HEADQUARTERS AIR FORCE MATERIAL COMMAND CUSTOMER RELATIONSHIP MANAGEMENT STUDY

THESIS

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CUSTOMER RELATIONSHIP MANAGEMENT IN HEADQUARTERS AIR FORCE MATERIAL COMMAND

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Abstract

Because of the lack of product and price differentiation, many organizations consider Customer Relationship Management (CRM) their primary focus. CRM uses information about each customer to make each customer more valuable to the organization, and the organization more valuable to the customer, while decreasing the cost of servicing the customer. However, an organization cannot conform to customer specifications if the needs of the customers as well as what the customer values is not known. As a result, Headquarters (HQ) Air Force Material Command (AFMC) is taking the initiative to gain an understanding of their customers. The purpose of this study is two-fold; the first is to identify HQ AFMC's internal and external customers and secondly, segment these customers based on significant organizational characteristics. This thesis also looks at the approaches private and public sector organizations have taken to segment their customers and discusses possible ways in which HQ AFMC can use segmentation to develop or improve a CRM strategy to more effectively communicate with customers and ultimately improve operational efficiency, decrease costs and improve customer satisfaction. Conducting archival analysis on customer requisition records from HQ AFMC Air Logistic Center (ALC) Customer Service Centers (CSC) is used to reveal HQ AFMC customers. A Recency, Frequency, Location (RFL) model was developed and implemented for the purpose of segmenting HQ AFMC customers.

To Father and Mother

Acknowledgements

First and foremost, I would like to thank God for helping me complete this research study. "I can do all things through Christ that strengthens me" - Phillipians 4:13

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Table of Contents

Page

List of Figures

List of Tables

CUSTOMER RELATIONSHIP MANAGEMENT IN HEADQUARTERS AIR FORCE MATERIAL COMMAND

I. Introduction

Background

The growth of the service industry and introduction of high quality foreign products led to a fundamental change in customer expectations and behavior in the mid 1980's (Hodgkiss, 1994:1-2). Foreign competitors, notably Japanese manufacturers, entered the American market with lower prices and much higher quality goods than American ones. As a result, brands alone were no longer enough to satisfy customers as companies were able to produce similar products with little price differentiation. Customers demanded higher quality and service. This movement was enough to create a new mentality focused on the customer and the business process (Reis, Pena, and Lopes, 2003:197). The competitive advantage was now perceived to be gained through information obtained from the customer, rather than on the product (Peppers and Rogers, 2004:4). As a result, some organizations in the commercial industry changed their focus from market share to customer share, which focused on increasing their business with each existing customer (Peppers and Rogers, 2004:12).

Recognizing that the federal government was not exempt from providing quality, President Reagan initiated quality improvement efforts with Executive Order 12637, *Productivity Improvement for the Federal Government*, on April 27, 1988. With the subsequent establishment of The Federal Quality Institute and quality awards for federal

organizations, quality improvement programs were initiated and implemented throughout many government organizations, especially in the military (Hodgkiss, 1994:1-3). In 1988, the military embarked on its journey to quality when Secretary of Defense Frank Carlucci issued the Department of Defense (DoD) Posture on Quality letter. This letter gave priority to the implementation of Total Quality Management (TQM) in the DoD. The premise was that the customer provides the means for assessing performance and helps to focus future direction and establish future goals (Bass and Dahl, 1993:23). It is in this sense that in many ways the DoD's customer service initiatives mirrors that of the commercial industry.

Armed with the knowledge that customers hold the key to their success, many organizations, both public and private, have undergone and are currently undergoing a transformation of some type through various customer-oriented initiatives. Specifically, a new focus has emerged in the service industry on the creation of 'relationships' with customers. The concept is that organizations should seek to create a level of satisfaction with customers so they do not feel it necessary to consider alternative suppliers (Christopher, 2005:55). As a result, improving customer retention, customer loyalty, and customer satisfaction have become primary objectives (Peppers and Rogers, 2004:12). Because of the lack of product and price differentiation, many organizations consider Customer Relationship Management (CRM) their primary focus – a focus that attempts to maximize every sales opportunity and optimize every customer's purchase and ownership experience (Lead Command: 1).

The Air Force's initial quality program coined Quality Air Force, had similar objectives that reflected a customer focus. Anne Foreman, Under-Secretary of the Air Force in 1992, stated:

> Most critical and unique to quality is customer focus to everything we do… By customer in total quality, we mean all of those people and components who rely on the product of our work. Identifying one's customers, determining what one's customers really want, and consistently meeting those needs and expectations is the challenge (Bass and Dahl, 1993:24).

While the Air Force does not necessarily compete for market shares or profits, the idea of customer service is still critical as various units interact in an effort to achieve and sustain mission readiness (Bass and Dahl, 1993:23). Today, CRM is an important and critical component under the Air Force's transformation guidance as shown below in Figure 1. As a result, Headquarters Air Force Material Command (HQ AFMC) has embarked upon a Purchasing and Supply Chain Management (PSCM) CRM initiative to improve and integrate purchasing and supply processes. The ultimate goal is to reduce operating costs, improve performance, and improve warfighter readiness.

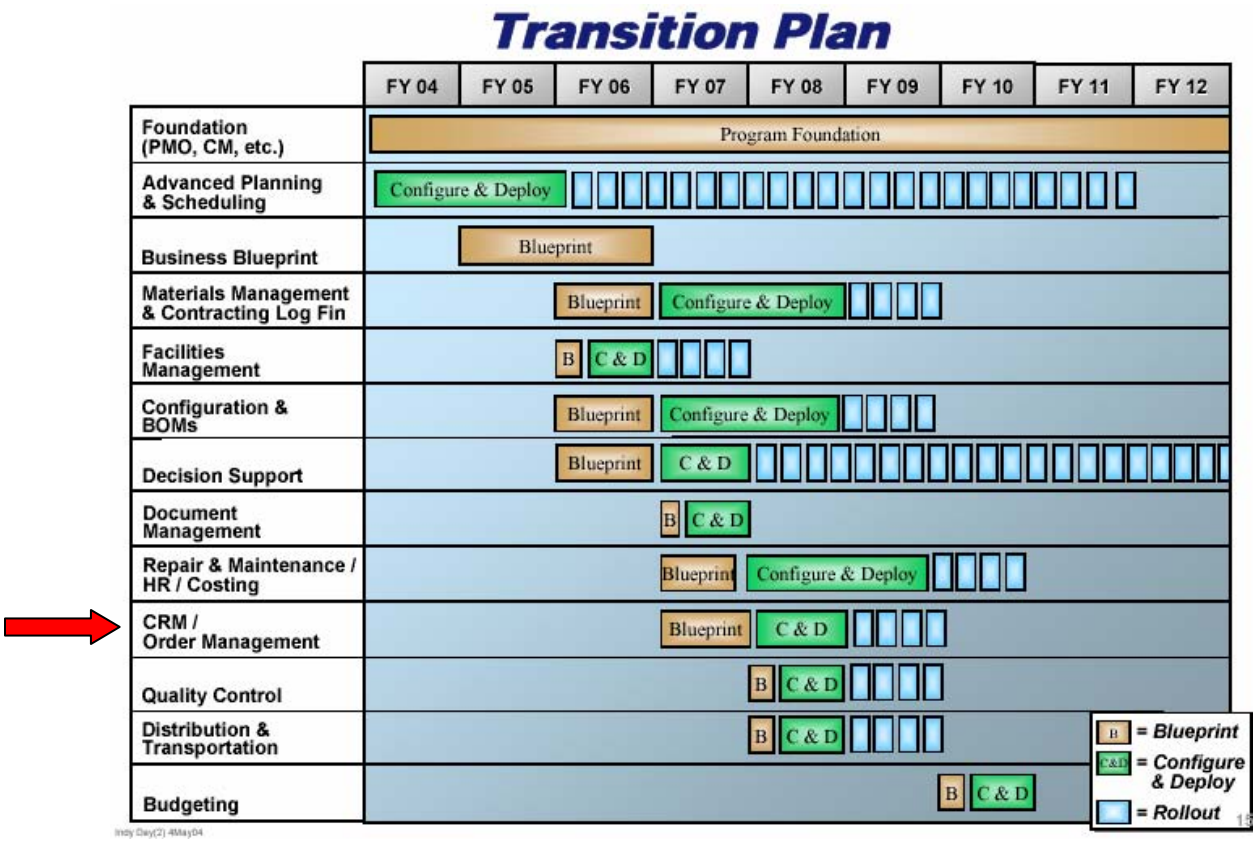

Figure 1. Transition Plan (Deployment Plan, 2005:3)

Problem Statement

There are lost opportunities every time an organization touches a customer without understanding who the customer is and what potential business and improvement opportunities exists (Harney, 2003:33). Top leadership within the same organization may have different views as to who the customers are and also identify those customers at different levels. In addition, sometimes organizations, especially business to business (B2B) organizations, do not provide products and/or services directly to end customers. This makes it even more difficult to identify the customer. Nonetheless, organizations like HQ AFMC, must obtain consistent customer information in order to plan and execute a customer-focused improvement strategy (Peppers and Rogers, 2004:95).

Services currently provided to HQ AFMC customers have been characterized as "fragmented with multiple levels of customer support to resolve queries, inconsistent customer interaction techniques, and a lack of ownership for customer queries (CRM, 2005:1)." As a result, HQ AFMC leadership believes improving processes and performance will encourage customers to solicit Air Force supply operations as their supplier of choice (Fact Sheet:PSCM). However, an organization cannot conform to customer specifications in an effort to deliver optimal service quality if they do not know the needs of their customers as well as what their customers' value. It is also difficult to know the needs or values of the customer if the identity of the customer is not known. It has been found that the lack of focus on or understanding of the customer has been a major obstacle when organizations have implemented quality improvement initiatives (Salegna and Fazel, 2000:54). As a result, HQ AFMC is taking the initiative to gain an understanding of their customers.

Research Objective

Numerous business experts believe that customer understanding is acquired through the "voice of the customer" otherwise known as customer feedback (George and others, 2005:55; Greenberg, 2004:450; Pepper and Rogers, 2004:67; and Christopher, 2005:61). This research seeks to help HQ AFMC increase their customer knowledge by identifying their customers and then segmenting those customers. The results of this research will also facilitate the development and distribution of a survey instrument designed to identify current customer relationship issues and customer needs. HQ AFMC can then develop or improve a CRM strategy to more effectively communicate with

customers and ultimately improve operational efficiency, decrease costs and improve customer satisfaction.

Research Question

The focus of this research is to answer the research question: "Who are HQ AFMC's customers and how should they be segmented?"

Investigative Questions

In order to accomplish the research objective, a series of investigative questions have been developed. These questions, once answered, will provide the necessary answers to the research question. The questions are stated below:

1. How have private and public organizations segmented customers?
2. Who are HQ AFMC's internal and external customers?
3. What characteristics should be used to differentiate HQ AFMC customers?
4. What are HQ AFMC's customer segments?
5. In which segments do HQ AFMC customers belong?

Scope of Research

This study focuses on the identification, differentiation and segmentation of HQ AFMC customers. Due to the specific identification of HQ AFMC customers and specific criteria used to segment those customers, the results may not be applicable to other Air Force units. In addition, the results may not be applicable to other service branches with different mission objectives and organizational structures. However, this

research may provide a general foundation for the concept and methodologies of identification, differentiation and segmentation of customers.

Summary

This chapter presented the background of the research topic as well as the problem, objective, question and scope of this research. It discusses how the service industry has become more customer-focused as well as HQ AFMC's endeavor on becoming more customer-focused. This requires HQ AFMC to have knowledge about their customers which will be gained through the identification and segmentation of their customers. Chapter 2 discusses the literature and terminology relevant to this research. Chapter 3 describes the methodology or specific procedure utilized to answer the research questions, and Chapter 4 presents the outcome of the research analysis. Finally, Chapter 5 gives a summary of the research and provides recommendations for future research.

II. Literature Review

Chapter Overview

This chapter reviews the existing literature and terminology concerning this research study. This chapter gives a detailed background of what CRM is and the elements that contribute to its success. Potential benefits of CRM as well as organizational success stories will be shared. In addition, literature on customer identification and why it is important will be discussed. This chapter will also discuss literature on customer segmentation and the various methods for conducting segmentation. Finally, HQ AFMC's concept of CRM will be shared.

