

The Nature of Logistics

1. British Army Doctrine Publication, Volume 3, *Logistics* (June 1996) p. 1-2.
2. LtGen Alfred M. Gray, Jr., "Training the Fleet Marine Force," *Marine Corps Gazette* (July 1987) p. 15. Gen A. M. Gray, Jr., was 29th Commandant of the Marine Corps.
3. Joint Pub 1-02, *Department of Defense Dictionary of Military and Associated Terms* (March 1994) p. 221.
4. Hans von Seeckt, *Gedanken eines Soldaten* (Leipzig: Hase & Koehler, 1936) pp. 159-63.
5. "The fact that in the study of the theory of war a variety of activities and functions are grouped together under the broad title of 'logistics' does not necessarily mean that all of these functions should be grouped under 'the logistic division' or any similar single title in fleet, army, theater, or service organization, or in the administration or operation of military services or forces," FMFRP 12-14, *Logistics in the National Defense* (April 1989) p. 9.
6. Complex systems and complexity is discussed more fully in MCDP 6, *Command and Control* (October 1996) pp. 44-47. For additional reading on complex (adaptive) systems: See M. Mitchell Waldrop, *Complexity: The Emerging Science at the Edge of Order and Chaos* (New York: Simon & Schuster, 1992); Roger Lewin, *Complexity: Life on the Edge of Chaos* (New York: Macmillan, 1992); or Kevin Kelly, *Out of Control: The New Biology of*

Machines: The Rise of Neo-Biological Civilization (Reading, MA: Addison-Wesley, 1994).

7. David J. Frum, *Logistical Factors in the Fall of South Vietnam* (Masters Thesis, Yale University, 1982) passim.

8. This base (designated Al Khanjar) covered 11,280 acres and contained enough food, water, fuel, and ammunition to support 2 divisions for 15 days. In addition, the base had the third largest Navy hospital in the world at that time. The base was created in response to a change in the MEF's operations plan which projected a simultaneous attack by two Marine divisions. Work began on the base on 6 Feb 1991 and was completed 14 days later, 4 days before the start of the ground war. For a detailed description, see BGen Charles C. Krulak's article "A War of Logistics," *Proceedings* (November, 1991) pp. 55-57.

9. For a full account of this operation see Col James L. Jones' article "Operation Provide Comfort: Humanitarian and Security Assistance in Northern Iraq," *Marine Corps Gazette* (November 1991) pp. 98-107.

10. The best short description of the relationship between the Inchon landing and the North Korean logistics system can be found in Kenneth Macksey, *For Want of a Nail: The Impact on War of Logistics and Communications* (London: Brassey's, 1989) pp. 160-164. For a more extensive treatment, see Charles Schrader, *Communist Logistics in the Korean War* (Westport, CT: Praeger Publishers, A Division of Greenwood Press, 1995).

11. For a full discussion of the human dimension in war as well as other characteristics of war discussed in this section, see MCDP 1 (formerly FMFM 1), *Warfighting*, chapter 1.

12. Steve R. Waddell, *United States Army Logistics: the Normandy Campaign, 1944* (Westport, CT: Greenwood Press, 1994) p. 131.

13. The best short discussion of the Chinese situation in December of 1950 is Lynn Montross' and Capt (USMC) Nicholas A. Canzona's *The Chosin Reservoir Campaign, Volume III of U.S. Marine Operations in Korea, 1950-1953*, (Washington, DC: Headquarters, U.S. Marine Corps, 1957). For the details of United Nations logistics, the best sources are contemporary articles published in such journals as *Marine Corps Gazette*, *Military Review*, *Proceedings*, *Quartermaster Review*, and *Ordnance*. For Chinese efforts to adapt their logistic system during the Korean war, see Shu Guang Zhang, *Mao's Military Romanticism, China and the Korean War, 1950-1953* (Lawrence, KS: University Press of Kansas, 1995) pp. 165–176.

14. Waddell, p. 131.

15. The discussion of logistics in North Africa in World War II is taken from the manuscript of *Inside the Afrika Korps*, edited by Bruce Gudmundsson, to be published by Greenhill Books, London, in 1997.

