# CHAPTER 6

# CONCLUSION

Logistic support is crucial for any organisation to remain effective and efficient. In a defence organisation like RMN, logistic support has a bigger role that is sustaining the fleet in a mission ready state both in time of peace and conflict. It is clearly understood that logistic support is the science of planning and carrying out the movement and maintenance of forces. All work processes within the logistic world is therefore shall be measurable.

RMN shall continuously revise its logistic support system to ensure that it is always in line with the present asset in its inventory. Study and analysis conducted shall always be made on data compiled continuously including the human resource, supporting systems, facilities, tools and equipment, financial constrains and most importantly the policies that govern the logistic support system itself.

The study found that the RMN logistic support system on the overall, managed to just satisfy its customers, the fleet. However, the level of satisfaction does not mean that the system is effective or efficient. Dissatisfied customers will complain, 'just satisfied' customer will keep silent and very satisfied customers will appraise or felt delighted. The result of the study shows that there are a lot of room for improvement in the logistic support system as far as it is benchmarked on ILS in a holistic manner.

The researchers found that ILS implementation is still budding. This is clearly shown by respondents' low awareness on ILS and lack of organised technical database and poor management of inventory database. Supportability analysis is one of the ILS tool to measure logistic support performance

measurement of its effectiveness and efficiency) that demand data. Jnavailability of organised data means that no proper study on the present RMN logistic support system done or if there is any it need to be re-evaluated using proper data. The low level awareness of fleet officers on the present RMN logistic support system was found to be low also. Combining both facts, the researchers concluded that fleet officers were not sufficiently exposed to the logistic support system that serves them. Another conclusion can be that there were too many policies, procedures and systems involved that is so difficult to comprehend and information are kept within a particular circle of people.

The maintenance management is found to be very poor based on customers' satisfaction measurement and this finding is supported by the fact that majority of ships fall under CAT3 year after year. The least effective and efficient aspect is electronics and weapon systems. The ship staffs complained about the onboard spares in quantity, quality and to some ships even complain spares availability.

The inefficient training system led to a situation where the knowledge of a particular equipment or system tends to remain within the ship or squadron. Knowledge deteriorated over time probably proportional to personnel turnover. As an effort to ensure comprehensive understanding of equipment and systems, it was found that training involving the local suppliers, contractors and vendors is a salient point to consider. These external organisations that support RMN are neither expert nor are they conversant with RMN system. Some are merely 'fly by night' merchantmen looking merely for profits. A long-term relationship with external organisation will ensure high cooperation, understanding and 'growing together' logistic support philosophy.

Above all, RMN must ensure that all policies promulgated are implemented. There may be constrain by external factors such as political and economics but the policies are the yardsticks for RMN to effectively and

efficiently manage its asset. The researchers incline towards RMN being in a state of 'a small but formidable, efficient and effective naval fleet' rather than a 'large belly laden fleet' with unmanageable logistical issues. An effective round of ammunition fired out of a barrel is measured for its accuracy distance to target and the cost is calculated from the manufacturing site to the chamber, whilst misfired rounds stucked in chambers never close the target for accuracy measurement and yet the cost is more than the former to include weapon repair, personnel casualty and for the cost of lack of training may include life. RMN must posses what assets it need and provide the support the assets need. If financial is the constraint (and has no leeway) then the financial factor shall determine the assets level maintaining the proportional supportability cost.

An excellent organisation like RMN, continuously improves its work processes and measures its performance through a proper analysis based on quality and productivity. RMN 'helmsmanship' by Admiral Dato' Sri Mohd Anwar Mohd Nor who advocate to 'Reliability Centred Maintenance' and Vice Admiral Dato' Mohd Ilyas Haji Din demanding on 'quality as output in all areas of management' shall undoubtedly steer RMN towards the goal of achieving '70% mission capable fleet readiness'.