Customers

A customer is one who patronizes a business; someone who "gives his custom" to a store or business (Peppers and Rogers, 2004:139). A majority of organizations serve multiple types of customers. Among the major distinctions are internal and external customers. Internal customers are the recipients of products or services within an organization that play a role in creating the overall service experience for the external customer (Bass and Dahl, 1993:9). To many organizations, internal customers constitute employees of the organization. External customers are the end users of a product or service and are usually why the service process exists (Bass and Dahl, 1993:9). External customers are usually concerned with matters other than those of the organization (Drew and Fussell, 1996:54). Every time contact is made with a customer, it either makes a

good or bad impression on the organization as a whole. As a result, having knowledge about the customer is vital in today's business environment.

Customer Service

Customer service is difficult to explain and understand. The ones who know best what customer service is, are the actual customers themselves (Budman, 2005:51). Customers do not like to spend time solving problems with a product or service. They want reassurance they will be provided hassle-free shopping and available support should problems or questions arise (Spies, 1990:3). A service experience that does not meet customer requirements can have significant effects on an organization's business. Dissatisfied customers usually tell between 7-10 people about their negative experience while a satisfied customer would recommend a company to 3-4 of their friends (Lead Command: 2). Another study indicates that customers need 12 good experiences to make up for one bad service experience (Spies, 1990:3).

Customer Satisfaction

With today's economic climate, quality service means survival for business organizations (Spies, 1990:2). Because the customer defines quality, no quality improvement initiative would be successful without measuring customer satisfaction. Customer satisfaction is the final aim of CRM (Kim, 2003:13). It represents a modern approach to quality and serves the development of a truly customer-focused management and culture (Kim, 2003:13). Satisfying customers gives you the opportunity to obtain their loyalty (Budman, 2005:51). There are many programs in which organizations can embark in order to increase customer loyalty. These programs are illustrated below in Figure 2.

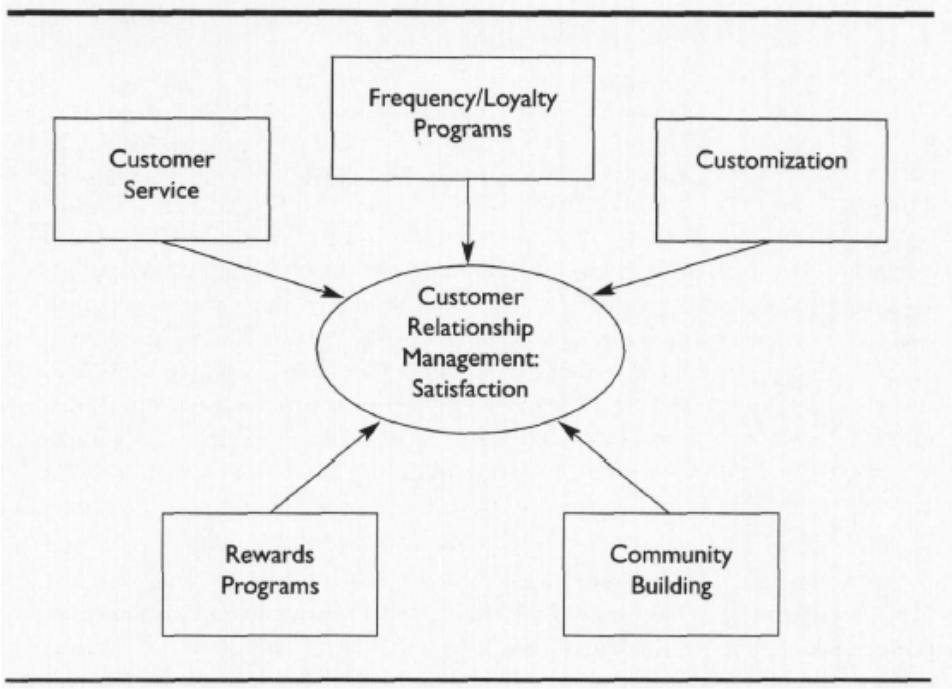

Figure 2. Customer Retention Programs (Winer, 2001:98)

Customer Loyalty and Retention

Industry analysts estimate that 71% of repeat business is made out of indifference and not out of loyalty (Lead Command:1). Some people frequent organizations because that is the only choice available. Behavioral or functional loyalty without attitudinal or emotional loyalty is pretty fragile (Budman, 2005:51; Peppers and Rogers, 2004:53). Without attitudinal or emotional loyalty, there is a strong possibility that customers will take their business elsewhere, once the opportunity presents itself. Understanding how customers feel and think is critical to influencing their loyalty (Budman, 2005:51). Ultimately, an organizations goal should be that customers come back because they want to come back, not because they are contracted to do so. Unfortunately, customer loyalty is not synonymous with customer satisfaction. It is believed that by increasing the value perceived by the customer during each transaction, customer satisfaction is more likely to

be increased, thus leading to higher customer retention rates (Peppers and Rogers, 2004: 30). Researchers have found that a 5% increase in customer retention can generate up to 70% growth in profitability (Total DM, 2005:1). When customers are retained because they are happy with the service they receive, they are more likely to become loyal (Peppers and Rogers, 2004:30). Customer retention can be critical to an organization's ability to develop relationships.

Relationships

It is necessary to understand what is meant by 'relationship' when discussing organizations managing relationships with their customers. The process of establishing relationships may vary but the building blocks are basically the same: identification, establishing rapport, information gathering, initial interaction, and intensification of interaction through commitment (Peppers and Rogers, 2004:38). Many organizations are under the misconception that because they have a 3-yr contract with a customer that they have a relationship with the customer. However, this is not necessarily the case. Relationships with customers can exist on four different levels: intimate, face-to-face, distant, and no-contact (Peppers and Rogers, 2004:51). No matter the type, relationships cannot be forced upon customer. Relationships are mutual, interactive, and iterative in nature and have to be nurtured and earned over time (Peppers and Rogers, 2004: 66).

Customer Relationship Management

In the beginning, CRM lacked definition (Fleischer and Dawson, 2003:46). In 1989, CRM was really only mentioned once in the media. However, by 2000, that number rose to 14,000 (Rigby and others, 2002:102). CRM can be defined as managerial efforts to

manage interactions with customers by combining business processes and technologies that seek an understanding of the customer (Kim, 2003:6). It can also be defined as a philosophy and a business strategy supported by a system and a technology that is designed to improve human interactions in a business environment (Greenberg, 2004:451). According to world-renowned customer-based business strategy experts, Don Peppers and Martha Rogers, Ph.D., CRM specifically is:

- Building shareholder value by increasing the value of the customer base
- Enterprise-wide
- Using information about each customer to make each customer more valuable to the organization, and your organization more valuable to each customer while decreasing the cost of servicing the customer
- Applying more resources to more valuable customers, and more resources to keeping valuable customers, rather than acquiring new customers of unknown value
- Recognizing a customer as that customer through any channel, at any time, during every product purchase and service request, and over time
- Remembering things for and about customers
- Deciding what the customer needs from the organization next, based more so on feedback received from the customer rather than anything else
- Taking advantage of information about the customer that competitors do not have and using it to serve the customer in a unique way
- Treating different customers differently (Greenberg, 2004:28)

According to the result of an online survey conducted by CRMGuru.com, the largest CRM industry portal, most people felt that CRM was putting customers at the heart of the business as shown below in Figure 3.

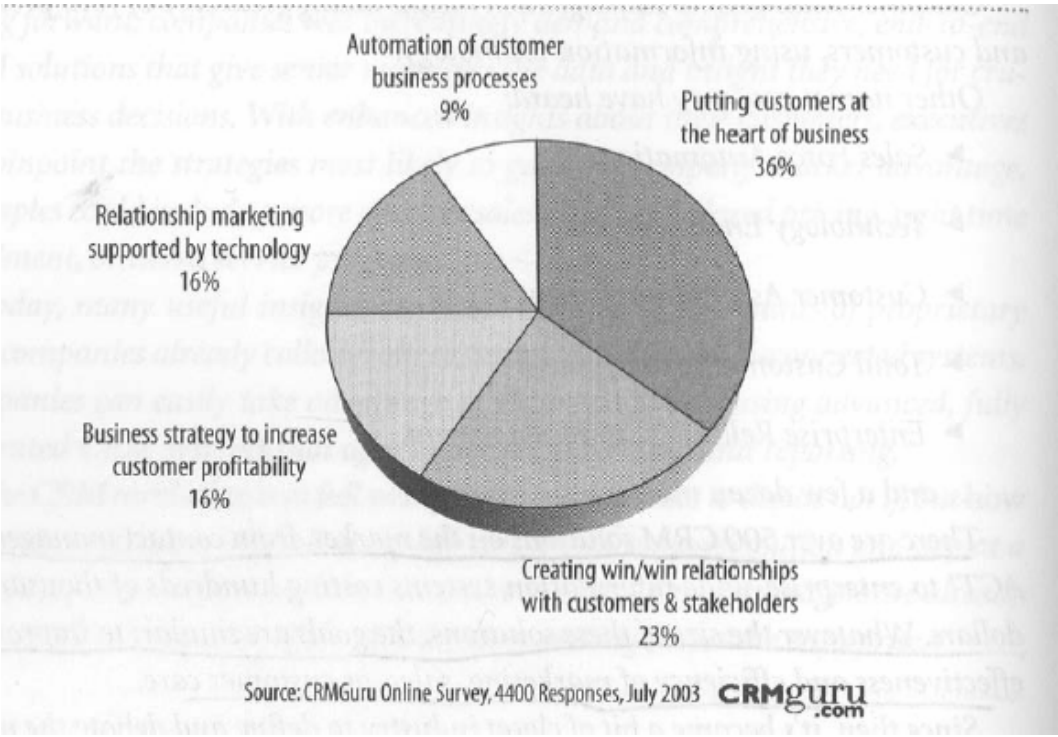

Figure 3. "What is CRM?" online survey results (Greenberg, 2004:36)

There are countless other definitions of CRM, and CRM means different things to different people. Nonetheless, regardless of how it is viewed or defined, CRM translates to focusing on the customer, and it must start with looking at specifically what the customer needs (Geller, 2002:23).

Organizations recognize that CRM is about becoming more knowledgeable about customers, and continually striving to serve them better (Fleischer and Dawson 2003:46). Organizations learn from their customers through the use of the information gathered

about them. This information is shared and transformed into knowledge, which enables the organization to understand the customer and ultimately deliver better value (CRM Strategy, 2005:1). Having knowledge about customers allows organizations to identify the most valuable customers, and increase customer loyalty by providing customized products and services. It can also reduce the cost of serving these customers and makes it easier to acquire similarly valuable customers in the future (Rigby and others, 2002:102).

Many organizations, for various reasons, have embarked upon a CRM initiative of some type. In a survey conducted with 96 global organizations, the Conference Board found that 52% of organizations had adopted a CRM solution. The top three strategic rationales for implementing CRM were to: (1) increase customer loyalty/retention (94%); (2) respond effectively to pressure due to competition (77%); and (3) differentiate itself competitively based on superior customer service (73%) (Anonymous, 2001:3). Nonetheless, CRM is not something purchased in a store or a recipe in which every organization can expect the same results from taking the same steps (Fleischer and Dawson, 2003:48). Every organization will have to use a customized approach to CRM. Nonetheless, the basic CRM model is shown below in Figure 4, and includes an analytical and operational process (Peppers and Rogers, 2004:8).

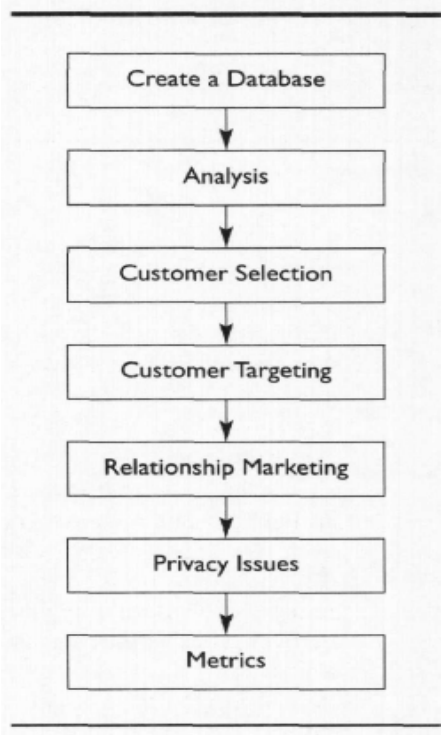

Figure 4. CRM Model (Winer, 2001:91)

Analytical CRM

Analytical CRM focuses on the strategic planning needed to build customer value, in addition to the cultural, measurement, and organizational changes needed to successfully implement the strategy (Peppers and Rogers, 2004: 8). Analytics entail extrapolating information from different customer data sources in order to segment, analyze and figure out how to serve customers in the most efficient manner possible (Lead Command, 3). In the Modified CRM Model, shown below in Figure 5, the "create database" (a database of customer activity), "analysis" (analysis of the database), and "customer selection" (decisions about which customers to target) components make up the analytical aspect of CRM.

