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## Tail-To-Tooth:

# Commission on Defense Supply Chain Management

Although BENS' Tail-to-Tooth Commission has identified ways for DoD to improve its acquisition and logistics activities through adopting modern business practices, DoD's support systems are still broken.

The Pentagon recognizes this problem and has laid out an action plan. But execution has been criticized by the General Accounting Office (GAO) and others as too disjointed and slow, citing:

- Institutional Resistance — the biggest barrier to change.
- Stovepipes — little Defense-wide collaboration to find solutions.
- No prioritization of reform efforts to guide investments.
- No clear-cut central authority to make and enforce decisions.
- No reliable accounting information on which to judge programs or progress.

DoD still lacks a long-range business plan that will fix problems outlined above and align its support processes with Joint Vision 2020 for its future fighting forces.

The American business community has had tremendous experience and success over the last 20 years in achieving the kind of business process transformation DOD seeks. BENS can help DOD achieve its goals.

Building on the success of its Tail-to-Tooth Commission, BENS plans to establish a new Tail-to-Tooth Defense Supply Chain Management Commission, with four goals: Define the critical principles and practices for efficient Supply Chain Management in DoD based on relevant successful industry models; Promote and support DoD's implementation of these principles and practices so that supply chain savings in "tail" be plowed back into the "tooth;" Instill the process of change in DoD's practices; and Convene Panels of Experts focused on problem-solving and implementation to provide depth and persistence to

Commission's efforts.

BENS plans to start this effort in late summer 2001.

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