Logistics Theory

1. Naval Doctrine Publication 4, *Naval Logistics* (January 1995) p. 36.
2. Col S. L. A. Marshall, *The Soldier's Load and the Mobility of a Nation* (Quantico, VA: The Marine Corps Association, 1980) pp. 3–4.
3. For a full discussion of the evolution of logistics, see Martin van Creveld, *Supplying War: Logistics from Wallenstein to Patton* (New York: Cambridge University Press, 1977).
4. J. F. C. Fuller, *The Conduct of War, 1789-1961; A Study of the French, Industrial, and Russian Revolutions on War and Its Conduct* (Minerva Press, 1968) pp. 22–23.
5. For a full account of Forward Operating Base Cobra, see Tom Taylor, *Lightning in the Storm: The 101st Air Assault Division in the Gulf War* (New York: Hippocrene Books, 1994).
6. Edward Hagerman, *The American Civil War and the Origins of Modern Warfare: Ideas, Organization, and Field Command* (Bloomington, IN: Indiana University Press, 1992) pp. 246–247.
7. FMFRP 12-34-V, *History of U.S. Marine Corps Operations in World War II: Victory and Occupation, Volume V* (August 1989) p. 70.

8. Charles R. Smith, *Angels From the Sea: Relief Operations in Bangladesh, 1991* (Washington, DC: Headquarters, U.S. Marine Corps, History and Museums Division, 1995).

9. Charles W. Koburger, Jr., *Sea Power in the Falklands*, Chapter 7, "Logistics" (New York: Praeger, 1983).

10. For a full discussion of the importance of command and control and the makeup and functioning of a command and control system, see MCDP 6, chapter 1.

11. FMFRP 12-14, p. 153.

12. Kenneth W. Condit, "Marine Supply in Korea," *Marine Corps Gazette* (January 1953) pp. 48-55.

13. Waddell, p. 145.

14. For a full discussion of efficiency and effectiveness in military logistics, see FMFRP 12-14, p. 317 and William G. Pagonis with Jeffery L. Cruikshank, *Moving Mountains: Lessons in Leadership and Logistics from the Gulf War* (Boston, MA: Harvard Business School Press, 1992) p. 150.

15. Cpl Joseph F. O'Brien, "Logistics Roots," *Logistics Spectrum* (Summer 1990) pp. 7-11.

Creating Effective Logistics

1. Gen Carl E. Mundy, Jr. "Naval Expeditionary Forces: Stepping Lightly," *Marine Corps Gazette* (February 1993) p. 14. Gen C. E. Mundy, Jr., was 30th Commandant of the Marine Corps.
2. BGen James A. Brabham, "Training, Education Were the Keys," *Proceedings* (November 1991) pp. 51–54. MajGen Brabham was Commanding General, 1st Service Support Group, during Operation Desert Shield/Desert Storm.
3. For a full discussion of maneuver warfare, see MCDP 1 (formerly FMFM 1), *Warfighting*, chapter 4.
4. From an unpublished work, *The Logistics of the British Expeditionary Force, 1914-1918*, chapter 7, by Ian Brown. For a description of the paralysis of the operational command system, see Tim Travers, *The Killing Ground: The British Army, the Western Front, and the Emergence of Modern Warfare, 1900-1918* (London: Allen & Unwin, 1987).
5. Per Joint Pub 4-0, *Doctrine for Logistic Support of Joint Operations* (January 1995) p. I-7, each Service **is responsible for the logistic support of its own force**, except when logistic support is otherwise provided for by agreements with national agencies or allies, or by assignments to common, joint, or cross-servicing.
6. The levels of planning are discussed in detail in chapter 2 of MCDP 5, *Planning*.

7. For a complete discussion of the relationship between planning and command and control, see MCDP 5, chapter 1, and MCDP 6, chapter 3.

8. For a full discussion of the snowball effect, see FMFRP 12-14, pp. 102–113. For further discussion of the role of discipline in logistics, see FMFRP 12-14, pp. 185–195.

9. LtCol H. T. Hayden and LtCol G. I. Wilson, “The Tail that Wags the Dog,” *Proceedings* (October 1990) p. 52.

10. See George C. Thorpe, *Pure Logistics: The Science of War Preparation* (Washington, DC: National Defense University Press, 1986) p. 24 for a discussion on the supply of Sherman’s army during the Atlanta campaign.

11. Hayden and Wilson, p. 52.

12. The lessons learned from the use of this particular organizational arrangement are being incorporated into a concept for operational-level logistic support. The organization which provides operational-level logistic support will be designated the Marine Logistics Command (MLC).