





CHAPTER

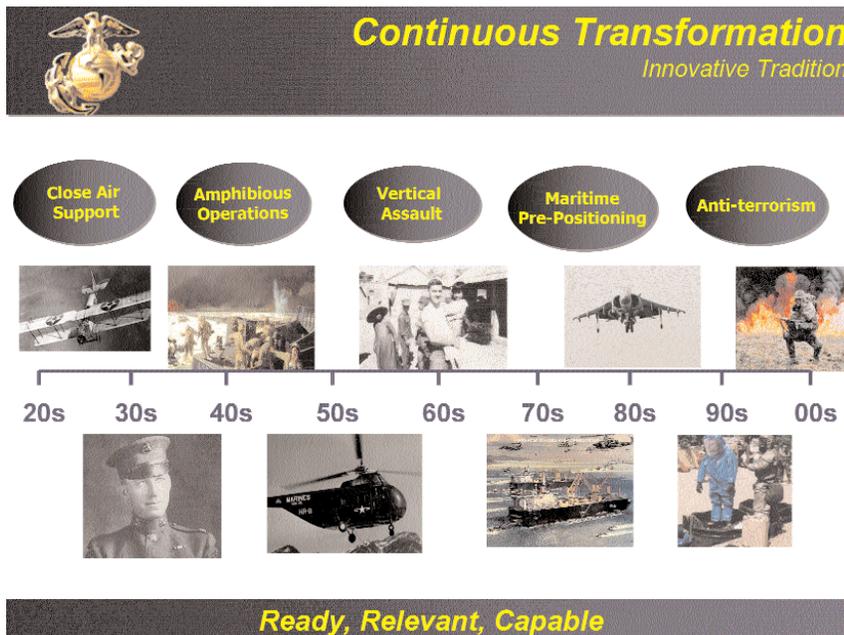
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**EXPEDITIONARY
BY CULTURE
TRANSFORMATIONAL
BY DESIGN**

Chapter 1

Expeditionary by Culture - Transformational by Design Transforming the United States Marine Corps

When you picked up a publication titled "Concepts and Programs," the last thing you expected was a discussion on transformation. For many organizations in the Department of Defense, it would not make sense to have a discussion of transformation inside a publication so titled. For the United States Marine Corps, transformation is as much what we are as the Eagle, Globe, and Anchor. Marines are expeditionary in the truest sense of the word. While our expeditionary ethos is integral to what we are, our history of continuous innovation and adaptation makes us transformational by design. The Marine Corps has a history of continuous innovation and transformation. From the early days of ships detachments, innovations such as close air support, amphibious warfare, vertical envelopment, Short Take Off and Vertical Landing (STOVL) aircraft technology, maritime pre-positioning, Ship-to-Objective Maneuver, and the establishment of organic Anti-terrorism capabilities, the Marine Corps continues to transform the manner in which our Nation projects power and influence beyond the sea.



Defining transformation is at best challenging, and at worst, simplified to the point of unimportance. Transformation is most easily defined by a combination of what it is, and what it is not. Transformation is not simply the military application of technology. Perhaps one of the most transformational actions in the past 50 years has been the implementation of the all-volunteer force. While not readily appreciated as transformational, the all-volunteer force has fundamentally changed the way we organize, train, and equip today's military. So how is the all-voluntary force "transformation?" Transformation results when change results in one of two outcomes; either an organization develops the ability to do something that was previously unachievable, and/or it develops the ability to perform a function exponentially better than before. The quality of today's military - that "all-volunteer force" - has allowed us to do both. By synthesizing actions across the four pillars of transformation, we can equip the Marine, not simply man the equipment.

Transformation is a synthesis across four "pillars;" leap-ahead technologies, revolutionary operational concepts, organizational change, and the implementation of radical business and acquisition practices. It is important that you understand this definition of transformation, since it is the basis of all Marine Corps programmatic pursuits. Before outlining the specifics of our programs - some leap-ahead technologies, and others simply modernization of existing capabilities - it is important to address each of the pillars of transformation to place these programs in context.

