Swedish Defence Acquisition Transformation
A Research Agenda

Presentation at the 12th Annual Acquisition Research Symposium
Panel #8 – Thoughts on Transforming Defense Acquisition

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## Swedish Defence Acquisition Transformation A Research Agenda

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Outline of presentation

• A small country perspective
• The swinging pendulum: “From preparedness to deployment to preparedness?” – or “from national defence to PSOs to national defence?”
• Transformation of Swedish defence acquisition
• Reformation of Swedish defence logistics
• Methodology
• Priorities by the Chief of defence logistics
• A tentative research agenda
A small country perspective

A long history of war

The Battle of Lützen
6 November 1632

200 years of peace

The Treaty of Kiel
14 January 1814

The Treaty of Fredrikshamn
17 September 1809

The Battle of Poltava
28 June 1709

A long history of war
The swinging (political) pendulum

- A. 200 years of peace – Standing in preparedness
- B. Post Cold War – Deployed on PSOs
- C. “Here and now” – More “prepared than deployed”?  
  - => Consequences for the research agenda?
The Swedish Cold War System

<table>
<thead>
<tr>
<th>Domestic defence industry</th>
<th>The Swedish Defence Materiel Administration (FMV)</th>
<th>The Swedish Armed Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial flow</td>
<td>System procurement</td>
<td>Capability requirement</td>
</tr>
<tr>
<td>Information flow</td>
<td>System specification</td>
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<td>Capability storage</td>
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Physical flow
The Swedish Post-Cold War System

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Transformation of defence acquisition

Multinational defence industry

Financial flow
Information flow

The Swedish Defence Materiel Administration (FMV)

Capability procurement

The Swedish Armed Forces

Capability requirement

Capability delivery

Physical flow

Domestic defence industry

Financial flow
Information flow

The Swedish Defence Materiel Administration (FMV)

System procurement
System specification
Capability requirement

The Swedish Armed Forces

System integration
Capability delivery
Capability storage

Physical flow
Reformation of defence logistics

- Shifting roles and responsibilities
- Transfer of tasks and resources (personnel)
- Partial merger of the DPA and the DLO

FMV is moving from providing "Technology for Sweden’s security" to providing "Efficient defence logistics – when and where it is needed".

From acquisition of equipment to acquisition of equipment and provision of support to that equipment.
Reformation of defence logistics

The Armed Forces responsibilities

- Owns the equipment and specifies the need for logistics
- Combat close logistics
- Operational units
- Operational and functional requirements
- Availability requirements
- Stock keeping requirements
- Defines where, when and by whom the equipment will be used
Reformation of defence logistics

The Defence Materiel Administration (FMV) responsibilities

- Availability and through life support
- Responsible for all procurement for SwAF
- System of systems functionality
- Fleet management
- Maintaining requested minimum stock levels
- 24/7 Readiness
- Transforming operational needs to procurement requirements
Methodology

• Compilation and condensation of proposed research questions from previous and current research

• Analysis of archival records and current documents to justify the current validity of these research questions

• Participatory observation in order to provide support for prioritisation among the research questions

• Comparison to the Chief of defence logistics nine prioritised areas of development
Chief of defence logistics – 9 Priorities

• “Implementation of immediate actions”,
• “Defence logistics for operations”,
• “The dependence on the private sector”,
• “Defence logistics – a part of Host Nation Support”,
• “The development towards a new organisation”,
• “The repair debt”,
• “A strategy for the provisioning of personnel”,
• “Capability in health and medical support”, and
• “Supply and support chains”
A tentative research agenda

Areas of key challenges that FMV faces during the transformation

- Sourcing issues
- Business Models
- Internal issues
- Moral, ethics
- Supply chain
- Support chain
A tentative research agenda

• Sourcing issues
  • When and why should outsourcing be used?
  • Which dimensions of performance should be included?
  • Peacetime performance – or operational effect?
  • How should VfM be defined and calculated?
  • With what should VfM be compared?
  • Who should risk, reward and information sharing be handled?

• Consequences of “here and now”? 
A tentative research agenda

- Business Model issues
  - How should defence acquisition be organised at the national level?
  - Should acquisition be integrated with logistical support?
  - How can professionalism and specialisation be ensured?
  - How can the problem of “throwing it over the wall” be avoided?
  - To what extent should industry be involved?

- Consequences of “here and now”?
A tentative research agenda

• Internal issues
  • What form of organisation would adequately meet the new tasks, roles and responsibilities?
  • Which new competencies are required, and which existing competencies will become obsolete, because of the new tasks, roles and responsibilities?
  • How will the required competence be provided in the long term, within the Armed Forces as well as within FMV?

• Consequences of “here and now”? 

A tentative research agenda

• Supply and support chain issues
  • How good (effective, efficient) is the Swedish military logistics / defence supply and support chain? (i.e. the creation of a validated base line)
  • How do we know that? (i.e. the establishment of a rigorous methodology for evaluation)
  • How can we improve? (i.e. the invention and evaluation of new concepts for development)

• Consequences of “here and now”?
Questions?