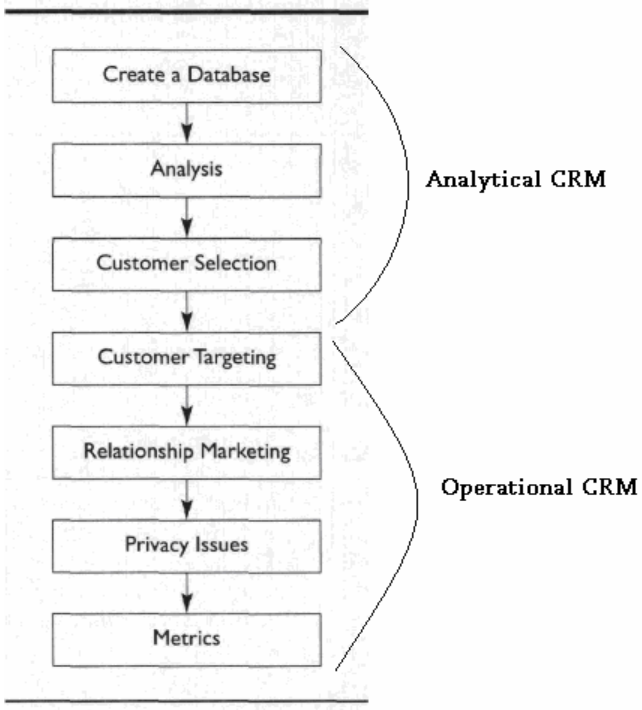

Figure 5. Modified CRM Model

There are two types of analytics: descriptive and predictive (Greenberg, 2004:225). Descriptive analytics is a historic look at a customer's behavior, organizations performance, or customer segments habits (Greenberg, 2004:225). Some possible uses of descriptive analytics include how effective an organization's marketing campaign has been, if customer service representatives have improved call-to-resolution time, and is the logistics and delivery function up to the task of fulfilling increased sales requirements (Greenberg, 2004:225). Predictive analytics take customer data and identify and forecast possible behavior of customer segments or individuals based on historic performance and other factors. This information is then utilized to figure out how the outcomes can benefit the organization (Greenberg, 2004:225). Analytics, despite

the specific type, provide information that can be used to create a plan to deliver specific products and services to customers in certain segments (Greenberg, 2004: 226).

Operational CRM

Operational CRM is at a more functional level of a CRM strategy (Greenberg, 2004:48). It uses the information gathered from the analytics phase during implementation. The customer call or contact center is a main part of operational CRM. Specific business functions involve customer service, order management, invoice/billing, or sales and marketing automation and management (Greenberg, 2004:49). Operational CRM focuses on the installation of software and actual changes in process that affect day-to-day operations (Peppers and Rogers, 2004: 8). Operational CRM involves technological applications. In the Customer Relationship Management Model, shown in Figure 8, the customer targeting (tools for targeting the customers), relationship marketing (how to build relationships), privacy issues, and metrics (metrics for measuring the success of the CRM program) components entail the operational aspects of CRM.

Benefits of CRM

There are various benefits in successfully implementing a CRM strategy. For example, successful CRM enables faster transaction processing and provides the sales department with better and timelier information. As a result, the supply chain and logistics functions should show major benefits (Carayol, 2002:76). Because many organizations have different objectives behind implementing a CRM strategy, benefits will vary among organizations to include:

- Increased customer satisfaction
- Improved market share
- Increased revenues
- Increased profit margin
- Real time access to customer information, account history, order information
- Improved response time to requests for information.
- Increased ability to meet customer requirements
- Reduced costs of using and buying services and products
- Reduced customer handling expenses, e.g. lower call center costs (Lead Command 2).

Numerous organizations have implemented a CRM strategy that has proven to be beneficial. KLM Royal Dutch Airlines began its CRM strategy in 2002 and included a two-phased rollout of their CRM effort Epiphany Marketing during 2003. The strategy is designed to leverage every customer interaction as an opportunity to improve service, boost satisfaction, and ultimately increase revenue. Before each flight, KLM pursers receive and review a passenger list that contains the frequent-flyer status of each customer. After the first phase central customer database went live in December 2003, the instances of on-board personal recognition interactions grew from 8 percent to 21 percent in one month. Flight attendants soon learned that Platinum members appreciate not only being recognized by name, but also by their Platinum-level status. As a result, the Platinum members feel more important to the company. The company's known customer base increased by approximately 20 percent and the number of frequent flyer email addresses in its database grew 300%, and revenue from known customers grew by

5%. By personalizing each relationship and extracting information from each customer interaction, KLM is generating more and more accurate, customer analytics that help sharpen its sales and marketing campaigns (Krell, 2004:34).

Netegrity Inc., whose security software protects top global companies' massive IT investments, has delivered world class support to its customers based on information obtained from them as part of their CRM effort. "Our ability to manage the total customer life cycle of our top customers and take advantage of that data is our idea of utopia," says Thomas Thimot, vice president of worldwide sales and services. They have found success through installing and integrating a contact center solution from Onyx since 2001. Before that implementation, customers would call for support, enter their account number, and "end up in the same place, regardless of which product they owned or service level they subscribed to,' says Netegrity CEO Brad Nelson (Krell, 2004). Today, customers are automatically routed to the appropriate assistance based on the product they own, their service level agreement, and unique needs. The company now handles 45 percent more business without having to hire additional staff. Netegrity also realized $1.5 million in annual employee productivity gains, saved $300,000 annually from eliminating support for duplicated systems, decreased the customer serviced case backlog 40 percent, decreased time to resolve a case by 35 percent, and increased customer satisfaction by 18 percent (Krell, 2004:32).

Mascot International, a workwear manufacturer, implemented a "mySAP" CRM strategy. Prior to mySAP CRM, sales representative manually entered and tracked orders. Now Mascot's customers enter their own order details directly online, and are able to track shipments in real-time without having to interact with representatives.

"Orders are processed faster and with greater accuracy", says Mascot International CEO Michael Grosbol. By automating its sales transaction processes, through the Internet, Mascot has accelerated the time-to-sale, reduced order-entry errors by 40 percent, cut the cost of service on average by 12 hours per day, reallocated 2 percent of the workforce to more strategic roles, achieved annual revenue growth of more than 20 percent and increased year-to-year sales revenue growth by 7.5 percent, without hiring additional salespeople (Krell, 2004:32). These are just a few of the many examples of how a successful CRM strategy has benefited various organizations.

What Makes Successful CRM?

According to Meta Group, 75% of CRM initiatives fail to meet their objectives (Anonymous, 2001:3). In addition, the research of multiple analysts found CRM program failure percentages in 2001-2002 at 55 to 75% (Greenberg, 2004:52). There are multiple cases of CRM programs that have failed due to a lack of strategy and a lack of benchmark and metrics planning. According to Greenberg, passion, lust, and commitment of stakeholders are critical to the success of a CRM strategy. Stakeholders include the team responsible for the success or failure of the CRM strategy and come from all ranks of senior management, functional leaders, external suppliers, partners, and customers (Greenberg, 2004:452). Successful implementation of any process improvement strategy, to include CRM, requires active workforce participation. Also, one of the most important and overlooked aspects is the culture change that comes along with implementing a CRM strategy. Social, psychological, emotional, organizational, personal, and dramatic factors need to be taken into account. As a result, it is critical that

organizations have a change management structure in place to direct and focus the transformation (Greenberg, 2004:473). Additionally, it is critical that thorough, realistic, and careful planning is completed prior to embarking upon a CRM strategy. A successful CRM strategy requires planning, and a rush to adopt technology without strategy is risky (Geller, 2002:24).

Financial Elements

Tangible financial return on investments (ROI) elements such as profitability and revenue improvements as a result of a CRM effort can be difficult to determine. As a result, it is important that leadership understand that the results are long term. In a 2002 study done by Gartner Group, fifty-five percent of all CRM initiatives will fail to positively impact ROI. This is because 45% of all respondents treated CRM as a pure technology initiative, while only 25% considered business benefits, the processes, and the metrics needed to be addressed in the strategic planning. Nonetheless, when a CRM ROI is clearly defined, it can be lucrative (Greenberg, 2004:464).

Reducing Total Cost of Ownership (TCO) can also be a success as a result of a CRM initiative. However, it must not be a driver of a CRM initiative and must be planned for. For example, if part of an organizations CRM initiative is to use e-mail and web interactions more frequently as a means for customer communication than direct mail, the plan needs to reflect that. A single message to the customer must be developed to make sure that regardless of the channel the customers use to communicate with the organization, the message is the same (Greenberg, 2004:464). The University of Dayton lowered its customer communication costs by $190,000 due to an increase of e-mail traffic which reduced the need for direct mail. However, the reduction was not a driver

of the CRM initiative, the actual driver for CRM was increasing customer access (Greenberg, 2004:465).

Strategic Elements

Another component of implementing a successful CRM strategy, that should be planned for is the return on relationship (ROR). Unfortunately this element is oftentimes ignored. ROI is aimed at what are the best results for the organization. However, ROR looks at what kind of returns can be given to customers that will increase the benefits to them. This will eventually result in a return to the organization as well. By considering the ROR, a return is planned for not only the organization, but the customer as well (Greenberg, 2004:465). In a study of 448 CRM projects, CRMGuru.com found that four major factors accounted for 72 percent of CRM success. First, having a customer-centric strategy, which involved using customer satisfaction and attrition data to get the customer involved in the planning process, was the number one driver for achieving a ROI as shown below in Figure 6 (Greenberg, 2004:37).

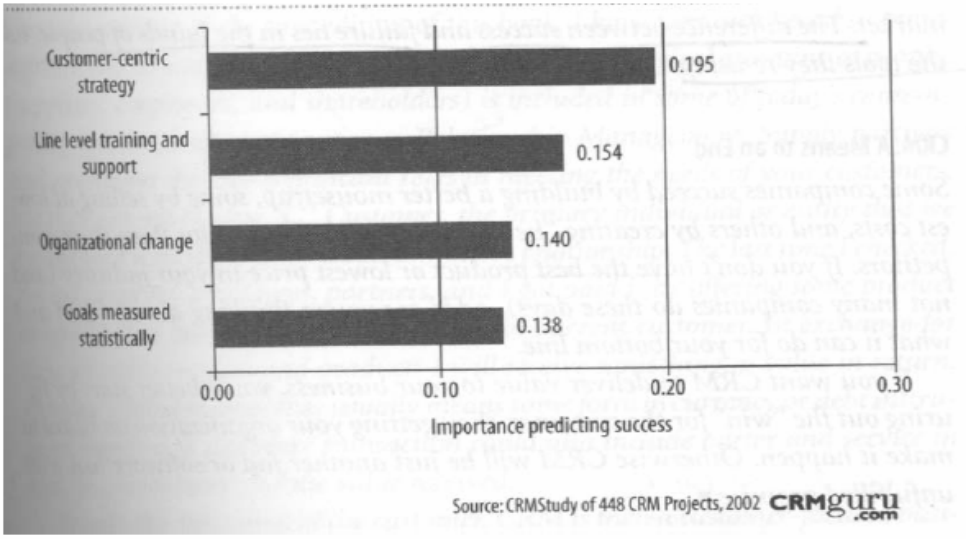

Figure 6. The drivers of CRM Success (Greenberg, 2004:37)

Voice of the Customer

If an organization wants to form relationships with customers, they have to understand what the customers want and how they would like to interact with the organization to get what they want (Greenberg, 2004:453). Customer feedback or voice of the customer can be used to help an organization achieve this. However, the first step in identifying the voice of the customer, is finding out who the customer is that you need to obtain feedback from. In a study conducted by AMR Research, 47 percent of CRM projects that failed were due to a lack of customer input in the beginning of the project (Greenberg, 2004:455). A CRM strategy needs to be centered on the information obtained as a result of gauging the voice of the customer. For example, if an organization has come up with a list of businesses processes that will improve customer's value, the customers should be queried so that they can prioritize the list according to importance to them (Greenberg, 2004:450).

