

# Swedish Defence Acquisition Transformation A Research Agenda

Presentation at the 12<sup>th</sup> Annual Acquisition Research Symposium

Panel #8 – Thoughts on Transforming Defense Acquisition

Wednesday, May 13, 2015

Thomas Ekström, Deputy Research Director, FOI

Dr. Per Skoglund, Senior Advisor, FMV



# Outline of presentation

- A small country perspective
- The swinging pendulum: “From preparedness to deployment to preparedness?” – or “from national defence to PSO 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 Fredrikshamn  
17 September  
1809

The Treaty of Kiel  
14 January 1814



1658-1660  
(När Sverige var som störst)

The Battle of Poltava  
28 June 1709



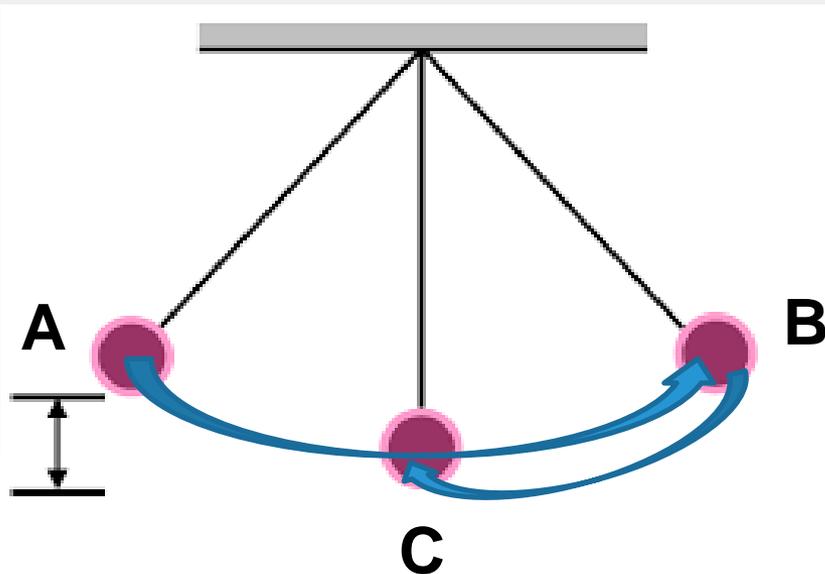