Technologies

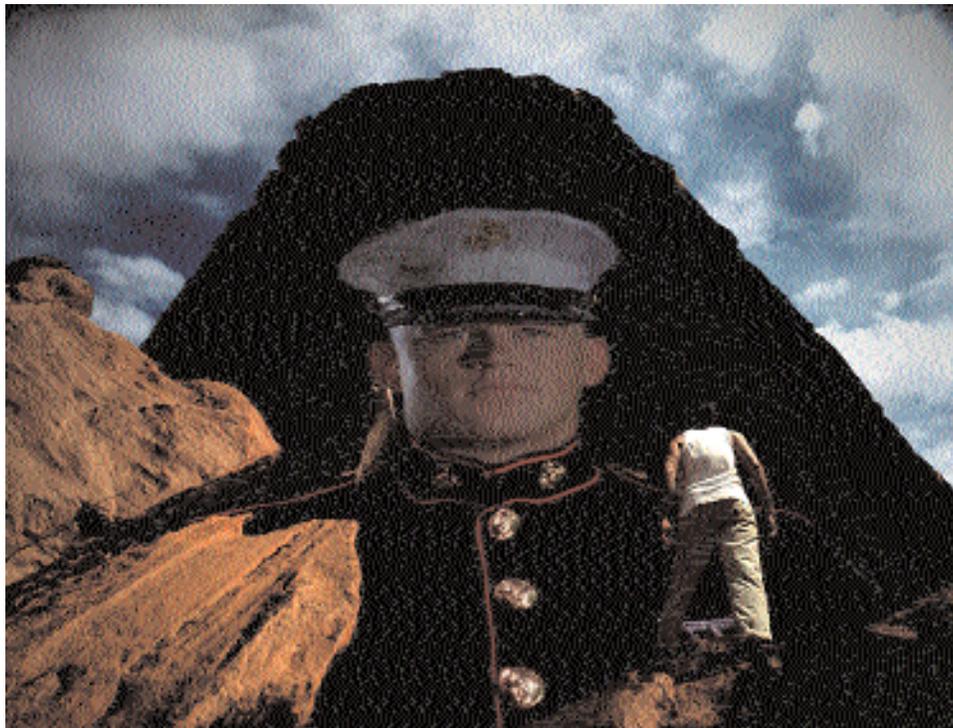
The Marine Corps clearly comprehends the new reality confirmed on 11 September 2001 and understands what it will take to fight and win against current and future challenges to our national security. Our history of continuous innovation has led to investments in major transformational capabilities such as the V-22, STOVL Joint Strike Fighter (JSF), Advanced Amphibious Assault Vehicle (AAAV), and Integrated Logistics Capabilities -all well-developed programs today, and ready to meet the challenges of tomorrow. We know that enhancing our operational and tactical mobility, lethality, stealth and sustainability will serve us well against our future challenges and adversaries. Amphibious lift and maritime prepositioning concepts and capabilities currently in development hold significant promise to revolutionize the future of force deployment and employment, to include contingency response, forcible entry, and force build-up around the globe. Investing today in developing these capabilities is vital to ensuring continued transformation of naval capabilities.

Organizational Transformation

Organizational transformation is more than squads, platoons, battalions, squadrons, and the various Marine Air Ground Task Forces that make up our operating forces. In addition to our programmatic innovations, the development

of the 4th Marine Expeditionary Brigade (Anti-terrorism) (4th MEB (AT)) consolidates new and existing Marine Corps capabilities into a more effective and readily employable capability to meet the emerging threat of terrorism both at home and around the globe. The establishment of 4th MEB (AT) displays the organizational agility and the adaptability referenced previously. This is not the only aspect of organizational transformation. Organizational transformation encompasses not only how we organize, but also institutionally, how we operate within the organization. Undergirding our entire transformation is our ongoing revolution in the ability to logistically support our operations from home station to the most forward deployed Marine Corps unit. Integrated Logistics Capabilities (ILC) concepts and Activity Based Costing and Management are transforming the way we support warfighters at home and abroad. Organizational transformation is truly "institutional transformation" as it dictates not only how we operate, but as well, how we deal with the close-knit society known as the Marine Corps.