Business Process Management

Another important component in developing a successful CRM strategy is the assessment, analysis, and reconstruction of business processes, known as business process management. Each organization's business process should be examined for features such as:

- Its relationship to other business processes
- Its ownership
- Its viability as a process for the customer
- Its value to the customer experience (weighted)
- Its relationship to the workflow

- Possible changes (Greenberg, 2004:470).

Once having analyzed business processes in terms of how it benefits customers, it may become apparent that some processes need to be eliminated, changed, and updated accordingly (Greenberg, 2004:470).

Benchmarks and Metrics

Benchmarks and metrics are critical to an organization's ability to find out if they are getting what they want out of a CRM strategy. They are the performance measurements for the objectives, goals and standards an organization has set for its CRM program. AMR Research conducted a study of what metrics businesses used to define CRM ROI, with the percentage of businesses that specified each metric (Greenberg, 2004:56-57):

- Customer satisfaction/retention rate: 78%
- Reduced cost of services: 71%
- Increase in sales and revenue: 59%
- New customer acquisition: 57%
- Reduced cost of sales: 52%
- Head count reduction: 50%

Many organizations use methodologies like the Balanced Scorecard to determine the value of and identify specific benchmarks that will reflect an overall impact on their business. As a result, key performance indicators (KPIs) have to be established so that the results can be measured against the organizations goals, mission, and vision (Greenberg, 2004:471). There are various types of metrics which organizations can use.

Customer-based metrics. Customer specific metrics are those that focus on the needs and specific issues of the customer. Many organizations often like to consider customer factors such as the number of employees, length of the client relationship, industry designation, etc. as the most important characteristics of their customers. However, it is the needs and issues of the customer that are more important than anything (Greenberg, 2004:472). Customer based metrics include those of both internal and external customers.

Performance-based metrics. There are also performance-based metrics, referred to as outcome metrics, which are important in addition to customer-based metrics. Some common KPIs include:

- Revenue increase per salesperson
- Ratio of administrative to street time in sales change
- Retention rate for customer increase
- Customer lifetime value (CLV)
- Response rate increase for marketing campaigns
- Queue time reduction in customer service centers
- Increased up-selling and cross-selling opportunities from customer service representatives
- Increased revenue rate of service level agreements *(*Greenberg, 2004:472*)*.

Because metrics such as CLV are difficult to implement, intermediate metrics such as customer satisfaction are important indicators of performance (Peppers and Rogers, 2004:111).

Diagnostic metrics. It is recommended that organizations use diagnostic metrics to measure success as well. Diagnostic metrics include those that evaluate the effectiveness of the CRM system, as opposed to the performance of the user (Greenberg, 2004:473). Some possible measures include the amount of time it takes a customer service representative to access a customer record, the number of customer addresses in the database, and the number of phone calls entered into the database. Figure 7, Relationship between Metrics, shows the relationships among the various types of metrics that can be used to assess the total customer relationship.

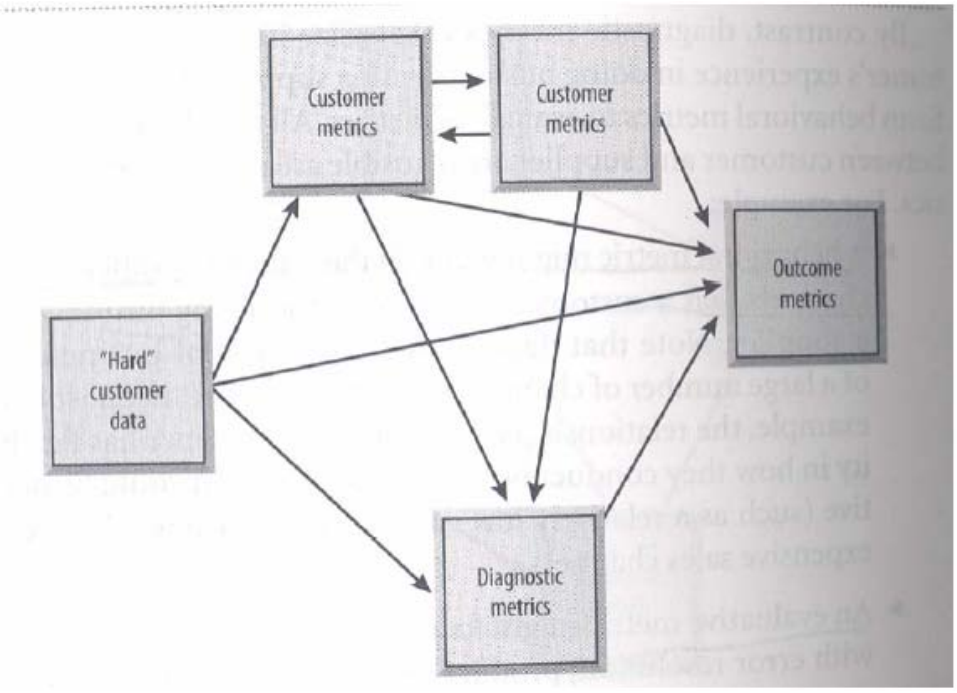

Figure 7. Relationship between Metrics (Greenberg, 2004:556)

Hard customer data entail characteristics of customers such as length of client relationship, type of industry, number of employees, etc…(Greenberg, 2004:556).

Customer Focused Approaches

Customer Personalization

Customer personalization involves a variety of actions an organization initiates in order to market or sell to an individual or group based on their preferences (Harney, 2003:33). Personalization helps determine the value of the customer. However, it entails more than acquiring more revenue from the customer. Because personalization helps companies anticipate customer needs by eliciting data, it makes for better customer service and satisfaction. As a result, personalization should be viewed as a process. There are four stages to personalization: collect data, report on the data collected, determine next best marketing or sales opportunity to pursue, and execute. In essence, personalization is about segmenting customers then treating them according to the segments in which they have been placed (Harney, 2003:33).

DMAIC

DMAIC is an acronym for the five phases of Six Sigma Improvement: Define, Measure, Analyze, Improve, and Control. The philosophy of Six Sigma is the use of data and statistical analysis tools for systematic processes improvement. Process data are gathered and analyzed to determine average process performance and the output quality variation (Orourke, 2005:14). DMAIC is a structured problem-solving methodology widely used in business to improve speed, quality, and cost (George, 2005:1). One of the key steps in the first phase, Define, is to create a communication plan. Creating a communication plan involves identifying project role players (sponsors, customers, managers, process operators, and etc) and developing plans for keeping them informed and/or involved with the project. Customer knowledge is critical to successfully

accomplishing the Define phase. Having customer knowledge entails identifying customers, having the ability to measure customer requirements and evaluating customer needs for priority and importance (George, 2005:5-6).

IDIC

In order for an organization to build customer value through the management of relationships, it must engage in a four-step process called IDIC. IDIC is an acronym stand for identifying customers, differentiating them, interacting with them, and customizing for them (Peppers and Rogers, 2004: 65). As shown below in Figure 8, IDIC: Analysis and Action, the implementation of the IDIC methodology can be broken down into two categories: analysis and action. The analysis category involves identification and differentiation, while action involves interaction and customization.

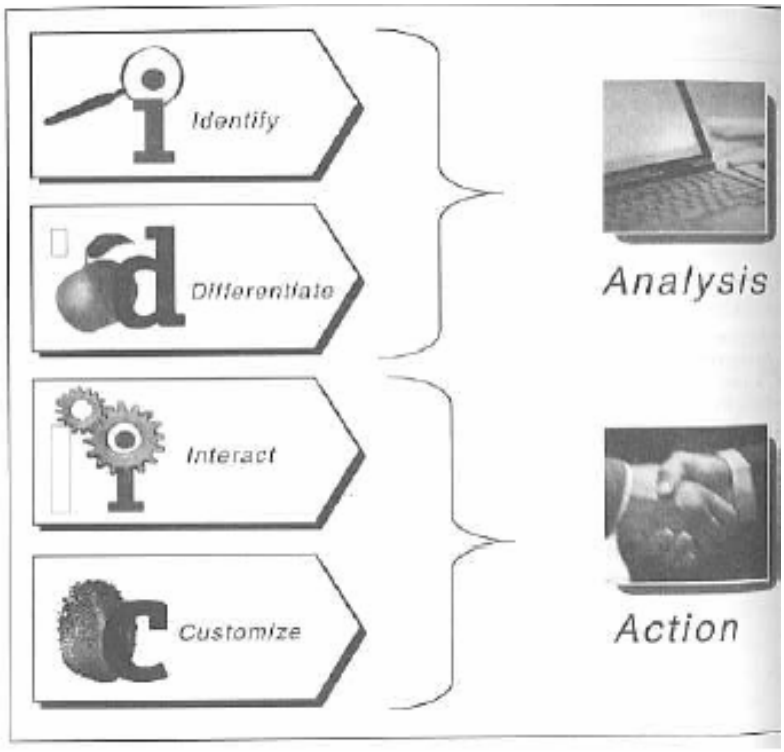

Figure 8. IDIC: Analysis and Action (Peppers and Rogers, 2004:70)

Analysis is also synonymous with Analytical CRM and action is synonymous with Operational CRM.

The approaches mentioned above have common themes; customer identification is a vital first step in conducting any customer focused endeavor. The IDIC methodology can help an organization understand the steps necessary to develop a strategy to strengthen customer relationships (Peppers and Rogers, 2004:71). The DMAIC methodology entails developing a communication plan. However, the plan is useless if an organization does not know who to communicate it to. Personalization entails segmenting customers which can not be accomplished until the customers themselves have been identified. This research focuses on the analytical aspect of CRM: identification and differentiation.

Customer Identification

Identification, for the purpose of this research is defined in the most general sense and simply entails naming or specifying customers. Because many organizations do not know the identity of their customers, the first step is to identify customers. Before a relationship can begin, both sides have to know who the other is. An organization needs to know as much information as possible about a customer, to include habits, preference, and other unique characteristics (Peppers and Rogers, 2004:69). As organizations have become more complex, a single definition of "customer" has been replaced by multiple definitions, which is especially true in business to business (B2B) marketing. In a B2B view of a customer, the level at which customers are identified could be individual, departmental, site, and enterprise (Fact Sheet: PSCM, 2005). But multiple customer

definitions and views create complexity. For example, a computer equipment company selling systems to other companies in a B2B environment may be able to identify the company they are selling the systems to. However, it may be even harder to identify the individual that makes the managerial decision to actually purchase the systems. It is these types of reasons that the company selling the systems should be developing better customer relationships. Identifying customers is not an easy task, and the degree of difficulty depends on the organization's channel structure and business model (Peppers and Rogers, 2004:89).

In addition to generally knowing who the customer is, an organization must have a mechanism for tagging individual customers. It is not enough to just know the product code of what was sold, but it is also important to track a customer code that identifies who business is being done with (Peppers and Rogers, 2004:69). It is also important to be able to recognize when that customer returns either in person, by phone, or online, as well. In addition, it is essential to identify both internal and external customers. Before trying to ensure external customers are satisfied, you must ensure those whom they come onto contact with, internal customers, are satisfied first.

Why Identify Customers

There are numerous reasons to why customers should be identified. Organizations should be able to document how and when their services are being used and by whom, even if bills or chargeback records aren't actually generated (Drogseth, 2005:62). Collecting information about specific customers can help to cultivate a profitable customer relationship (Peppers and Rogers, 2004:67). The relationships will be facilitated by the organization, based on the availability of information that can make

the customers next transaction simpler, faster, or cheaper (Peppers and Rogers, 2004:100), and as a result, customers may become more loyal and business processes may flow more efficiently and effectively.

Identifying customers is imperative to CRM because it allows an organization to acquire/sustain the right customers (Rigby and others, 2002:106). In addition, in efforts to satisfy customers, especially under limited resources, organizations need to ensure they are satisfying the right ones. Identifying customers allows organizations to subsequently segment them as shown below in Figure 9, and hopefully an organization can find a way to lower the costs of serving certain customers or to increase the revenue received from them.