A long history  
of war



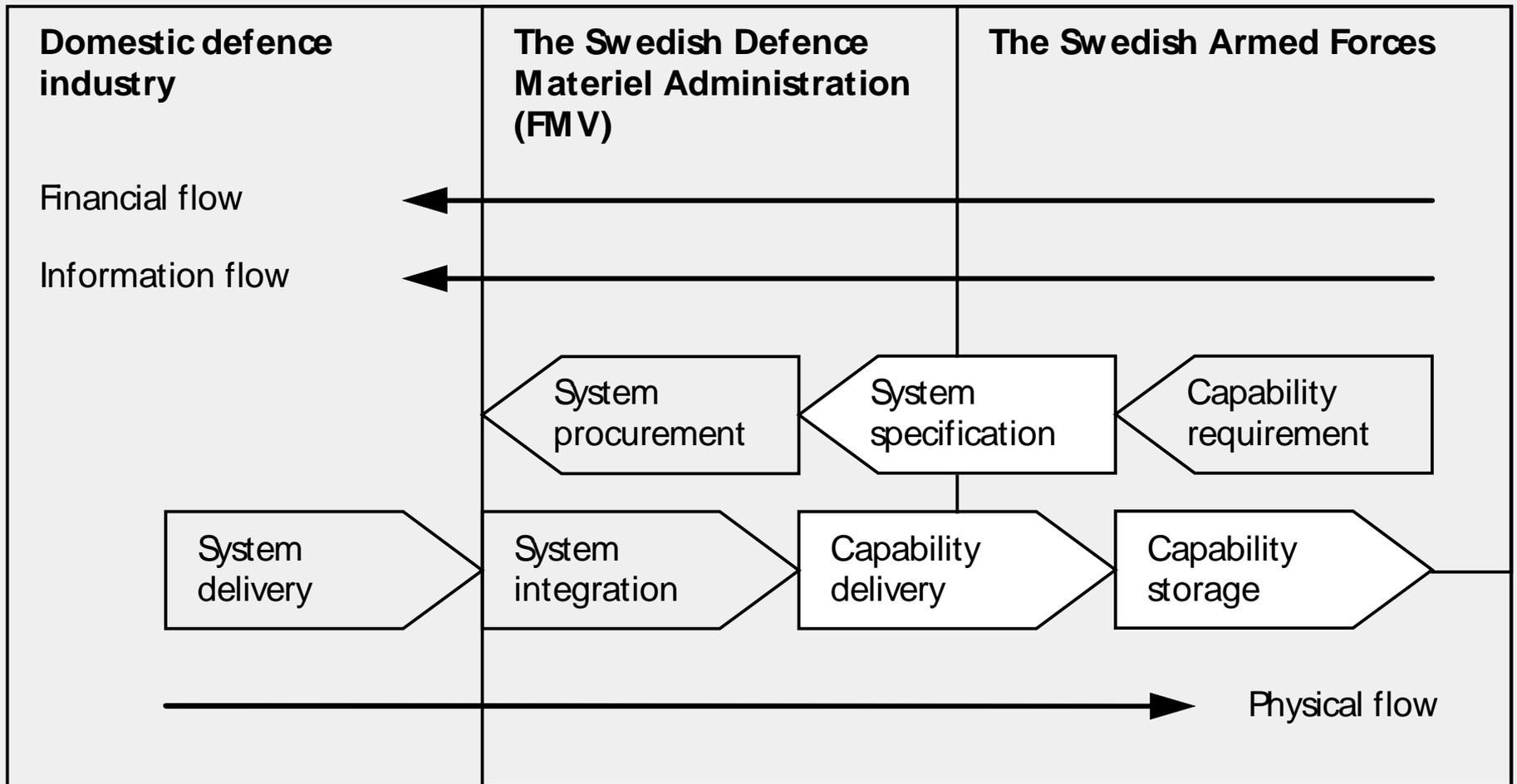
1743

# The swinging (political) pendulum

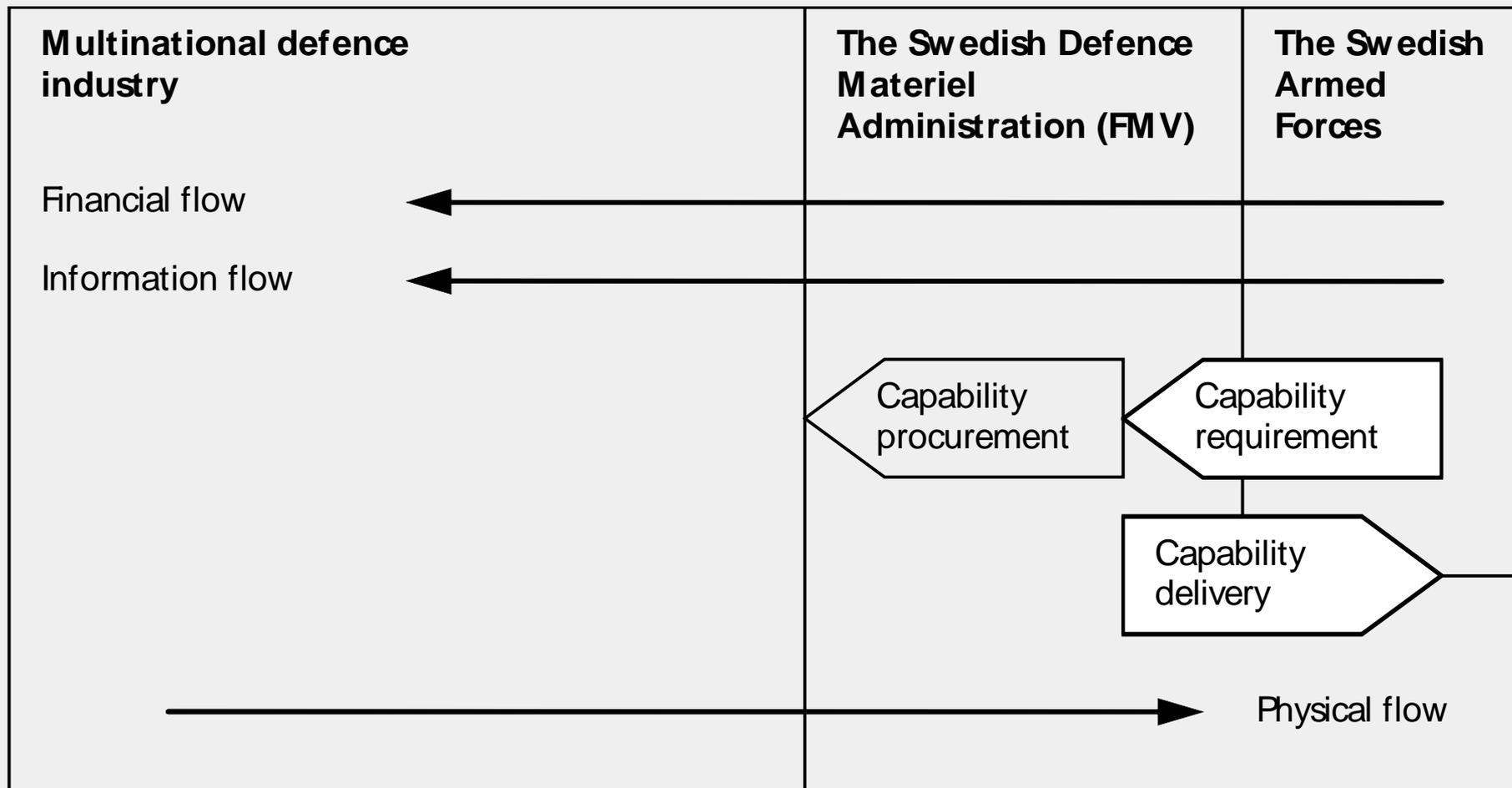
- A. 200 years of peace – Standing in preparedness
- B. Post Cold War – Deployed on PSO's
- C. "Here and now" – More "prepared than deployed"?
  - => Consequences for the research agenda?



