terrain, enemy and weather..



Ambush



Indirect Fire Attack



Improvised Explosive Device (IED)





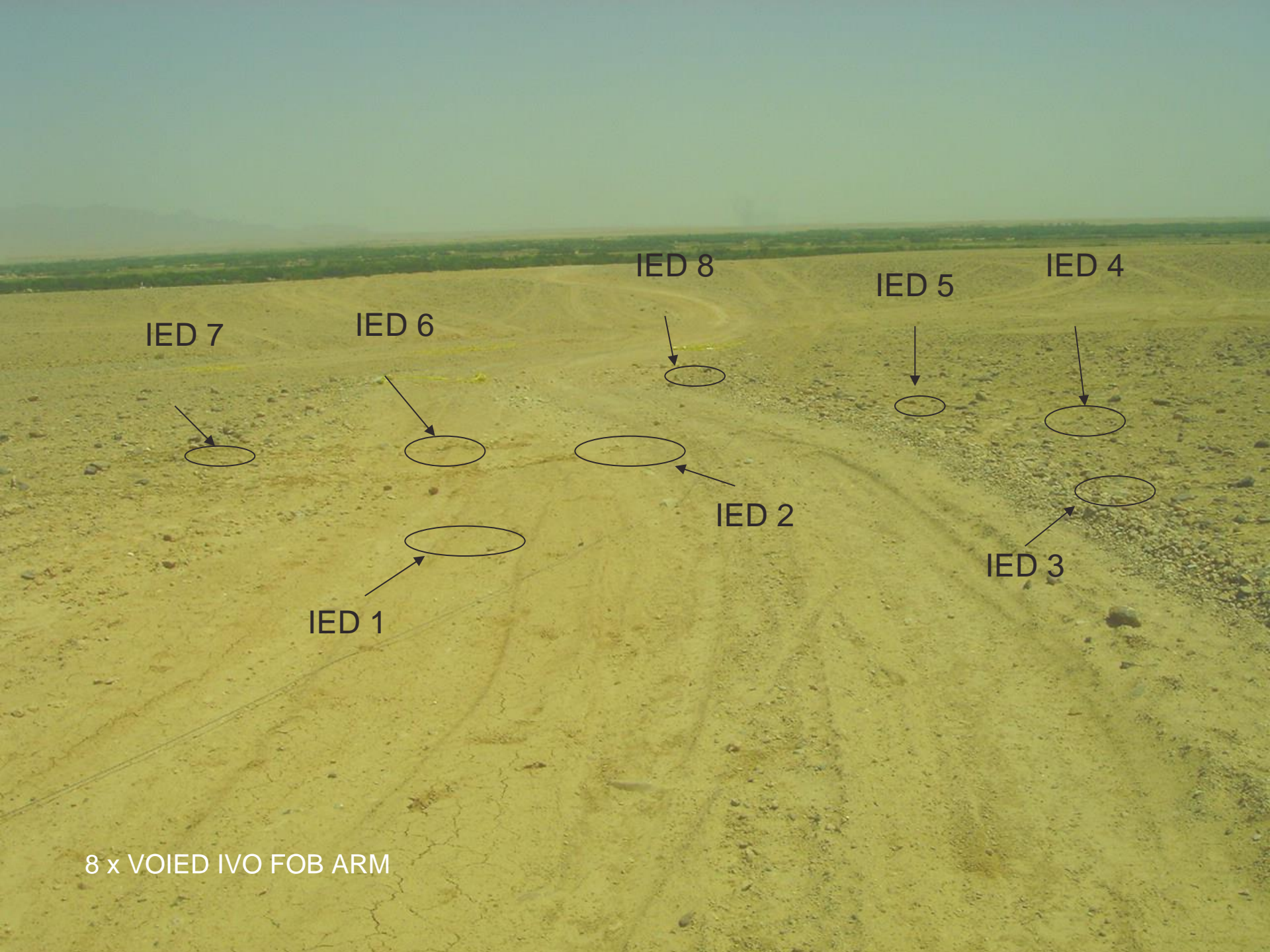












IED 7



IED 6



IED 8



IED 5



IED 4



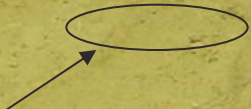
IED 2



IED 3



IED 1



8 x VOIED IVO FOB ARM

IEDD Reality in Afghanistan



Force Protection





718 054N
TAC 0005
TAC 0005
DG 19 AB

MASTIFF 2



Force Protection Vehicles

Ridgeback



Jackal

The Combat Logistic Patrol (CLP)



