

Connecting the Kill Chain to the Supply Chain: Building Industrial Surge Capacity

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Context & Research Question



Industrial Base Consolidation

The defense industrial base has consolidated, shrinking the supplier ecosystem



Offshored Manufacturing

Critical manufacturing capacity has moved offshore, creating dependencies on foreign sources for key components and raw materials



Just-in-Time Fragility

Lean supply chains optimized for peacetime efficiency lack resilience for wartime surge

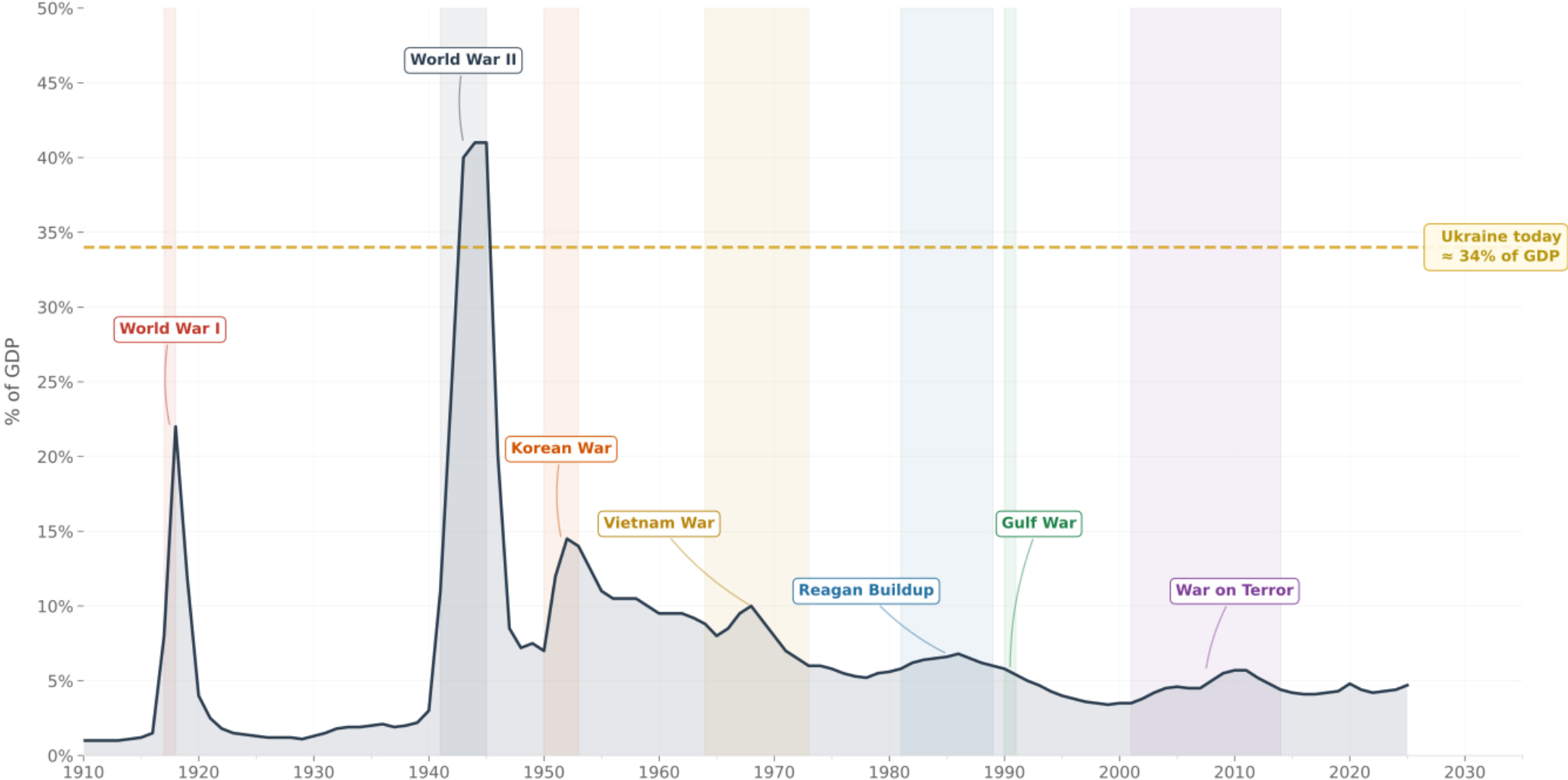
- The **supply chain is essentially the kill chain** – materiel flow determines combat power
- Historical analyses show **mobilization takes years** and requires centralized economic planning

What peacetime actions and investments create an industrial mobilization capability that is prudent to plan for - and hopefully never needed?