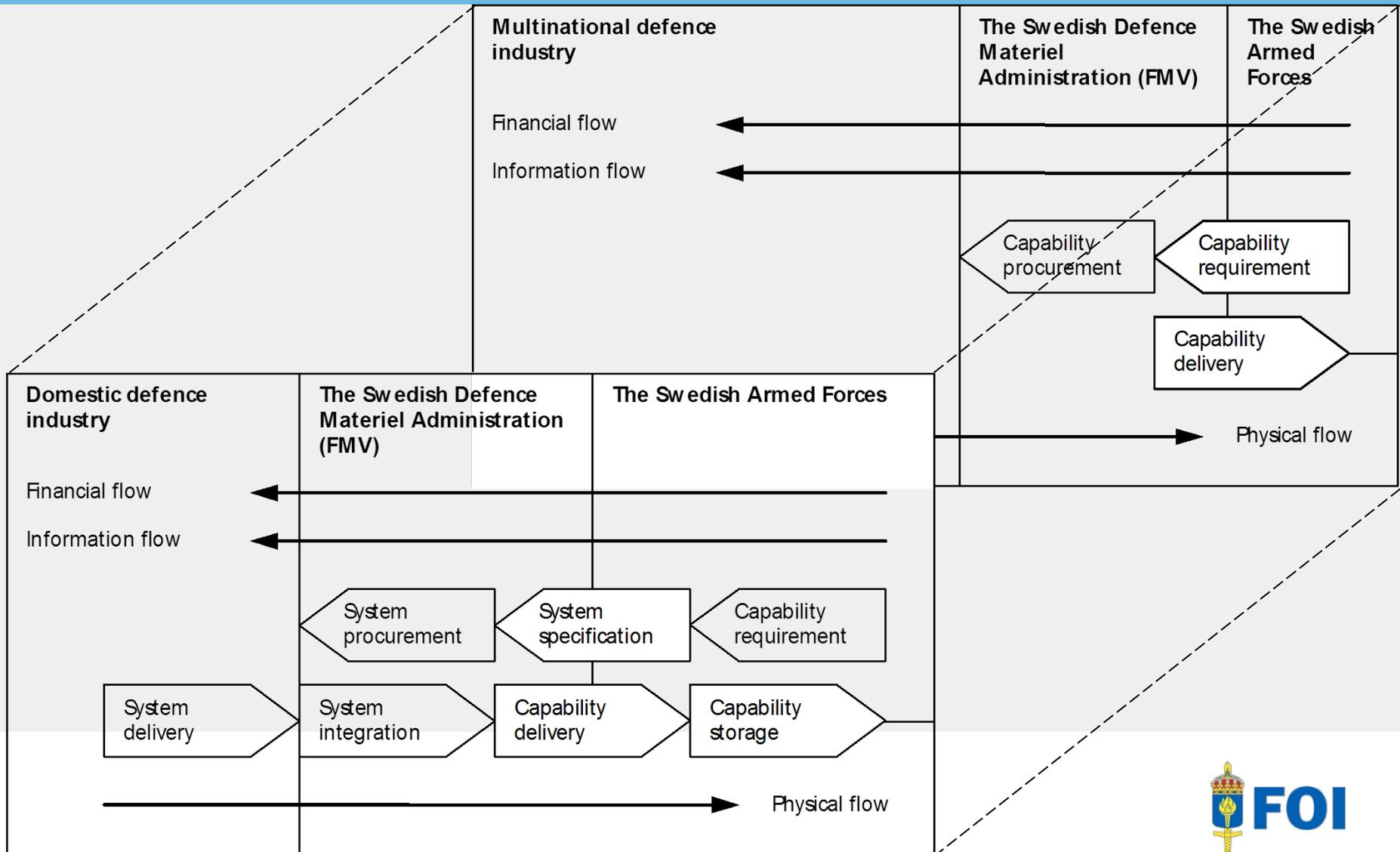
# The Swedish Cold War System



# The Swedish Post-Cold War System



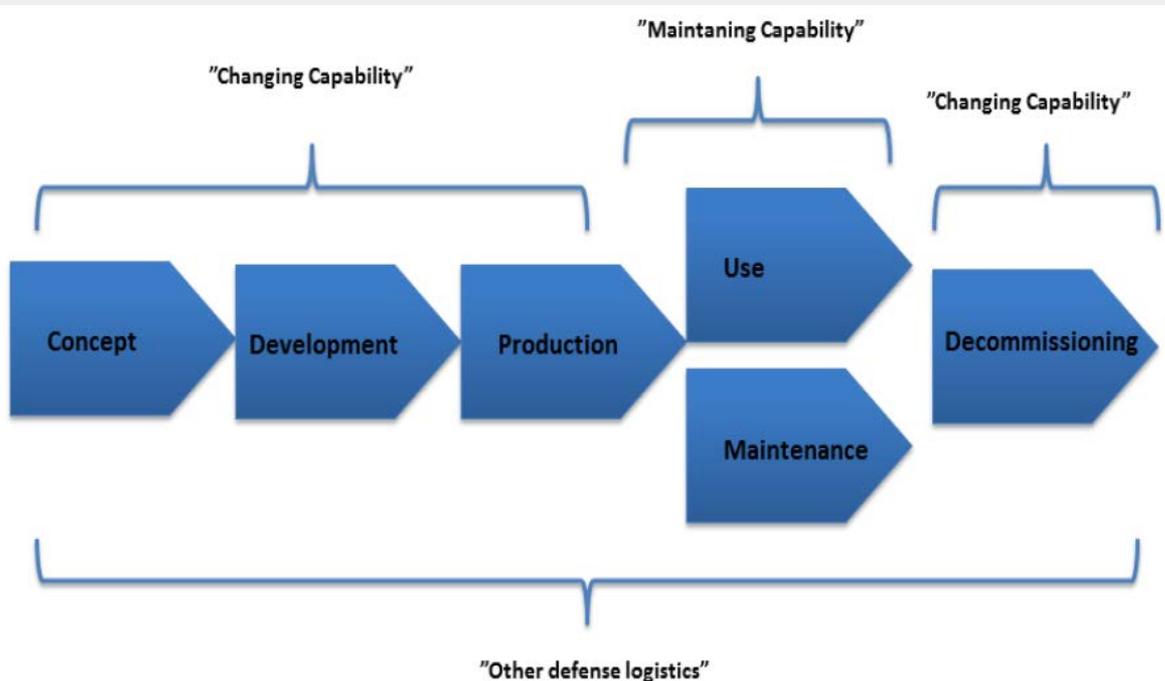
# Transformation of defence acquisition



# 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



Owens the equipment and specifies the need for logistics



