**Title and Subtitle**  
Leading the Army Transformation Through Technology

**Author(s)**  
Yakovac, Joseph L.

**Performing Organization Name(s) and Address(es)**  
Program Executive Office, Ground Combat and Support Systems

**Sponsoring/Monitoring Agency Name(s) and Address(es)**  
NDIA (National Defense Industrial Association 2111 Wilson Blvd., Ste. 400 Arlington, VA 22201-3061

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Bottom Line Up Front

- Think out of the box
- Get your management processes under control
- Best Value – Partnering on and off shore
How We Got Here

Always Built Iron Mountain to Win – Civil War → Today

Why:
• Warms Industrial Base
• Successful Because We Could Afford to Outspend Foes

Evolutionary changes gives us continuous improvement
Path Forward

• US Defense Industrial Base
  – Take a hard lesson from Auto Industry
  – Implement Lean Thinking & Six Sigma…or perish

• Best Value Partnering
  – On & Off Shore

• Government Labs:
  – Balance Innovative “Out of the Box” thinking with Disciplined, Process Oriented Implementation
International Partnerships

- **UK**
  - LCCM

- **Sweden / France**
  - 155mm TCM
  - Bonus

- **Germany**
  - Smart 155
  - SDF

- **Israel**
  - SDF

- **South Africa**
  - Extended Range / Lethality
  - 105mm / 155mm
Disciplined Process Control - In Development!

- How Does GIWS Get 100% Reliability on LAT?
- How Do BOFORS/GIAT and GIWS Get Quicker Product to Market?
- How Did SADARM Grow Reliability by 75% & Fulfill 140% of Requirements in 15 Months?
- Lean Thinking and Six Sigma
  - Do Not Just Apply to Production
  - Applies to Government Agencies as Well
- LAP Facilities: Line Change over must occur in minutes – not hours/days/weeks
Customized Munitions

Studies Show Overwhelming Wins with Smart and Precision Munitions, but...... AFFORDABILITY ISSUES!!

What are Customized Munitions = Evolutionary Acquisition

• Ultra reliability – Approaching 100% (moving to expensive projectiles - that may sit in a bunker for 20 years before use)
• Modular Payloads (to preclude starting over with projectile, cannon, propellant, handling systems redesign

Predictive surveillance

ERO Obturator

LCCM

Need to upgrade and maintain legacy stockpile
Impact on Customer - User

- Understand Your KPPs – Be Realistic
- Take Performance That You Get for Your Initial Investment – Then Grow Capabilities
- Smart/Precision Ammo Held for Two CINCS – Not Open for ARMY Use
- Build Closer Ties with Log Communities
Impact on Contractors

- Defense Contractors: Reverse your track record of over promising and under delivering

- Get into lean thinking and Six Sigma in development – so you can get products to Market quicker (Defense has a one year product to market cycle because we must defend budget every year)

- LAP Facilities – Get Lean – Get Flexible – Ammo investments are what they are

- Learn Faster to Survive
Impact on Developers

Old Way: Gun Hardening / Ammo Business
Government Engineers Trying to Train Industry
Rather than working with them

Path Forward: Work more efficiently with Industry
• Focus on Industry Processes & Discipline
  - Get to 100% Reliability
  - Plan better – make less design changes
• Partner w/ Best Value Contractors and OGAs On & Off shore
Final Thoughts

Solving the Road to Transformation Puzzle