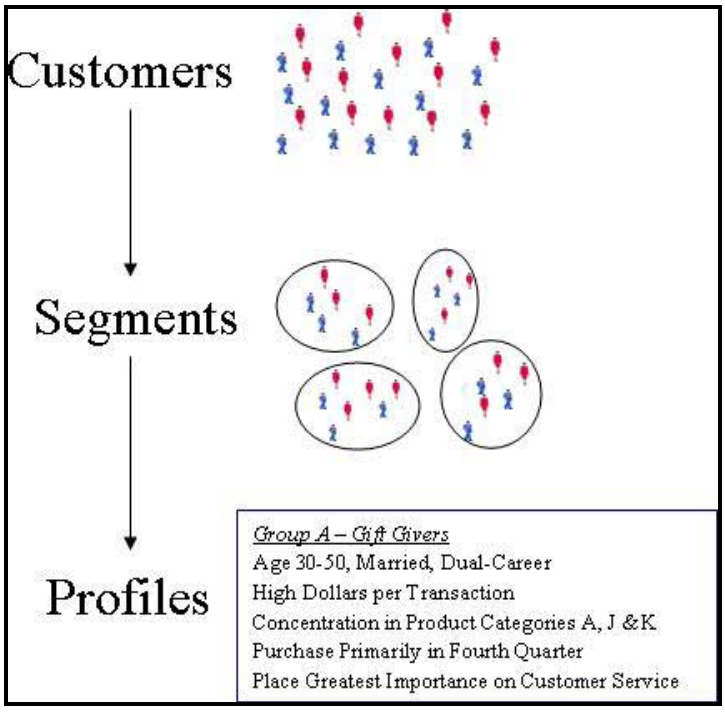

Figure 9. Customer Segmentation (InfoWorks)

It is also important to know who the customers are so the organization can ensure appropriate information is made available and flows smoothly so that customers are informed as to the goals, ideas and improvement efforts of the organization, as shown below in Figure 10.

Identifying customers also allows an organization to obtain customer knowledge such as what the customer values and what the customer needs. These values and needs can subsequently be incorporated into the goods and/or services provided. Internal customers have needs just as much as external customers. As a result, identifying internal customers is just as important as identifying external customers. Failure to meet the needs and expectations of internal customers can result in a less than optimal quality service provided to the external customer (Hodgkiss, 1994:2-3).

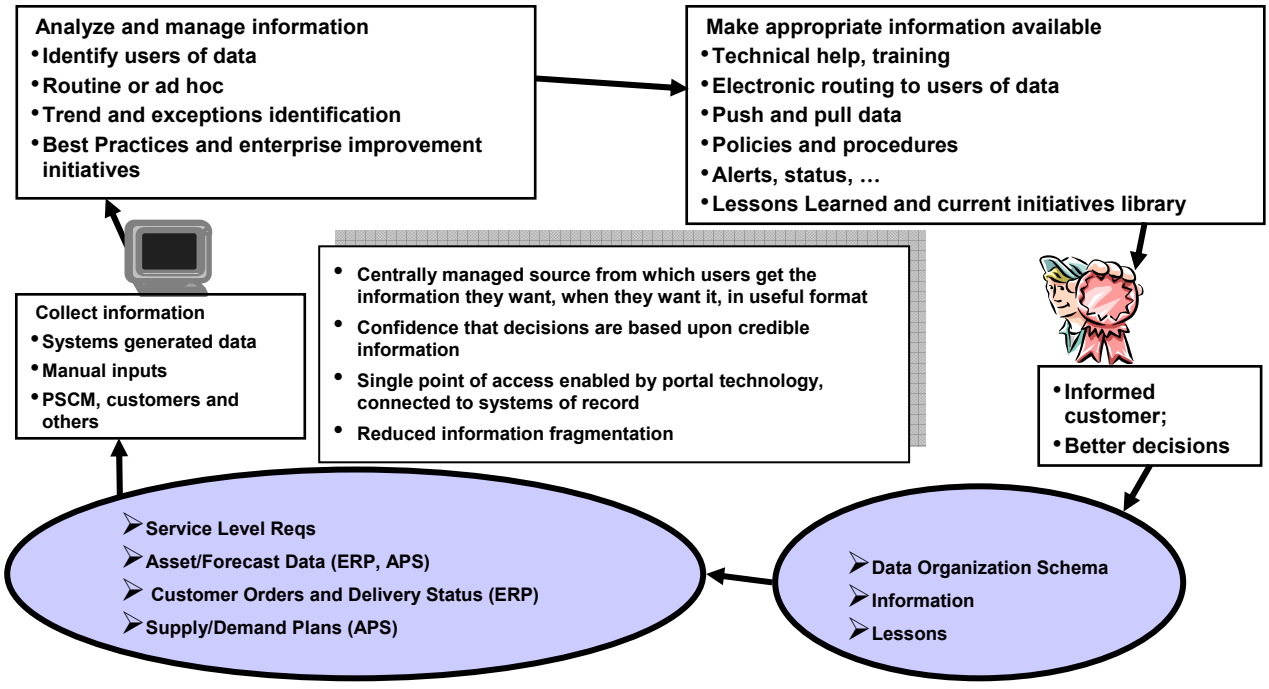

Figure 10. Assure Information Availability Process Flow (Green, 2005:9)

Organizations can also gauge whether they are meeting their performance objectives as a result of identifying customers. Customers can also help in the development and validation of various customer and diagnostic as well (Greenberg, 2004:558). Once customers are identified organizations can gauge their satisfaction through soliciting their feedback. Feedback from the customer can then be used by the organization to make applicable improvements. There are oftentimes internal and external customers with which different satisfaction measures can and should be used.

How to Identify Customers

There are nine steps that Martha Rogers and Don Peppers recommend for identifying customers: (1) Define, (2) Collect, (3) Link, (4) Integrate, (5) Recognize, (6) Store, (7) Update, (8) Analyze, and (9) Make available (Peppers and Rogers, 2004:93). During the define step, the information that is the actual identifier of the customer is determined. The identifier can be something as simple as the customer's phone number, name and address, or account number. During the collect step, arrangements are made to collect the customer identities. A few mechanisms to collect the customer identifiers include credit card data, web-based interactions and radio frequency identification (RFID). The link step entails the ability to link the customer's identity to all transactions and interactions with that customer, at all points of contact, and within all the enterprise's different operating units and divisions (Peppers and Rogers, 2004:93). A frequent shopper program is usually the primary mechanism to link shopper's activities together.

The integrate step involves integrating the customers identity into information systems utilized by the organization to conduct business. For example, frequent flyer

identities should be integrated into the flight reservations data system, and household banking identities need to be integrated into the small business records maintained by the bank (Peppers and Rogers, 2004:94). Being able to recognize a customer who returns to different parts of an organization is the next step. The customer who visits the Web site today, may actually go into the store tomorrow, or call the call center the next. This customer needs to be recognized as the same customer. The store step entails the storage and maintenance of customer identification information in one or several databases, and the update step entails the frequent verification, improvement, revision, and update of customer information. The analyze step entails using customer identities as the key inputs for analyzing customer differences. The last step, make available, entails making available the data on customer identities being made available to the people and functions within the organization that need access to it (Peppers and Rogers, 2004:94). For the purpose of this research, only the first three steps, define, collect, and link are utilized for the purpose of simply specifying who the customers are.

General Guidelines for Customer Identification Measures

Measures or variables used to identify customers include their characteristics, geographic locations, and channel positions. In his book *Market-Driven Strategy: Processes for Creating Value*, Professor George Day wrote that "identifiers are the relatively enduring and generic descriptions of customers that can be based on demographics or aspects of the customer's lifestyle or decision making process (Peppers and Rogers, 2004:96). Names are not always the most sufficient identifiers because more than one customer may have the same name, and it is usually necessary to assign unique customer numbers of identifiers to each individual customer record (Peppers and Rogers,

2004:99). Other types of data, beside transaction details, can provide some significant insight as to customer identification. Information that relates to billing and accounts status, customer service interaction, claims history, and internal operating costs can be of use as well.

Customer Segmentation

The ability to understand, analyze, and profit from individual customer differences are tasks at the core of what it means to be customer-centric (Peppers and Rogers, 2004:114). No two customers will be exactly the same in terms of their service requirements. Customer segmentation creates a number of homogenous groups for classifying and describing customers (InfoWorks). There are different approaches for grouping customers. Customer segmentation is especially useful for any organization that has a large to moderate customer base (George, 2005:55). Over the years, the practice of segmenting customers has been defined and limited by the types of customer information available (Ulwick, 2005:14). However, it is oftentimes the case that the customers will fall into groups or segments that are characterized by similar needs (Christopher, 2005:61). As a result, it is important for logisticians to know the service issues that differentiate customers (Christopher, 2005:61). The concept of identifying homogeneous groups of customers, assessing for size and responsiveness, and then creating tailored marketing approaches to satisfying them is not new (Zeithaml and others, 2001:120). Over the past several decades, customers have been segmented based on demographics, psychographics, purchase behavior, needs-based methods, and/or

outcome-based methods. Nonetheless, customer segments must have clear differentials (Lambert, 2004:30).

Providing different service to customers based on certain characteristics, such as profitability, is becoming an effective and profitable service strategy for firms like FedEx, U.S. West, First Union, Hallmark, GE Capital, Bank of America, and The Limited. FedEx categorizes its customers as the good, the bad, and the ugly. The company puts its efforts into the good, tries to move the bad to the good, and discourages the ugly (Zeithaml and others, 2001:118). First Union, currently the sixth-largest bank in the U.S, codes its customers by color squares on computer screens using a database technology called "Einstein." Green customers are profitable and receive additional customer service support. On the other hand, the red customers lose money for the bank and are not granted special privileges such as waivers for bounced checks. The key to segmentation is that it can be any set of attributes or behaviors that are identifiable from data that an organization already has.

Why differentiate/segment customers

There used to be a time when customers could be catered to on a strictly individual basis. However, the number of customers that organizations serve has grown considerably. This makes it virtually impossible to cater to or manage each customer individually. While organizations may want to provide superior service to every customer, on an individual level, they find it is neither practical nor profitable to meet all customer's expectations. Some may be offended or frown upon the concept of treating customers differently or less than the best way possible. However, in many situations both the organization and the customer obtain better value (Zeithaml and others,

2001:118). As a result, it is critical that organizations segment their customers (Hodgkiss, 1994:4-28).

Customers have different needs, requirements, desires, and different current potential and future potential to organizations (Carayol, 2002:76). Warren Haylip in "Measuring Customer Satisfaction in Business Markets" expounds this idea and identifies several distinctions among customer types. His most notable differences are the size of the consumer population, the magnitude of purchase volumes, and purchase transaction complexities (Hodgkiss, 1994:2-23). As a result, customers should be divided into: most profitable ones with whom you want to build relationships; and those you don't (Carayol, 2002:76). Services provided to low importance/low profit customer can be eliminated or reduced and reallocated to more profitable customers (Lambert, 2004:32). It is suggested that if an organization does not have the resources to manage relationships with all customers, they should consider the Pareto rule which states that oftentimes 20% of customers make up 80% of the business (Tehrani, 2005:4). As a result, an organization should focus mainly on the 20% that make up 80% of the business.

The ability to prioritize tasks is critical to increased efficiency (Husk, 2005:64). Segmenting customers provides a baseline for this prioritization. Implementing CRM without segmentation analysis would be like trying to build a house without engineering measures or an architectural plan (Rigby and others, 2002:102). Different customers may require different measures or scorecards to fit their mission strategy, technology, and culture. Once having gauged the satisfaction of the different segments customers, an organization can discover service inequalities and make improvements depending on the segment. Relationships with the most valuable customers should be broaden or

deepened, while relinquishing ties with the least lucrative should be considered (Rigby and others, 2002:103). Once the common behavior with the chosen attributes is identified in the segments an organization can then make decisions on how to achieve optimal results by either interlacing the customer attributes to the particular segment or by changing the behavior that was attributed to a particular segment. This is known as profiling a customer (Greenberg, 2004:227). An organization can also influence certain segments to interaction with the organization through the most appropriate channel.