Conduct CLPs

- Deliberate, Brigade planned, All Arms, Multi-National op
- From 30 vehicles to over 100
- Resupply FOBs & PBs







Introduction to Agility

Global Network



Agility Entities

- Global Integrated Logistics (GIL)
- Agility Projects
- Agility Chemicals
- Specialists:
 - Gulf Catering Company (GCC)
 - National Aviation Services (NAS)
 - Metal Recycling Company (MRC)
 - United Projects for Aviation Services
 - Agility Real Estate
- **Agility Defense and Government Services (DGS)**

Agility Prime Vendor in Iraq



Supplying Class I subsistence to the battlefield – 2003-2008



Feeding the Forces = Subsistence Prime Vendor

Original contract awarded in 2003 by Defense Supply Center Philadelphia (DSCP)

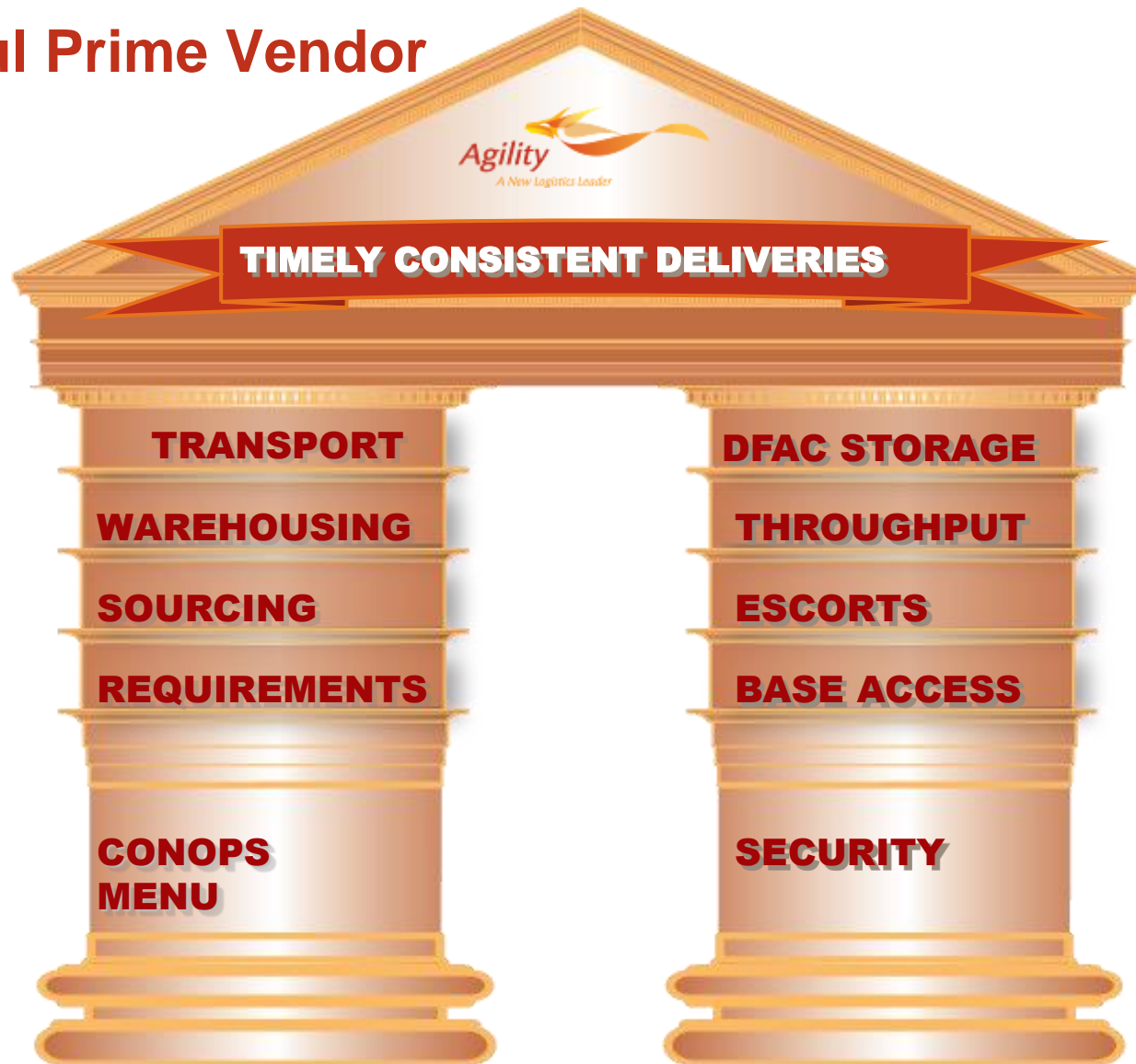
- Performance based services contract – incentive based provision of a complete subsistence solution to provide food and ratio to the troops in Iraq and Kuwait

2005 – Awarded follow on 5yr contract, largest US military subsistence procurement ever

Enough Food to prepare 4 meals per person per day roughly **150,000+** troops and contractor personnel



Successful Prime Vendor



Performance-Based service ... Better Results & Less Risk

The Physical Supply Chain

It's all on us....We make it happen!!!