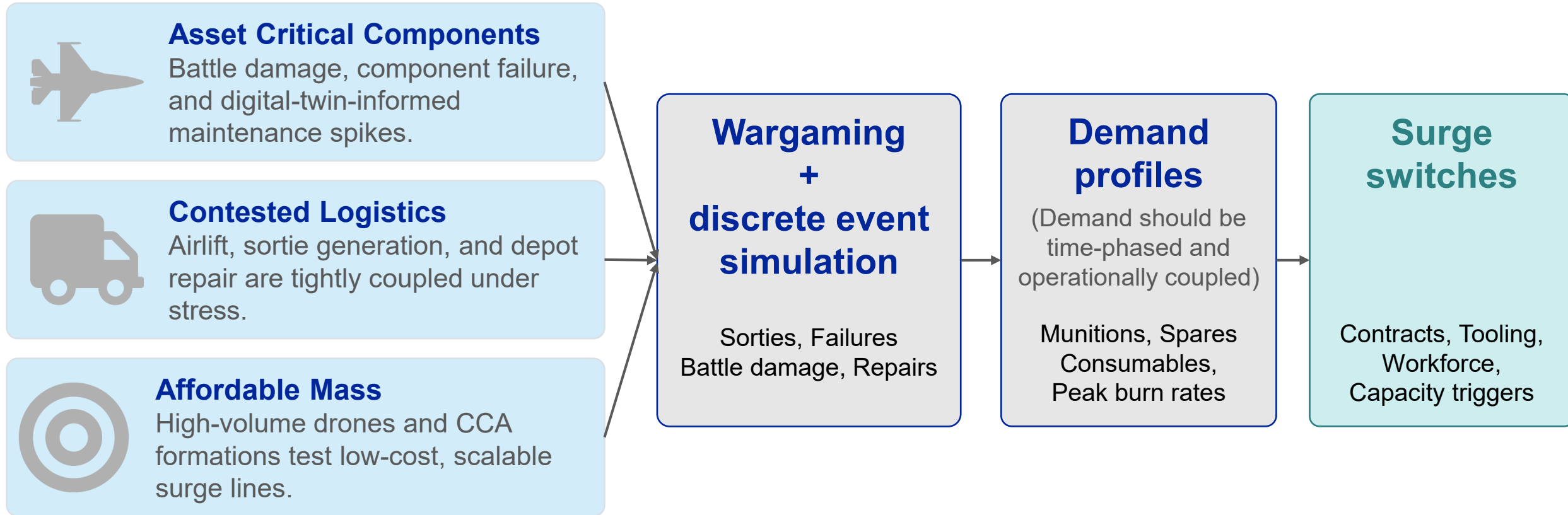
Context & Research Question

U.S. Defense Spending as % of GDP

Total defense spending (military, veterans, foreign aid) · 1910-2025 | Dashed line: Ukraine's current wartime defense burden



Scenario Planning & Demand Quantification



Realistic scenario-driven demand quantification reveals surge resources needed to keep the kill chain flowing.

Toward Realizing Surge Readiness: *DoW Acq. Trans. Strategy (5 Pillars) Provides a Foundation*



Rebuild the Defense Industrial Base

- Expand the Industrial Base, Stabilize Demand Signals, Accelerate Private Capital Investment
- Accelerate Commercial Preference, Procure Industry-Driven Solutions, Information Technology Acquisition
- Establish the Industrial Base Consortium



Elevate/Empower the Acquisition Workforce

- Portfolio Acquisition Executives, Capability Portfolio Management, Capability Trade Councils
- Accelerate Planning, Programming, Budgeting, and Execution (PPBE) Reform



Maximize Acquisition Flexibility

- Digitize Acquisition
- Modernize Test Infrastructure, Reduce Test Oversight
- Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS) Reduction
- Common-Sense Accounting, Foreign Military Sales (FMS) Reform



Develop High-Performance Systems

- Wartime Production Unit
- Open Systems Architectures, Rapidly Generate New Kill Chains