Providing different service to customers based on certain characteristics, such as profitability, is becoming an effective and profitable service strategy for firms. Bank One recognized that financial institutions were grossly overcharging their best customers to subsidize others. Determined to grow its top-profit customers, who were vulnerable because they were under-served, the bank implemented a set of measures to focus resources on their most productive use. Data resulting from the measures to identify the profit drivers in this top segment were used to stabilize their relationships with key customers. In another example, First Commerce Corporation knew customer segmentation could improve the effectiveness of all its operations. After dividing customers into mutually exclusive groups based on demographics, the company was able to identify the reasons for swings in profitability. The firm then defined three segments: the smart money, the small business, and the convenience. Tailoring its marketing efforts differently towards those segments made the company's program far more effective (Zeithaml and others, 2001:120-121).

How to Segment Customers

There are various ways in which customers can be segmented. Today, many companies use a combination of methods to segment customers. Despite the vast ways in which customers can be segmented, the basic approaches or methods are illustrated below in Figure 11.

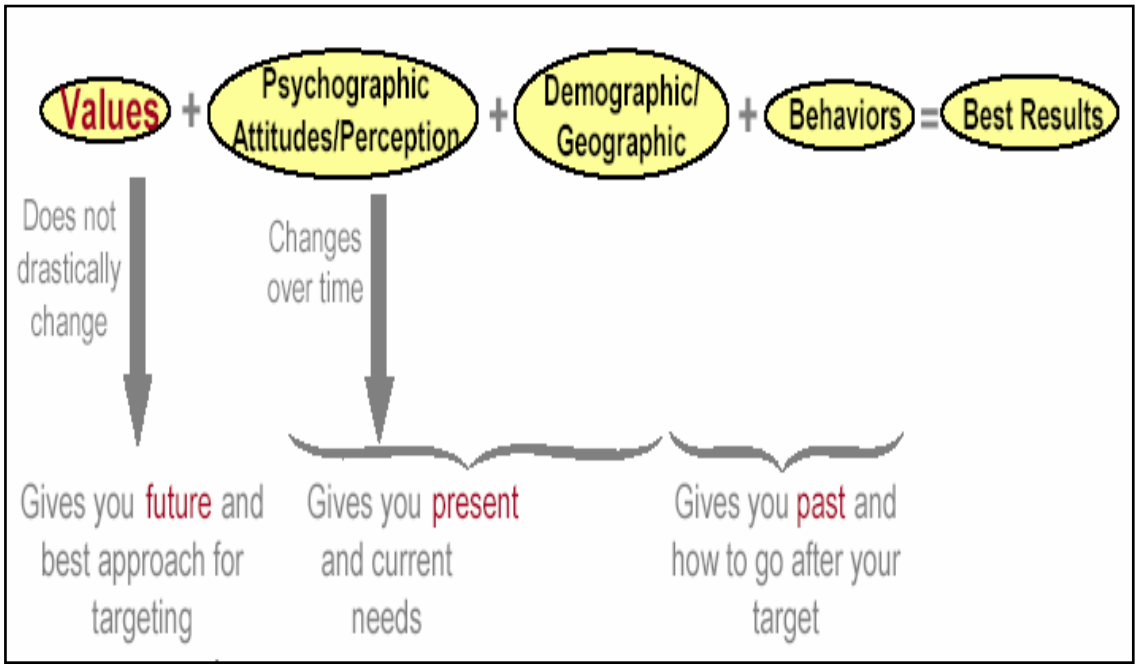

Figure 11. Basic Segmentation Approaches (Luna, 2005)

Segmenting based on values entails segmenting customers based on where the customers places value, or what is important to the customer. Psychographic information entails common customer traits and attitudes towards products and services allowed marketers to produce more-specific customer profiles. Demographic information entails things such as age, geographic location, or gender of the customer. In the 1970s, technology evolved and so did markets ability to gain insight into their customers. Segmenting based on

behavior includes information like how often the customer utilizes products and/or services. According to Peppers and Rogers, the most important and useful difference about customers are that they have different value to the organization and need different things from the organization. All other characteristics used to describe customers such as demographics, satisfaction level, psychographics, geographic origin, etc…are just data points designed to help on organization get a better picture of what the customer needs or what value the customer might represent (Peppers and Rogers, 2004:113).

Value-Based Segmentation

The primary objective of a customer-centric strategy is to increase the value of its customer base. Customer lifetime value (LTV) is the net present value of the expected future financial contributions from the customer (Peppers and Rogers, 2004:116). Customer value should be broken up into actual value given what is currently know or predict about the customer, and potential value or what value the customer could represent if a strategy was implemented to change the customers behavior (Peppers and Rogers, 2004:116). In determining customers LTV, an organization must deduct the expenses associated with serving that customer. For example, relationships with customers usually require some form of communication via phone, fax, email, or meetings. These specific costs, along with any others, must be deducted from the individual customers, thus reducing the LTV (Peppers and Rogers, 2004: 117).

An organization that attempts to calculate customer LTV should include the following data in its model (Peppers and Rogers, 2004: 118):

- Repeat customer purchases

- Greater profit and/or lower cost (per sale) from repeat customers than from initial customers (converting prospects)
- Indirect benefits from customers, such as referrals
- Customer stated willingness to do business in the future rather than switch suppliers
- Customer records
- Transaction records (summary and detail)
- Products and product costs
- Cost to serve/support
- Marketing and transaction costs (including acquisition costs)
- Response rates to marketing/advertising efforts

This data should be quantified and weighted according to the specific goals of the organization.

Determining LTV of customers is what organizations would ultimately like to accomplish. However, financial and statistical models are oftentimes too difficult and expensive to create (Peppers and Rogers, 2004:121). As a result, organizations can use proxy variables, which are numbers, other than LTV, that can be used to rank customers by value as close as possible. Recency, frequency, monetary (RFM) is a proxy variable and is one of the most simple and commonly used models for predicting customer behavior. RFM entails assigning scores to customers and is used to rank-order customers in terms of their value, based on their actions. The RFM model has been in use for over 50 years and is based on three customer attributes (Greenberg, 2004:228, Kohavi and Parekh, and Peppers and Rogers, 2004:122):

- Recency: timing of a customer's actions
- Frequency: number of times action has been taken
- Monetary: amount of money spent

There are indeed other proxy-variable methods that can be utilized to differentiate between customers. Nonetheless, the use of proxy-variables methods such as RFM, used to rank customers by their value, shows that while differentiating among customers can be mathematically complex it can still be a relatively easy principle (Peppers and Rogers, 2004:122). Overall, analyzing customers past behavior is probably the single most important way to figure out a customer's future potential value (Peppers and Rogers, 2004:92).

Needs-Based Segmentation

It is possible for customers not to be very different in value, but different in their needs. Categorizing customers by their needs is complex. Instead of grouping customers into segments based on product appeal, customers are placed into portfolios, based on type of need (Peppers and Rogers, 2004:144). For example, a market segment might be composed of women, over age 45, with incomes in excess of $50,000. However, a portfolio of customers might be made up of kids who like to pretend, act, and fantasize (Peppers and Rogers, 2004:144). Knowing what the customer needs makes it possible for the organization to cater to the customers specific needs. As a result, this will increase customer loyalty while increasing the customer's value to the organization (Peppers and Rogers, 2004:114).

Capturing a customer's potential value requires an organization to induce a change in the customer's behavior. For example, the organization may want the

customer to purchase from an additional product line or interact with the organization using the less expensive web site rather than through the customer service center (CSC) (Peppers and Rogers, 2004:143). As a result, understanding customer needs is critical to successful customer-focused strategies. Customer behaviors will likely change if an organizations strategy and processes appeals to their needs. Customers must be categorized by their needs in order for an organization to take action (Peppers and Rogers, 2004:143). It is very likely that a high-value customer is likely to have similar needs to other high-value customers. An organization should aim to correlate a customer's value with their needs in order to do a more efficient job of gaining long-term loyalty of desirable customers (Peppers and Rogers, 2004: 145).

General Guidelines for Customer Segmentation Measures

Segmentation measures or variables are characteristics used to divide a market into segments (Lewis-Clark State College, 2006:3). There are four classes of segmentation variables that can be distinguished; general observable variables, product-specific observable variables, general unobservable variables, and product-specific unobservable variables (Vriens, 2001:5). Some examples of general observable variables include demographic variables and socio-economic variables. Some examples of product-specific observable variables include usage frequency and brand loyalty. Examples of general unobservable variables include life-style variables and psycho-graphics. Examples of product-specific unobservable variables include benefits, preferences, and intentions. The use of different types of segmentation variables is recommended as to make use of the various strengths (Vriens, 2001:5). Nonetheless, in choosing segmentation variables, the following factors should be considered:

- Segmentation variables should be related to the customers, need for, use of, and behavior toward the product of service
- Variables must be measurable
- The organizations resources and capabilities should determine the number and size of segment variables utilized
- Choosing an inappropriate variable limits the chances of developing a successful marketing strategy (Lewis-Clark State College, 2006: 3).

Developing a framework of measures involves outlining the metrics of interest and relating them to the customer's impact on the organizations profitability and/or success in addition to the organizations impact on the customer's profitability and/or success (Lambert, 2004:26). The measures or variables utilized to differentiate customers will ultimately depend on the goals of the organization that is segmenting customers.

Headquarters Air Force Materiel Command

HQ AFMC has headquarters at Wright Patterson Air Force Base (AFB) in Ohio. AFMC employs over 79,000 personnel, to include officers, enlisted, and civilian. Their objective is to deliver "war-winning technology, acquisition support, and sustainment capabilities to the warfighter,"(AFMC, 2005:2)." AFMC is organized into eight specific mission areas to accomplish its objective (Fact Sheet:AFMC, 2004):

- Product support: provide world-class products and services, delivering dominant aerospace systems and superior life-cycle management for war-fighting systems.
- Information Services: develop, acquire, integrate, implement, protect and sustain combat support information systems for the AF and Department of Defense

customers, making sure they have the right information anywhere and anytime on demand.

- Supply Management: provide and deliver the right repairable and consumable items needed in war at the right place, at the right time, and at the right price.
- Depot Maintenance: repair systems and spare parts that ensure readiness in peacetime and provide sustainment for combat forces in wartime.
- Science and Technology: discover, develop, demonstrate and transition affordable advanced technologies to achieve AF core competencies.
- Test and Evaluation: provide timely, accurate and affordable knowledge and resources to support weapons and systems research, development and employment.
- Information Management: provide secure, reliable, interoperable communication and information services/access anytime, anywhere to AFMC customers, partners, and employees.
- Installations and Support: provide base support services, property management and environmental protection at AFMC installations.

AFMC has a few facilities that foster "cradle-to-grave" oversight for aircraft, missiles and munitions that help fulfill its mission of equipping the Air Force with the best weapon systems. Weapon systems are acquired through three product centers, Aeronautical Systems Center, Electronic Systems Center, and Air Armament Center, using science and technology from the Air Force Research Laboratory. Systems are tested in two test centers, Arnold Engineering Development Center and Air Force Flight Test Center, and receive major repairs over their lifetime at one of three air logistics

centers (ALCs). Other development and logistics functions are performed at specialized centers like the Air Force Security Assistance Center. Systems are eventually "retired" to the Aircraft Maintenance and Regeneration Center (Fact Sheet:AFMC, 2004). HQ AFMC also has one direct report Air Base Wing in Kirtland, New Mexico

Purchasing Supply Chain Management (PSCM)

PSCM can be defined in various ways and in different contexts. PSCM is a major HQ AFMC-wide transformation/initiative that is part of a broader transformation of the Air Force logistics and procurement transformation (Fact Sheet:PSCM, 2005). PSCM will adapt commercial best practices where measurable improvements can be gained (USAF PSCM Brochure). It entails collaboration between the HQ AFMC, the ALCs, customers, as well as suppliers. The objective of PSCM is to increase the availability of parts to the warfighter, improve product quality and delivery, and reduce cost of doing business by improving and integrating HQ AFMCs purchasing and supply processes (Fact Sheet: PSCM, 2005). CRM is one of the pillars or processes in which to achieve these objectives as depicted below in Figure 13.