Dollar Value – In product

One Week of Inventory:

12.5 MILLION US DOLLARS

Total Supply Chain Value:

209 MILLION US DOLLARS (120 days)

This was Agility-owned product...it is not paid for until delivery and receipt at the end DFAC or location.

Completely commercial contract, all risk, fixed-price, competitively bid



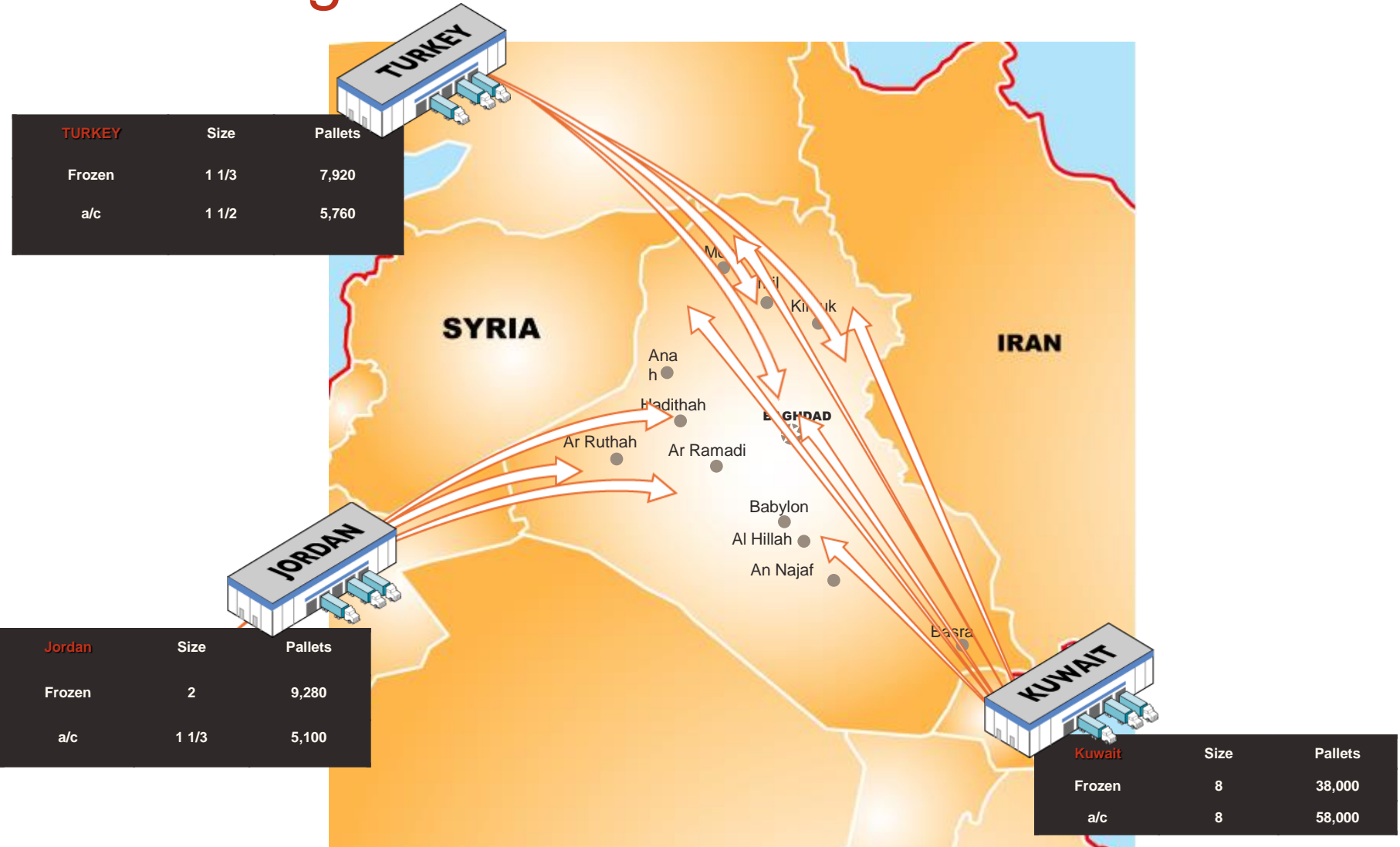
It is pulled.....palletized....