The manner in which we deal with our most valuable resource is an aspect of our institutional transformation. The term "All-volunteer force" is misleading. Today's force is realistically an all-recruited force. Because we must attract the best and brightest America has to offer and retain them once they have earned the title "Marine," we are changing the paradigm within which we respond to Marines' needs. Ours is a young force, with 68% of Marines on their first enlistment.



This youthful force requires us to balance the needs of those in search of a continuous challenge, with our career force's needs of faith, family, and Corps. A Marine and his rifle defined Twentieth Century readiness. Twenty-first Century readiness is defined by a Marine, his family, the weapons systems Marines employ, and the bases and stations they deploy from. While we recruit Marines, we retain families. Bases and stations are central to the quality of life that retains those families. This change in organizational focus is a vital, but often overlooked aspect of Marine Corps transformation.

Business and Acquisition Reform

Just as it is transforming its organization, the Marine Corps is also transforming its business practices. Our warfighting readiness is a reflection of balancing the demands of current requirements around the globe with the imperative to invest and be prepared for the future. This balance can - over the long haul - be achieved only if resources are reallocated from overhead and support activities to our fighting forces. To accomplish this reallocation of resources, we are adopting better business practices to achieve greater cost-effectiveness. Transformation of business practices is vital to achieving transformed warfighting capabilities and making the most efficient and effective use of resources. The Marine Corps has implemented numerous "best business" practices in making our operations both efficient and effective. We have the largest Activity-Based Costing/Management (ABC/M) program in the Department of Defense, if not in the entire government. Our 15 major bases and stations are fully engaged in ABC/M and have stringent reporting requirements that will help us to fully identify additional areas where we can gain efficiencies. This is vital to our ability to effectively launch expeditionary operations from the fifth element of our Marine Air Ground Task Force, our bases and stations. The Integrated Logistics Capabilities initiative has re-designed Marine Corps ground logistics business processes using information technology as a key enabler. The ILC initiative has provided a structured, disciplined, and focused approach to baselining major Marine Corps logistics processes by exploring opportunities and benefits for moving ahead. ILC has not simply automated old processes, but rather has re-engineered, where appropriate, logistics processes to transform support to the warfighter. Individual initiatives within ILC include: forming a strategic alliance among various Marine Corps business enterprise process owners; centralizing Secondary Repairables management and consolidating echelons of maintenance; consolidating supply functions at the retail level; institutionalizing "best practice tools" for acquisition and material management; developing an integrated, data-sharing logistics information technology architecture and migration strategy; streamlining information technology acquisition processes and procedures; forming an academic-industry strategic alliance for logistics research and services; and standardizing interfaces to facilitate information sharing between systems applications.

To transform our business practices, the Marine Corps must increasingly rely on business intelligence and associated technologies promoting access to information. We consider information to be a strategic asset, and by assuring access to information, we will improve the operational agility of the Marine Corps. Our efforts to promote enterprise management of information technology confirm our need for a common infrastructure that includes a shared data environment, realignment and consolidation of many of our information systems, and the search for cost-effective strategies.

Commercialization, privatization, and out-sourcing are among the methods the Marine Corps has used to reduce costs, but ultimately it is competition between public and private sources that has led to increased savings. The Marine Corps has initiated competition between government sources and private sector commercial sources for a broad number of activities, best seen in the Marine Corps' application of such competition vis-à-vis its bases and stations. We have embarked on Public-Private Ventures to secure quality housing for all Marines, and when complete, will have eliminated our Housing shortfalls within the timeframe directed by DoD. More importantly, we will have done so without the significant investment in military construction dollars and will have focused Marines on their core competencies. As well, to operate our 15 major installations - essentially providing the range of support services typical of a municipality - a labor force of approximately 20,000 Marines and 14,000 civilians are employed. One of the processes we have used in these competitions to save money is Activity-Based Costing and Management. This process provided our installation commanders information that enabled them to reapply over \$30 million in cost savings last year by analytically measuring the costs of particular work and evaluating the performance of that work.