Combat close logistics



Operational units



Operational and functional requirements



Availability requirements



Stock keeping requirements

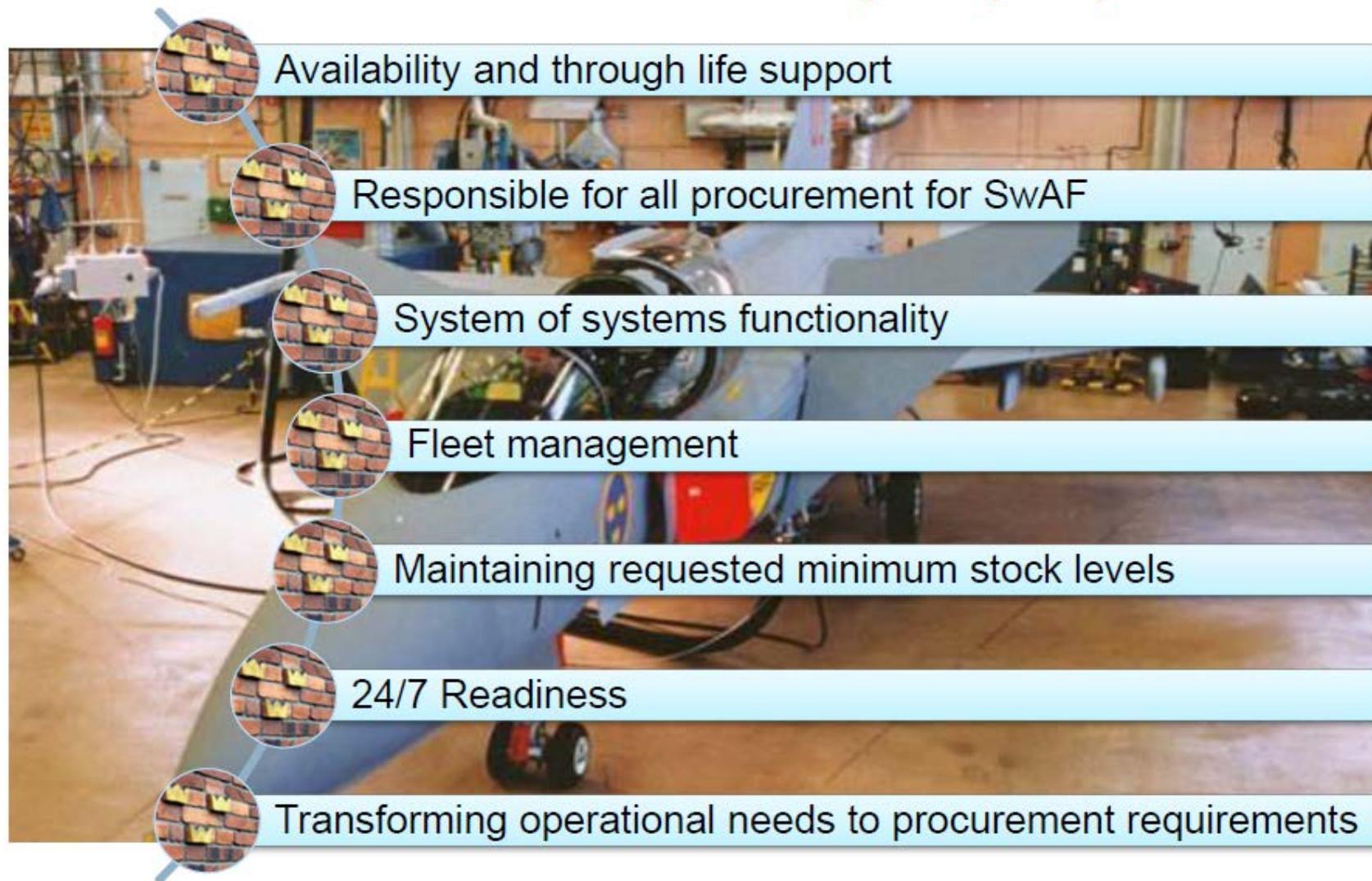


Defines where, when and by whom the equipment will be used