Commodity	2006	2007	2008
Prime Vendor (PV) Items	17,969,264	19,024,389	22,682,083
Government Furnished Materials (GFM)	1,576,745	1,537,833	1,669,424
Local Market Ready Items (LMRI)	10,823,079	12,984,791	17,118,526
Fresh Fruits & Vegetables (FF&V)	85,240,536	92,277,421	107,474,989



Increased growth and sustained “top” performance

To strategic distribution centers and stored....



Agility-Prime Vendor Capabilities

6,000+ Transportation assets
...\$5.2B in Assets



7.5 Million sq ft of Warehousing
Facilities & 90 Million sq ft of Land



Over \$100 Million Inventory
#1 Importer of US Foods Globally



Platforms: Kuwait, Jordan,
Turkey & Pakistan



It's a big process to ensure that no meals are missed!

Unique Challenges on the battlefield

108,654 deliveries – flatbeds and reefers

- 317 cargo losses
- 236 known vehicle losses
- 32 Fatalities
- 239 Casualties
- 2 Capture and release incidents
- 2 MIA





**UK MoD Disposal Services
Camp BASTION - Afghanistan**

Afghanistan Disposal Contract

- “Non military and non contentious”
- Disposal by sale/auction:
 - Portable Infrastructure
 - Building material
 - Engineering equipment
 - Generators
 - Vehicles/Plant/MHE
 - Vehicle spares
 - Accommodation stores
 - Welfare equipment
 - ISO Containers
 - Clothing



Mission Statement

Agility is to conduct a flexible, responsive, compliant and cost effective service for the safe and ethical disposal of UK equipment from OP HERRICK, in order to assist the timely withdrawal of UK forces from Afghanistan.



Sequence

- Receive
- Store
- Inventory Account
- Market
- Sell
- Financial Account
- Strike Off Account
- **Customer Collects**



Receive



Store



AfghanDisposals



Buy military vehicles, office equipment, computing equipment, communications & more, direct from Camp Bastion, Afghanistan.

Latest News



31 - Oct - 2012

The sale of Camp Bastion begins with the launch of this website. Our Sales Team are over in Afghanistan now - Items will be Listed Soon.

There will be an Auction -Agility Compound Camp Bastion- 20th January 2013.

About Us



Who are we?

We are responsible for the disposal of MoD equipment from Afghanistan, not returning to the UK. Our aim is to achieve the best recoverable asset value for all commodities.

Shipping by Land, Sea & Air



Agility Logistics

We ship worldwide direct from Camp Bastion. Depending on the products ordered, we will dispatch your order by land, sea or air.

Please Contact us for Any Delivery Enquiries

Sold – “As is – Where Lying”



“Visto e piaciuto”

Tender Sales





WF 063

WF 095

WF 077

WF 056



DO NOT OPEN
ENGINE COMPARTMENT
WHILE ENGINE
IS RUNNING







NORCO

ANTIFREEZE COMPOUND

AL-34



210





LOT
16

7:58 6 MAY 2013





Customer Collects



Agility Afghan Disposals:

- Disposed of:
 - 9362 TEU (20' Sea Container equivalent units)
 - 167 Vehicles
- Primary Saving – NOT bringing it home (\$60M)
- Best recoverable asset value achieved (\$10M)
- Additional savings through innovation.
- Protected UK MoD Reputation (and our own).

“Agility taught us to embrace contractors on deployed operations – not just endure them”
J4 Permanent Joint Headquarters

Final Thoughts

Similarities between my world and yours

- The 'destination' is often inhospitable and dangerous.
- The 'final mile' is usually difficult.
- Logistics are complex.
- Logistic failure is 'expensive' and therefore unacceptable.

Preparing for a Volatile Supply Chain

- Leadership and ownership.
- Training – you can train for it - bringing order from chaos first.
- Coping with uncertainty is normal.
- Do the easy things routinely so that not everything has to be a crisis.
- Your people know how to make it better – let them.

Preparing for a Volatile Supply Chain

- Things go well that you plan and check.
- ‘Contingency plans. Where can this go wrong and where will it hurt me most?
 - Is your Supply Chain Flexible?
 - Is it Resilient? Can it withstand a major blow?
 - Where is the biggest potential for my organisation to go wrong today? Apply yourself there.
- **Lead it don't manage it.**

Things Will Go Wrong



Questions?