Revolutionary Concepts

In the Twentieth Century, mass was the coin of the realm in terms of military power. The shift in the Twenty-first Century has been away from mass to precision and speed. The Marine Corps has continuously developed revolutionary concepts that focus on precision and speed, and when supported by leap-ahead technologies and organizations, will provide new capabilities and order of magnitude improvements in old capabilities. Central to precision and speed is achieving true expeditionary capabilities.

Within the Navy and Marine Corps “expeditionary” means that operations are organically sustainable over extended periods. There is a difference between being expeditionary and simply being deployable. Truly expeditionary forces are those that can not only displace to distant environs and operate immediately upon arrival without host nation support or infrastructure, but also operate over a sustained period of time, without requiring nearly immediate reinforcement. If a force does not have this organic sustainment capability, then it is more ‘deployable’ than ‘expeditionary.’ Organic sustainability will continue

to be the hallmark of truly capable forces around the globe and ongoing improvements in seabasing will be the true transformation of the future. Ongoing advancements in developing future maritime pre-positioning concepts and capabilities are transforming sustainable expeditionary forces of the future. Investing today in developing the next level of capabilities will transform our ability to deliver combat credible forces from the sovereign seabase and move beyond the necessities of host nation ports and airfields for joint force build-up and employment.



Today's actions in the global war on terrorism, as well as the challenges of the future strategic landscape, highlight the continued need for a combat-credible, amphibious, forcible-entry capability and the value of seabasing these capabilities. Naval forces, as an integral component of a larger Joint Force, will use the sea as maneuver space and as a secure "base" from which Joint Force Commanders (JFC) can collect intelligence and project power to impact the early stages of a potential crisis. Enhanced Networked Seabasing provides force protection, C4, fires, and logistic capabilities that support versatile and flexible power projection, and enables highly lethal forces to move directly from ship to objectives deep inland. Enhanced Network Seabasing will network platforms and promote increased interoperability among the Amphibious Task Force, Carrier Battle Group, Maritime Preposition Force, Combat Logistics Force, and emerging high-speed sealift and lighterage technologies. These

enhanced seabased operations will capitalize on rapid force closure through At-Sea Arrival and Assembly, the flexibility of selective equipment offload, rapid force reconstitution, and the protection afforded by the Navy's control of the sea. Seabased operations will capitalize on network centric warfare, the maneuver space afforded by the sea, increased speed of decision making enabled by linked sensors, shooters, and command-and-control nodes. Forward-deployed naval forces will have access to an integrated worldwide logistics system to sustain expeditionary operations.

Properly designed Maritime Pre-positioning Forces (MPF) and adequate Amphibious Lift capacity are key components of seabasing sustainable, expeditionary, forcible-entry operations. Our Nation must maintain the ability to assure access for the protection of American interests, even in the face of the access-denial capabilities of future adversaries. Marines, in conjunction with the Navy, have worked hard to transform expeditionary forcible-entry concepts, and the doctrine, training, and equipment to accomplish the mission with acceptable risks. In addition to V-22, STOVL JSF, and AAV, particular attention has been paid to key capabilities that enable the forcible-entry mission: Mine Counter-Measures (MCM), Littoral Anti-Submarine Warfare, Naval Surface Fire Support (NSFS), and Amphibious Lift. Investing in the platforms and systems associated with these capabilities (such as the next generation of amphibious ships and MCM platforms, the joint command and control ship, naval surface fires platforms, and high speed lighterage) - united with naval operational concepts that synergistically combine naval capabilities - will transform expeditionary naval capabilities in the near, mid, and far term.

The ongoing process of conceptual change is embodied in the recent publication of our overarching concept, Expeditionary Maneuver Warfare. It is the foundation for the way the Marine Corps will conduct operations in the Twenty-first Century. Expeditionary Maneuver Warfare is the union of our core competencies, maneuver warfare philosophy, expeditionary heritage, and the concepts by which we organize, deploy, and employ forces. It emphasizes the unique and proven capabilities the Marine Corps provides Joint Force Commanders and the synergy created when leveraged with the complementary capabilities of other Services and agencies. These capabilities translate into power projection designed to promote global security and reassure our allies and friends, while deterring and defeating adversaries and potential foes. The next Chapter will provide a more detailed look at Expeditionary Maneuver Warfare (EMW).