# Reformation of defence logistics

## The Defence Materiel Administration (FMV) responsibilities



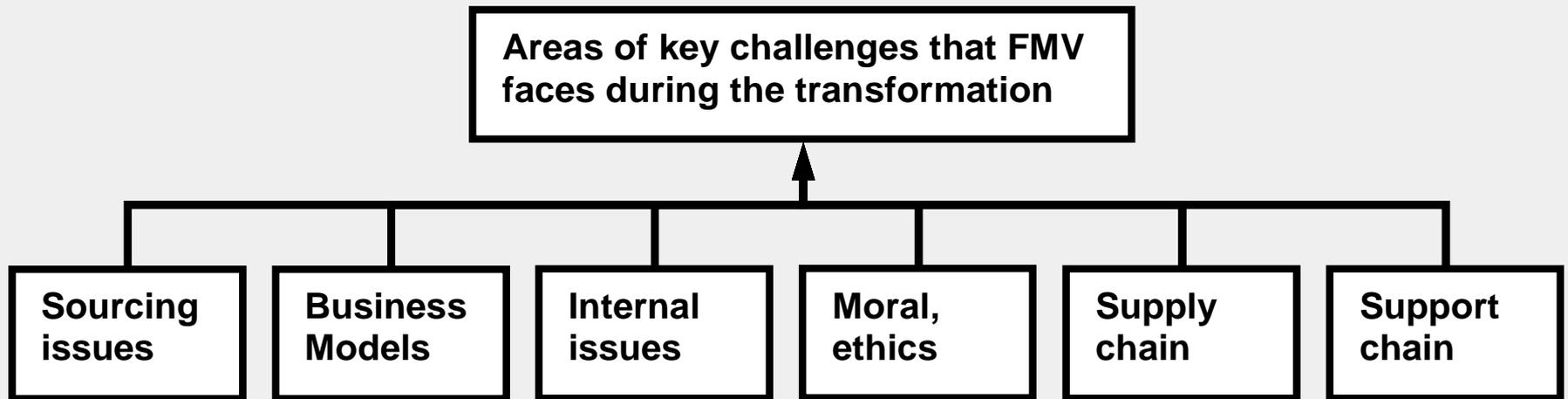
# Methodology

- 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



# 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?

