

Governing the Low-Profile Logistics MESH Network: Mission Adaptive Performance and Distributed Mission Management



Executive Perspective

A future conflict in the Indo-Pacific will not occur within an isolated logistics system.

A crisis that begins in the Indo-Pacific could rapidly generate demand across the global sustainment enterprise. Strategic lift, commercial transportation, fuel, munitions, maintenance capacity, specialized personnel, and infrastructure may simultaneously be required by multiple theaters. Commercial supply chains supporting military operations will continue serving global customers. Allies must meet their own national requirements. Transportation disruptions in one region may cascade into another.

The resulting challenge is larger than contested logistics within a theater. It is the allocation and synchronization of finite global sustainment capacity across competing operational priorities.

This requires more than resilient regional logistics networks. It requires an enterprise capable of connecting those networks, identifying changing requirements, allocating resources, and synchronizing military, allied, and commercial capacity without sacrificing accountability or operational responsiveness.

Amentum's Mission Adaptive Performance (MAP) and Distributed Mission Management (DMM) provide a framework for doing precisely that: transforming distributed sustainment capacity into global sustainment maneuver.

From Regional Networks to One Sustainment Enterprise

Paper One introduced the Low-Profile Logistics (LPL) MESH network that integrates U.S. military, allied, and commercial capabilities.

Paper Two explained how people, processes, and technology turn that network into an adaptive operational system.

The remaining challenge is governance.

Distributed logistics without integrated governance risks becoming another collection of disconnected capabilities. As sustainment requirements and operations expand, an organization must continuously reconcile requirements, resources, authorities, risks, costs, and operational priorities.

That is MAP's role.

MAP adapts project-management principles for contested logistics operations by integrating scope, schedule, cost, quality, resources, communications, risk, procurement, performance, and change management with operational service delivery. Rather than separating governance from operations, MAP makes governance part of the operational battle rhythm.

The objective is not centralized execution – it is centralized enterprise awareness with distributed operational action.

Enterprise Governance Creates Decision Advantage

The distinction between centralized awareness and centralized execution is critical. A geographically distributed sustainment enterprise cannot wait for every operational decision to migrate through a headquarters. Conversely, decentralized execution without shared priorities, performance visibility, and disciplined governance risks optimizing individual activities at the expense of the larger campaign.

MAP addresses this tension through a structured management battle rhythm that connects distributed sensing with enterprise decisions. Functional working groups continuously examine operations, resources, business performance, readiness, risk, and other indicators. Integrated VECTOR dashboards consolidate those inputs, and management boards focus senior leaders on decisions requiring enterprise prioritization. The intent is to move beyond periodic status reporting toward a recurring decision cycle that identifies emerging problems, conducts analysis, develops courses of action, and directs resources where they generate the greatest operational value.

DMM then translates those enterprise decisions into coordinated regional action. Because EPLs, RSOs, JTDCs, functional teams, and the Integrated Operations Center operate within the same management architecture, resource priorities can be synchronized across geographically dispersed activities while execution remains close to the mission. This creates organizational conditions for faster decisions, reduced coordination friction, improved interoperability, and more resilient distributed operations.

Connecting Governance to Execution

Amentum's DMM connects enterprise governance with geographically distributed execution through a Hawaii-based PMO, Embedded Project Leads, Regional Support Offices, Joint Theater Distribution Centers, functional teams, and an Integrated Operations Center.

Each element performs a different function, but all operate within a common management architecture.

Embedded Project Leads sense requirements alongside mission partners. Regional Support Offices understand local infrastructure, commercial capacity, access, and partner conditions. JTDCs synchronize distribution and throughput. The Integrated Operations Center integrates current operations, future operations, planning, supply chain, distribution, facilities, and other functional activities. The PMO provides enterprise-level governance, prioritization, resource allocation, performance oversight, and decision support.

This distributed structure allows decisions to occur at the lowest effective level while preserving enterprise visibility and accountability.

Its importance increases dramatically during trans-regional operations. When two theaters require the same transportation capacity, specialized workforce, supplier, or logistics capability, the challenge becomes one of enterprise prioritization – not simply theater execution.

Global Commercial Capacity as Strategic Depth

The operational implication is significant.

Just as commanders maneuver combat capability to create advantage, future sustainment leaders must be able to maneuver logistics capacity across networks.

MAP provides the governance framework. DMM connects enterprise decisions to distributed execution. SPEMA-A continuously senses changing conditions and drives adaptation.

VECTOR provides the integrated information environment necessary to understand resources, risks, performance, and operational alternatives. The LPL MESH network provides the distributed pathways through which sustainment moves.



Distributed logistics without integrated governance risks becoming another collection of disconnected capabilities. .

Together, these capabilities create a continuous cycle: Sense globally. Prioritize enterprise-wide. Allocate dynamically. Execute regionally. Monitor and Assess continuously. Adapt before disruption becomes failure.

This is campaign-level sustainment command and control – an industry integration and governance capability that allows military requirements, allied capacity, and commercial resources to be synchronized into executable sustainment options.

Readiness Begins Before Crisis

The most important element of this model occurs before conflict.

Trusted commercial relationships, regional infrastructure knowledge, trained workforces, established allied partnerships, integrated planning, exercises, engineering assessments, prepositioned capabilities, standardized processes, and continuous improvement cannot be improvised after a crisis begins.

They must exist beforehand.

Industry's greatest contribution to deterrence may therefore be its ability to connect capabilities that already exist – but today operate as separate networks.

Readiness is a Continuously Improved Network

Resilience increases when operational experience continuously improves how the network will perform during the next disruption. Within MAP, monitoring and assessment examine sustainment survivability, route resilience, node effectiveness, distribution agility, partner integration, and the ability to continue operations under degraded conditions. Those findings inform adaptation of routes, suppliers, facilities, staffing, procedures, and distributed sustainment capacity.

This creates an important deterrence effect – the network an adversary observes today is not necessarily the network it will confront tomorrow. Lessons learned continuously refine sustainment pathways and operating practices. VECTOR provides a mechanism for preserving and sharing those

insights across distributed operations, allowing proven practices and lessons to be reused rather than relearned independently at each location.

Readiness becomes the ability of the enterprise to learn, reconfigure, and generate new sustainment options before operational conditions demand them.

One Sustainment Enterprise

Future contested logistics will not be solved by building a larger version of today's logistics system.

It requires connecting regional sustainment networks into a globally aware enterprise capable of continuously adapting capacity to operational demand.

The LPL MESH network provides distributed pathways.

SPEMA-A and VECTOR create decision advantage.

MAP and DMM provide the governance necessary to synchronize execution at scale.

Together, they provide a practical framework for integrating U.S. military requirements, allied and partner capabilities, and global commercial capacity into one sustainment enterprise – prepared in competition, adaptable in crisis, and capable of sustaining operational freedom when conflict becomes trans-regional.