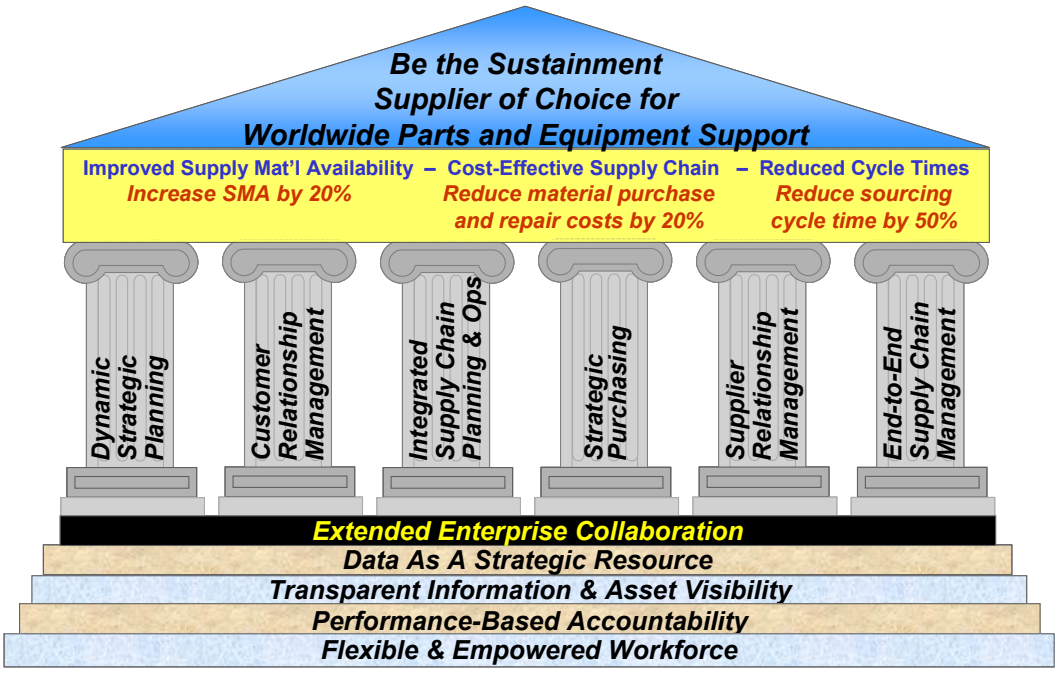

Figure 12. PSCM Vision, Goals, and Pillars (USAF PSCM Brochure)

One of many ways in which PSCM will change AFMCs approach to supply chain management is by specifying performance characteristics from the customer's perspective (Fact Sheet: PSCM, 2005). HQ AFMC wants to be the "sustainment supplier of choice for worldwide parts and equipment support (PSCM Brochure)."

HQ AFMC CRM Concept

CRM brings new business processes to the AF in managing and supporting warfighter requirements, to include providing key supply chain information. HQ AFMCs CRM concept stems from the PSCM initiative to transform sustainment while reducing operating costs and improving readiness (Deployment Plan, 2003:3). CRM is an important and critical component under the HQ AFMCs PSCM transformation guidance (Deployment Plan, 2005:5). HQ AFMC/LG has been identified as the lead on this transformation effort. The ultimate vision of HQ AFMC/LG is to exceed customer

expectations and provide the most cost effective, timely and flexible logistics products and services into the 21st century (McCoy, 2004:3). HQ AFMC/LG wants to develop standardized AFMC-wide processes that result in fulfillment of customer service expectations and significant overall cost reduction (Green, 2005:3). HQ AFMC's desired effects of a CRM strategy are:

- Providing a consistent positive customer experience across AFMC
- Improving customer satisfaction levels
- Optimal use of manpower
- Reducing time to retrieve information
- Opportunity to re-use knowledge
- Providing assisted self-service capabilities through collaborative techniques
- Eliminating redundancy (CRM, 2005:4).

AFMC plans to incorporate Best practices such as, standardization of lean processes, elimination of process redundancies, customer-centric view, single point of customer access, perfect order fulfillment, and collaborative relationship management into CRM in order to accomplish the benefits listed above (Fact Sheet:CRM). HQ AFMC/LG is working through their ALCs to implement customer service centers (CSC) to support CRM development and validate future AF processes for customer relationship management. There are three ALCs: Warner-Robins at Robins AFB in Georgia, Oklahoma City at Tinker AFB in Oklahoma, and Ogden at Hill AFB in Utah. Each ALC is responsible for maintaining, modifying, and repairing specific types of aircraft, engines, and reparable parts. All the ALCs have specific missions and facilities.

Nonetheless, the over-arching mission of all of the ALC is to support the Air Force and HQ AFMC.

Customer Service Centers

HQ AFMC objective is to have a single customer entry point fulfilling many tactical functions that are presently scattered throughout various functions of the ALCs. The single customer entry point or single point of customer access is the CSC. Each ALC has established a CSC in which aims to provide customers timely, accurate, and "action-based" service. "Expected benefits include improved customer satisfaction, first call resolution rate of 80 percent, improved manpower resolution and a strategic focus on demand planning," says Ms. Darla Bullard, a Tinker customer service representative (Depots, 2005). CSCs are also referred to as contact centers. The HQ AFMC Customer Service System View is illustrated below in Figure 14.

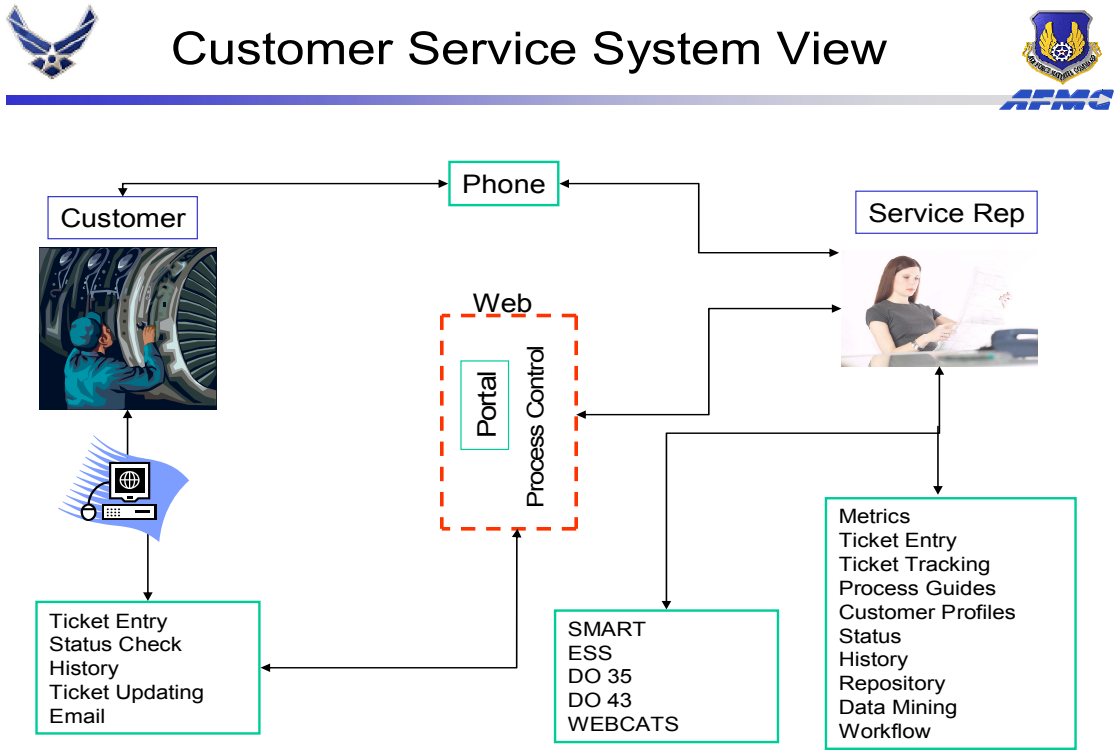

Figure 13. HQ AFMC Customer Service System View (CRM, 2005:12)

Customers will be able to make one contact and be provided with an immediate answer or the CRM personnel will follow-up with them in a timely manner with the requested service. Ideally, the customer will not have to initiate more than one call or contact, chase information, and get the requested service without making repeated contacts (Fact Sheet:CRM). Under, business process model 2.0 of the PSCM, which is to manage customers, CSC process/activities descriptions include:

- Enable AF/PSCM Strategic Business Plan,
- Manage Customer Relationships and Collaboration,
- Customer Knowledge Management,
- Manage Inquiries and Provide Support,

- Manage Customer Orders, and
- Manage Performance Results (Deployment, 2005:14).

Summary

This chapter reviewed the literature and terminology concerning this research effort. There are various organizations, like KLM Royal Dutch Airlines, Mascot International, and Netegrity that utilize some sort of CRM strategy to improve operational efficiency and customer satisfaction. As other organizations embark upon a CRM initiative, it is critical to know the necessary steps that must be taken before a CRM strategy can be implemented. First and foremost, an organization must identify their customers. Secondly, customers must be differentiated and placed into segments based on certain pertinent characteristics. Organizations can then utilize these segments to develop ways in which to deploy personalized services.

III. Methodology

Chapter Overview

This chapter discusses the methodological framework used to conduct this research. A comparison of research designs to help support the method chosen to conduct this research is also discussed. The specific research method utilized, the type of data collected, and how data were subsequently analyzed is provided. The basis for the construction of the model used to segment HQ AFMC customers is presented. The results of performing these steps will provide answers to the investigative questions, which will result in revealing the identities and segments of HQ AFMC customers based on significant organizational characteristics.

Research Designs Comparison

The research design provides the overall structure for how the researcher conducts research. It encompasses the data the researcher collects and the data analysis the researcher conducts (Leedy and Ormrod, 2001:91). The design of a research project begins with the selection of a topic and a paradigm. The topic of this research project, the identification and segmentation of HQ AFMC customers, has already been revealed. Paradigms in the human and social sciences help to understand phenomena. They advance assumptions about the social world, how science should be conducted, and what constitutes legitimate problems, solutions, and supportive evidence/proof (Creswell, 1994:1). Quantitative and qualitative are two major types of paradigms. There are distinct differences between qualitative and quantitative studies as shown in Table 1 (Leedy and Ormrod, 2001:102).

Table 1. Distinguishing Characteristics of Quantitative and Qualitative Approaches

Question	Quantitative	Qualitative
What is the purpose of the research?	• To explain and predict • To confirm and validate • To test theory	• To describe and explain • To explore and interpret • To build theory
What is the nature of the research process?	• Focused • Known variables • Established guidelines • Static design • Context-free • Detached view	• Holistic • Unknown variables • Flexible guidelines • Emergent design • Context-bound • Personal view
What are the methods of data collection?	• Representative, large sample • Standardized instruments	• Informative, small sample • Observations, interviews
What is the form of reasoning used in analysis?	• Deductive analysis	• Inductive analysis
How are the findings communicated?	• Numbers • Statistics, aggregated data • Formal voice, scientific style	• Words • Narratives, individual quotes • Personal voice, literary style

A quantitative study is an inquiry into a human or social problem, based on testing a theory composed of variables, measured with numbers, and analyzed with statistical procedures. Methods that allow researchers to objectively measure the variable(s) of interest are utilized in quantitative studies. The intent of the research is to determine whether the predictive generalizations of the theory hold true (Creswell, 1994:2). Researchers seek to determine whether explanations and predictions can be generalized to other persons, places, and situations. Researchers also try to remain detached from the research participants in an effort to draw unbiased conclusions (Leedy and Ormrod, 2001:102). In a quantitative study, reality is viewed as objective and singular, apart from the researcher (Creswell, 1994:5).

In a qualitative study, reality is subjective and constructed by the individuals involved in the research (Creswell, 1994:4). A qualitative study is an inquiry process to gain a better understanding of human or social problem (Leedy and Ormrod, 2001:102). This research is often exploratory in nature and observations may be used to build theory

(Leedy and Ormrod, 2001: 102). This is done through formed words, reporting on the detailed views of informants, and conducting research in natural settings (Creswell, 1994:2). Researchers enter settings with an open mind, prepared to immerse themselves into the complexity of the situation and interact with their participants. Categories or variables emerge from the data and they lead to "context-bound" information, patterns, and/or theories that help to explain the phenomena being studied (Leedy and Ormrod, 2001:102). This research focuses on the identification of customers as well as how those customers should be segmented or categorized based on certain characteristics. As a result, this study is qualitative in nature.

