

MBA THESIS PLAN

**Graduate School of
Business & Public Policy**

**Comparison of Acquisition Efficiency on Subsistence Contract Management
between the US and Japan**

By:

LCDR John Bing

LCDR Jeffrey Eom

Maj Michael Huddleston

Advisor: Dr. Robert Mortlock and Dr. Charles Pickar

**Naval Postgraduate School
Monterey, CA
October, 2018**

Graduate School of Business & Public Policy
MBA THESIS PLAN

Tentative Thesis Title: Comparison of Acquisition Efficiency on Subsistence Contract Management between the US and Japan

Thesis Plan Abstract: The objective of this thesis is to identify and develop efficient acquisition process for managing subsistence (food) contract by comparing the United States and Japan. This will be accomplished by reviewing subsistence procurement process, contract management, and budget spending by the Navy and Army of the United States with respective Japanese Self Defense Forces. Through this analysis, metrics will be developed that can measure which country's acquisition system is more efficient in terms of cost, schedule, and/or performance when it comes to subsistence. Due to the difference in operational commitment, this thesis will focus on dynamic operational environment in the Pacific theater.

Project Sponsor: NPS Acquisition Research Program

Project Team Members:

Name	Rank	Cum.	Graduation	Service	Country	Signature	Date
John Bing	LCDR	815	June 19	USN	USA	BING.JOHN.RICHARD.1029193505 <small>Digitally signed by BING.JOHN.RICHARD.1029193505 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USN, ou=BING.JOHN.RICHARD.1029193505 Date: 2018.10.09 14:58:47 -07'00'</small>	OCT20
Jeffrey Eom	LCDR	815	June 19	USN	USA	EOM.JEFFREY.JAECHUNG.1027507596 <small>Digitally signed by EOM.JEFFREY.JAECHUNG.1027507596 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USN, ou=EOM.JEFFREY.JAECHUNG.1027507596 Date: 2018.10.10 16:56:15 -07'00'</small>	0OCT1
Michael Huddleston	Maj	815	June 19	USA	USA	HUDDLESTON.MICHAEL.J.1094025709 <small>Digitally signed by HUDDLESTON.MICHAEL.J.1094025709 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USN, ou=HUDDLESTON.MICHAEL.J.1094025709 Date: 2018.10.10 12:23:47 -07'00'</small>	0OCT1

Faculty Advisors:

Name	Advisor Role	Approved (Signature)	Date
Dr. Robert Mortlock	Lead Advisor	MORTLOCK.ROBERT.FRED.1040601682 <small>Digitally signed by MORTLOCK.ROBERT.FRED.1040601682 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USN, ou=MORTLOCK.ROBERT.FRED.1040601682 Date: 2018.10.15 11:56:11 -07'00'</small>	15 Oct 2018
Dr. Charles Pickar	Support Advisor	PICKAR.CHARLES.KEVIN.1173443516 <small>Digitally signed by PICKAR.CHARLES.KEVIN.1173443516 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USN, ou=PICKAR.CHARLES.KEVIN.1173443516, email=ckpickar@nps.edu, c=US Date: 2018.10.14 08:57:19 -04'00'</small>	

Submit Completed Project Plan:

	Reviewed	Date
Recorded and retained in GSBPP Program Office		

- **Thesis descriptive information:**

- **Title:** Comparison of Acquisition Efficiency on Subsistence Contract Management between the US and Japan

- **Topic:** Measuring process efficiency in defense acquisition management: comparing the subsistence (food) contract management process of the US and Japan

- **Objective:** Identify and develop efficient acquisition process using metrics and/or a framework flow that can be used to compare acquisition efficiencies between countries

- **Background:** Different countries have different development processes used in the acquisition management. In support of the operational requirements, food becomes a vital successful factor and should be procured and managed at the most efficient method. The assessment of such method would allow the United States to identify and potentially adapt more efficient procurement process used by other countries.

- **Activities** expected to be undertaken in completing the Project, including, where applicable, as followed:

- **Problem Identification:**

- **Primary Question:**

- How can you identify, measure, and determine the differences in efficiencies between acquisition managements over subsistence between the US and Japan?

- **Secondary Question:**

- What are the key acquisition processes used by the US and Japan?

- How the total lifecycle costs (development, procurement, and management costs) are managed?

- What are the differences in acquisition performance between the US and Japan?