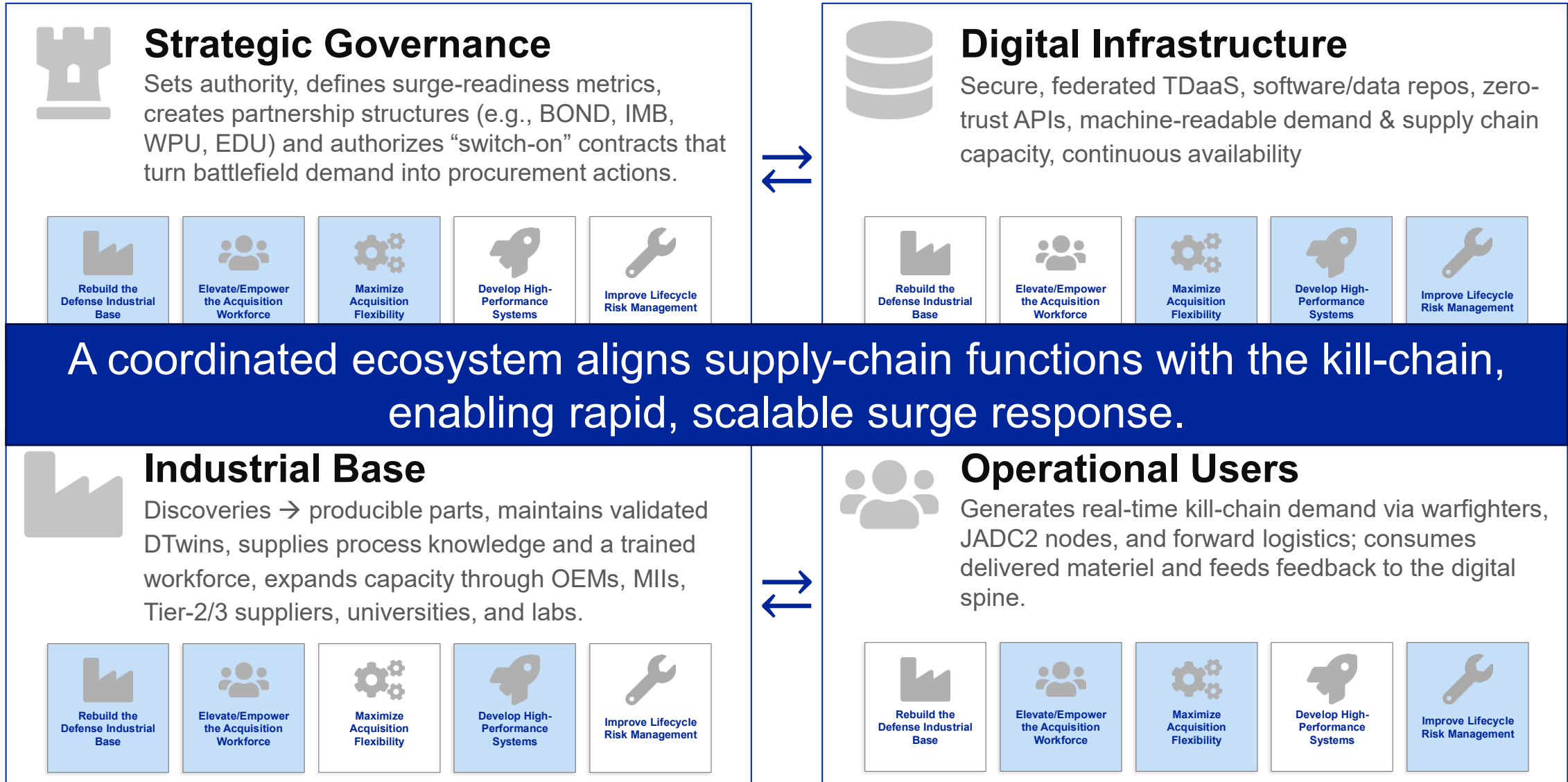


Improve Lifecycle Risk Management

- Government Weapons Repair & Maintenance
- Fixing the Broken Supply Chain

Implementing the five acquisition pillars, plus the Civil Reserve Manufacturing Program, creates a ready-to-scale ecosystem for industrial surge.

The Ecosystem: Effectiveness & Productivity Enhancers



Framework for Industrial Surge Planning

Initial Conflict

- OPLAN driven
- Short duration, intense
- If sudden, fight with what is there

Prolonged Conflict

- Conflict continues (> 60-90 days)
- Duration may not be known
- Need initial, intense surge

Longer-Term Plan

- Seed longer-term capabilities now to support future surge needs
- Foundations cross production / manufacturing and business to support future rapid scaling / fielding
- Patterns repeatable for any theater

Note Overlaps – All Planning starts now

Surge Playbook Mapping

“Switches” to be activated during conflict:
Surge existing production capacity
Pre-arrange rapid expansion of supply chains
Stockpile and Warstopper programs
Whole of Government & Economy response
Preplanning for Defense Production Act use

Surge-capable RFPs and contracting
Access to tech data for expanded production/ supply
Peacetime mobilization exercises
Preparedness plans – Develop and put in place

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A pre-planned, contract-embedded “switch-on” framework enables a rapid, whole-economy surge capability that can flip commercial production to defense output at day 0 of a conflict.

Recommendations



Continuous Wargaming

Establish ongoing government-industry wargaming to quantify demand profiles using Defense Planning Guidance scenarios



Industrial Mobilization Boards

Create sector-specific boards that expand the industrial base to include commercial and non-traditional participants via the Civil Reserve Manufacturing Network



Build the Digital Ecosystem

Accelerate digital transformation — Technical Data as a Service, machine-readable specs, and federated data architecture to rapidly connect kill chain to supply chain



Proactive Industry Engagement

Work with industry associations to share evolving plans and align government-industry interests for mobilization readiness

Summary

- Tools and processes for rapidly connecting kill chain demand to supply chain response are **essential for sustaining combat power in high-intensity conflicts**.
- Peacetime planning, rooted in robust scenario analysis and demand quantification, provides a **strong path to credible surge capacity**.
- The five DoW Acquisition Transformation pillars provide a strategic scaffold; **expanding them through proposed ecosystem elements closes critical gaps**.
- Realization of a phased surge-planning framework & playbook translates kill chain / demand analysis into **actionable, investable steps**.
- Adopting the recommended actions will ensure the United States can rapidly mobilize industrial capacity **when needed - while hoping never to use it**.

Thank you

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