- **Informed Foundation:** The Defense Acquisition System Framework, the Resource Management System (PPBES and Japanese equivalent) and the Requirements Management process (JCIDS and Japanese equivalent) will be utilized to compare the United States and Japan. Detailed subsistence procurement processes and steps will be thoroughly reviewed and analyzed to this framework to determine if their process is more or less efficient than ours.

- **Appropriate Data:** Data on the cost, performance, and process of Japanese subsistence procurement will be obtained from the Acquisition, Technology and Logistics Agency of Japan Ministry of Defense, Japanese Maritime Self Defense Force, and Japanese Ground Self Defense Force. US data will be obtained from publicly budget reports and acquisition databases from various agencies including DLA Troop Support.

- **Appropriate Analysis:** Metrics and/or process flow will be identified that can make the data between countries comparable to each other.

- **Accomplishments** are expected to result from the Project, including:

- A framework containing procurement process flow and performance metric that can be used to easily compare acquisition efficiency for both countries

- The MBA Professional Report will include the following proposed chapters:

- Chapter 1: Introduction: Purpose, relevance, and identification of research questions

Chapter 2: Background: Discussion of Defense Acquisition, history of Japanese acquisition programs and discussion on acquisition efficiency

Chapter 3: Literature Review: Related studies, reports, papers, and publications

Chapter 4: Analysis: Presentation of data, methodology, and process flow

Chapter 5: Findings: Demonstration of metrics/framework, recommendations, conclusion, and possibilities for further research

- **Roles of Project Participants:**

- LCDR Bing/ LCDR Eom/ Maj Huddleston jointly conduct the literature review, research background information, collect/analyze data, and develop findings and recommendations.
- Dr. Mortlock and Dr. Pickar will review and monitor progress of the research. They will provide assistances in the form of advice, expertise, and suggested edits to drafts.
- The NPS Acquisition Research Program will provide funding support for required travel and administrative assistance in the form of 20 hours of editorial support.

- **Other:**

- **Schedule:**

- October 2018: Completion of Thesis Proposal and ARP Application
- December 2018: Travel to DLA Troop Support Pacific and the Acquisition, Technology and Logistics Agency of Japan Ministry of Defense for data collection. Chapter 1 draft complete
- January 2019: Data collection complete. Chapter 2 draft complete.
- February 2019: Chapter 3 draft complete. 1st ARP Edit Review submit.
- March 2019: Chapter 4 and 5 draft complete. 2nd ARP Edit Review submit.
- April 2019: Research complete. Final draft submit to Thesis Processing for review
- May 2019: Edits applied. Upload thesis package. All ARP deliverables complete
- June 2019: Graduation

- **Security Classification:** This research will be unclassified.

- **Survey:** This research will not require a questionnaire or survey.

Acquisition Graduate Student Research Program (ARP) - Advisor Endorsement

Student(s) Name(s)	Curriculum	Service	Graduation Date
LCDR John Bing	815	USN	JUN 19
LCDR Jeffrey Eom	815	USN	JUN 19
Maj Michael Huddleston	815	USA	JUN 19

Advisors Names

Dr. Robert Mortlock and Dr. Charles Pickar

Travel Funding Requested

Yes

Travel Details (travel estimate details, include where, what data, who visiting, etc) and Justification (how travel supports research)

1. DLA Troop Support Pacific, Hawaii from 06-08 December 2018: DLA Troop Support functions as a primary POC for subsistence (food) contract management and directly manages the contracting authority. Critical resource for our thesis project
2. The Headquarter of the Acquisition, Technology and Logistics Agency of Japan Ministry of Defense, Japanese Maritime Self Defense Force, and Japanese Ground Self Defense Force in Tokyo and Yokosuka, Japan from 09-14 December 2018: These organizations handle and manage the subsistence contract and procurement processes for Japanese Self Defense Forces and the required data for thesis project can be obtained from those offices.

Will your need audio recordings transcribed? If yes, how many hours of recordings do you anticipate?

No

Advisor Questions

- Will the final report be written in order to be published as “Public Release, Unlimited Distribution?”

- Is the travel funding appropriate for the scope of research effort involved and considered by you to be mission critical?

- As the project advisor, will you ensure that this project is compliant with NPS Institutional Review Board (IRB) requirements related to Protection of Human Subjects?

Comments

I agree with the questions above and support this research project.

Advisor Signature

N/A

Advisor Signature

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Advisor Signature

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email=ckpickar@nps.edu, c=US
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IRB Student Research Checklist
(25 JAN 16)

Does the student plan to engage in any of the following activities? Check all that apply.

- Yes No Administer a questionnaire or survey.
- Yes No Conduct focus groups or interviews.
- Yes No Observe human performance behavior or activity, directly or indirectly (e.g., online, through analysis of information systems, crowd sourcing, etc.) with or without individuals' knowledge.
- Yes No Record human performance behavior or activity using audio, video, or digital recording methods.
- Yes No Use of pre-collected data that contains any information about individuals and that is not available to the general public (i.e., cannot be obtained via a Google search).
- Yes No Perform hardware and/or software tests that include representative users in the testing process.

If "Yes" is checked in any of the boxes above, a Human Subject Determination Request Form must be filled out, signed by the advisor, and sent to the HRPP Specialist at IRB@nps.edu. If the student and advisor are certain the proposed activity involves human subject research, they should proceed with submitting a full human subject research protocol. IRB forms are available at available at <http://www.nps.edu/research/IRB.htm>.

Student Statement of Assurance. Please check each box confirming you have read and agree with each statement.

- The answers provided above are accurate.
- I understand that if I have checked "Yes" to any of the activities I must submit a Human Subject Determination Request Form to the IRB and await the IRB's determination before engaging in that activity. (A full human subject research protocol may be submitted in lieu of a determination if the student and advisor are certain the proposed activity involves human subjects research).
- I agree that if all activities are checked "No" initially but the research evolves to include any of the above activities, I will request a new determination before engaging in that activity.

Student **BING.JOHN.RICH** Digitally signed by BING.JOHN.RICHARD.1029193505
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ou=USN, cn=BING.JOHN.RICHARD.1029193505
Date: 2018.10.09 14:59:41 -0700
Signature: ARD.1029193505 Date: 09OCT2018

Advisor **MORTLOCK.ROBER** Digitally signed by MORTLOCK.ROBERT.FRED.1040601682
DN: c=US, o=U.S. Government, ou=DoD, ou=PKI,
ou=USN, cn=MORTLOCK.ROBERT.FRED.1040601682
Date: 2018.10.15 11:58:30 -0700
Signature: T.FRED.1040601682 Date: 15 Oct 2018

IRB Student Research Checklist
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Student EOM.JEFFREY.JAEC
Signature: HUNG.1027507596

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EOM.JEFFREY.JAEC
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Date: 2018.10.09 11:24:26 -07'00'

Date: 09 Oct 18

Advisor MORTLOCK.ROBER
Signature: T.FRED.1040601682

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Student Signature: HUDDLESTON.MICHAEL.J.1094025709
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Date: 2018.10.10 12:27:24 -0700'

Date: 10 October 2018

Advisor Signature: MORTLOCK.ROBERT.FRED.1040601682
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Date: 2018.10.15 11:58:30 -0700'

Date: 15 Oct 2018

Thesis trip required cost	Cost Breakdown		
	LCDR Eom	LCDR Bing	Maj Huddleston
Flight	1427.93	1427.93	1427.93
Hotel	2010	2010	2010
Per diem	2000.75	2000.75	2000.75
Taxi to Monterey airport	30	30	30
Taxi to home from Monterey airport	30	30	30
Transportation public within Tokyo	50	50	50
From airport to hotel in Japan	50	50	50
From hotel to airport in Japan	50	50	50
Currency conversion fee	20	20	20
Rental car at HNL	200	0	0
Rental car fuel	30	0	0
Hotel parking fee at HNL	50	0	0
Estimated trip cost for individual	\$ 5,948.68	\$ 5,668.68	\$ 5,668.68
Total estimated trip cost	\$ 17,286.04		

Flight itinerary	Departure	Arrival	Cost	Flight Time
MRY to HNL (UA 5521/1158)	605	1223	367.9	8hr 18m
HNL to NRT (DL 181)	1104	1530	432.4	9hr 26m
HND TO MRY (DL 6/ UA5623)	1920	1606	627.63	13H 46M
Total airfare			\$ 1,428	per person

Meeting with the following agencies:

DLA Troop Support Pacific

JSDF HQ at Tokyo

US Embassy Tokyo

FLC Yokosuka

JMSDF Ship's Support

Army Contracting in Pacific theater