Qualitative Research Assumptions

Creswell (1994) lists six assumptions that should be addressed in conducting qualitative research. Table 2 lists each assumption and how they were addressed for this

Table 2. Qualitative Study Assumptions for CRM Study

Assumption	Characteristics of Research That Addresses Assumption
Process oriented	Interested in the everyday activities of customers
Focuses on meaning	Focuses on discovering significant characteristics in which to segment customers
Researcher is primary instrument for data collection and analysis	Researcher reviewed literature determined how to identify and segment customers
Involves fieldwork - physically goes to people, setting, site, or institution	Visited various sites to collect customer data, case study information, and conduct interviews
Descriptive - interested in process, meaning, understanding through words and pictures	Purpose is to demonstrate how AFMC customers can be identified and subsequently segmented
Inductive - researcher builds concepts, hypothesis, or theories from details	Concepts in which customers can be identified and segmented is presented

research. The assumptions provide direction for designing all phases of this research study. In qualitative studies, according to Merriam (1988), researchers are concerned

primarily with process, rather than outcomes or products. This research involved analyzing the everyday activities of HQ AFMC customers. A researchers' interest in how people make sense of their experiences, their lives, and their structures of the world is another assumption of qualitative research. This research focuses on discovering significant characteristics with which to segment customers. The next assumption is that the researcher is the primary instrument for data collection and analysis. As the researcher for this study, I reviewed literature and determined the most feasible way to identify and segment HQ AFMC customers. Another assumption of qualitative research is that fieldwork is involved. In conducting the research, I visited the HQ AFMC ALC CSC's to collect data needed to complete this study. Another assumption is that qualitative research is descriptive. As a result, the researcher is interested in process, meaning, and understanding gained through words or pictures. This study will demonstrate how HQ AFMC customers can be identified and subsequently segmented. The last assumption of qualitative research is that the process of qualitative research is inductive. This means that the researcher builds concepts, hypothesis, and theories from details (Creswell, 1994:145). In this research study, concepts or ideas about how customers can be identified and segmented are presented.

Qualitative Research Approaches

According to Yin (2003), strategies utilized in qualitative studies include experiment, survey, archival analysis, history, and case study. Yin discusses relevant characteristics that warrant the use of these strategies as shown in Table 3 (Yin, 2003:5).

Table 3. Relevant Situations for Use of Research Strategies

Strategy	Forms of Research Question	Requires Control of Behavioral Events?	Focuses on Contemporary Events?
Experiment	how, why?	Yes	Yes
Survey	who, what, where, how many, how much?	No	Yes
Archival Analysis	who, what, where, how many, how much?	No	Yes/No
History	how, why?	No	No
Case Study	how, why?	No	Yes

This research study will identify HQ AFMC customers and determine what characteristics should be used to place these customers into segments. According to Table 3, because the type of research question focuses mainly on "what," possible research strategies are limited to the use of either survey or archival analysis. Neither survey nor archival analysis requires control over actual behavioral events. As a result, the degree of focus on contemporary as opposed to historical events is the deciding factor. Because this study involves the use of historical data, archival analysis is the most appropriate approach for conducting this research.

Archival analysis was the primary method utilized for this research study. According to Dane (1990), archival research or analysis is any research in which a public record is the unit of analysis. Archival analysis entails dealing with information that existed before the researcher began the study. It involves dealing with products of people rather than the actual people themselves. Archival analysis seeks to answer questions about people by investigating part of the recorded information they generate. It entails

finding the records, taking a sample, transforming the collected information into usable data, and then using the results to draw conclusions (Dane, 1990:169).

Data Sources, Data Collection, and Analysis

A variety of sources and data collection methods were utilized to conduct this research. The initial step was to gain a thorough understanding of the CRM construct by conducting an in-depth review of the literature and attending two customer-related conferences. The annual North American Conference on Customer Management (NACCM) and the International Contact Center Management (ICCM) conference were attended to get an idea of how the commercial industry differentiated between internal and external customers. Numerous briefings by government and commercial institutions and personal contacts provided valuable insight into the numerous approaches to identify and segment customers.

Identifying Customers

Because the opinions of senior leaders are vital to the success of a CRM initiative (Greenberg, 2004:452 and Peppers and Rogers, 2004:488), the top fifteen leaders of HQ AFMC were surveyed to gain their perception of their organizations internal and external customers. Appreciating the constraints on their time, the survey consisted of four questions. Three of the questions consisted of the following:

- How do you distinguish between an internal and external customer?
- Who do you consider to be HQ AFMC internal customer?
- Who do you consider to be HQ AFMC external customers?

Six HQ AFMC leaders responded to the interview requests. Three leaders provided a consolidated response through email and the three remaining leaders provided individual responses in person.

Review of CRM-related literature revealed that an organization should first assess the customer data they already have readily available (Peppers and Rogers, 2004: 90 and ASA, 2006:3). In addition, interactions with customers, if tracked and documented by CSC's, can be an inexpensive way to conduct customer research (Peppers and Rogers, 2004:205). Since customer data is typically located at CSC's, interviews were conducted with two to three CSC representatives at Warner Robins ALC and Ogden ALC to get a better understanding of CSC processes, determine what type of specific customer information had been collected, and what potential approaches for identifying customers were available. Follow-up questions and clarification of interview responses were provided through email correspondence.

The interviews revealed key information critical to the subsequent identification of customers. First, records of customer requisitions are in fact maintained at ALC CSC's. A customer requisition may involve the order for parts, order cancellations, and/or inquiries as to the status of orders made by customers through toll free/Defense Switched Network (DSN) phone systems, CSC websites, email, and automated Air Force Stock Control System (D035) requests. The Air Force Stock Control System is an information system that gives visibility of item inventory and supply management information at the ALCs (LINK, 2003:31). The interviews also revealed that Department of Defense Activity Address Codes (DoDAACs) are specific customer identifying data elements. Each organization involved with DoD supply actions has a six position

DoDAAC. The first position identifies the military service or Federal agency; the remaining five positions uniquely identify the organization (LINK, 2003:5).

Warner-Robins ALC CSC had maintained a database of customer requisition records which included customer DoDAACs. Ogden ALC CSC had maintained a database of customer requisition records which included document numbers instead of DoDAACs as specific customer identifiers. However, during the CSC representative interviews, it was revealed that DoDAACs are embedded in the document numbers. A document number, as demonstrated in an example in Table 4, identifies the requisition (LINK, 2003:6).

Table 4. Document number FB448832320056 Example:

DoD Activity Address Code	Date (YDDD)	Serial Number
FB4488	3232	0056

The document number includes the following parts:

- The first six characters are the DODAAC of the organization submitting the requisition.
- The next four characters show the date of submission. The date format is YDDD (Y=last digit of the year; DDD=Julian date; for example, 1 Oct 2003 is 3274).
- . The last four characters reflect the locally assigned document serial number (LINK, 2003:6)

As a result, archival records were requested from the three ALC CSCs to be utilized to identify and subsequently segment HQ AFMC customers.

Each CSC was asked to electronically provide all customer requisition records for Fiscal Year (FY) 2005, which included October 1, 2004 to September 31, 2005. These

records were requested to be in an Excel format. At a minimum, document numbers and/or DoDAACs were requested to be included in the data provided. However, any data elements the CSCs had available were requested as well. Ogden ALC CSC maintained their customer requisition records electronically and thus was able to send their customer requisition records electronically. Warner Robins ALC CSC maintained some of their customer requisition records electronically and they also provided these records electronically. However, the majority of their customer requisition were recorded manually and maintained in filing cabinets. Similarly, Oklahoma City ALC CSC recorded their customer requisitions manually and also maintained them in filing cabinets. As a result, visits were made to Warner Robins and Oklahoma ALC CSCs to manually copy their customer requisition records in December 2005.

The customer requisition records manually collected from the Warner-Robins ALC CSC and the Oklahoma City ALC CSC were populated into an Excel spreadsheet with the records collected electronically from the Ogden ALC CSC. The records were then standardized by extracting customer DoDAACs from the document numbers and changing the dates of the customer requisition that were recorded in the day, month, year format to a julian date format. Standardizing the customer requisition records also entailed removing any data elements present in one set of records that were not available in the other sets of records that were collected. The remaining data elements from the customer requisition records, the date of the customer requisition and the DoDAAC, were utilized to conduct this research. Once the data was standardized, there were 33,714 data points or customer requisitions for FY 2005 utilized to conduct this research

The following documentation or information was also used to help identify HQ AFMC customers:

- DoDAAC file, https://www.daas.dla.mil/daasinq/dodaaf_select.asp?cu=d: downloaded and utilized to reveal the identity as well as the mailing address of customers
- DoDAAC on-line query, https://www.daas.dla.mil/daasinq/dodaac.asp?cu=d: used to verify the information on the DoDAAC file
- http://www.globalsecurity.org/military/facility/afb.htm: used to look at which bases were listed under the command of HQ AFMC and to distinguish between HQ AFMC internal and external customers
- Air Force Manual (AFMAN) 23-110, *USAF Supply Manual,* Volume 1 Part 2, Chapter 1, Attachment 1A-3: used to verify the command or activity in which the identified customer was assigned
- Air Force Material Command Mission Briefing January 2005: used to help identify HQ AFMC internal customers

Segmenting Customers

As with the identification of customers, a variety of sources were utilized to gain an idea on approaches for segmenting customers. As stated previously, four questions were asked of HQ AFMC leaders. The fourth question, "What characteristics would lead HQ AFMC to treat customers differently?" sought to determine the characteristics they believed were important in segmenting HQ AFMC customers. Other sources of information critical to the segmentation of HQ AFMC customers were briefings given by

organizations at the NACCM and ICCM conference that had implemented a segmentation approach.

RFL Model

After a thorough review of the existing literature, it was decided to base the segmentation of customers on the RFM model. RFM is one of the simplest and most commonly used models for differentiating customers. This model has been in use for over 50 years and is based on the following three components (Greenberg, 2004:228, Kohavi and Parekh, and Peppers and Rogers, 2004:122):

- Recency: timing of a customer's actions
- Frequency: number of times the action has been taken
- Monetary: amount of money spent

However, for the purpose of this research study, only the Recency and Frequency components of the RFM model were adopted. The Recency and Frequency components are dynamic customer characteristics and include desirable customer activity information as requested in the process description of PSCM Business Model 2.2.1.3 shown below in Table 5.

Table 5. PSCM Business Model 2.2.1.3 Guidelines

Number	Process Name	Process Descriptions	Input	Output
2.2.1.3	Create/Update Customer Activity Information	The collection that pertains to demands, projected requirements, events, order management, flying/ operating hours, **historical demands**, customer performance analysis, improvement plans, **customer inquiries**, operational funding, mission profiles, UTC/Mobility Processing etc.,	Demand Data, Customer orders, Customer Inquiries, Operational Funding Data, Customer Performance Analysis, Improvement Plan	Customer Activity Information

The "customer actions" of interest were their requisitions made to HQ AFMC ALC CSCs in 2005. Thus, the recency and frequency of customer requisitions were the first two components used to segment customers.

Because revenue enhancement is not a prime concern for public sector organizations like HQ AFMC (Greenberg, 2004:291), a replacement for the Monetary component, more in line with the organization's goals, was needed. Since providing war-winning support to the warfighter is the mission of HQ AFMC (CRM, 2005:1; USAF PSCM Brochure; Fact Sheet: AFMC, 2004; Fact Sheet: PSCM; Deployment Plan, 2005:3; Fact Sheet: PSCM, 2005; Dues, 2005:2; and AFMC, 2005:2), the location of the customer was determined to be more appropriate. Whether a customer operates at a deployed location versus a non-deployed location became the third component of the model. This Location factor is a more static customer characteristic and includes desirable organizational information as requested the process description of PSCM Business Model 2.2.1.1 shown below in Table 6. This is the first known time that this modification has been made in a research setting.

Table 6. PSCM Business Model 2.2.1.1 Guidelines

Number	Process Name	Process Descriptions	Input	Output
2.2.1.1	Create/Update Customer Organizational Information	The collection and recording of information that pertains to organization, **location**, unit, **mission**, financial account, Force Activity Designator (FAD), Urgency of Need (UND), Project Code/Designators, Program Element Code (PEC), Supplier ID Codes e.e., CAGE etc	Customer Provided Information (Direct from Customer)	Customer Organizational Information

A second departure from the basic RFM model was the use of segments instead of rankings. The three components (Recency, Frequency, and Location) were divided into two or three segments. The Recency component was partitioned into more recent and less recent segments. The Frequency component was divided into high, medium, and low frequencies, and the Location component was divided into deployed and non-deployed status.

The following sources of information were used to help segment HQ AFMC customers:

- DoDAAC file, https://www.daas.dla.mil/daasinq/dodaaf_select.asp?cu=d: used to determine whether a customer was at a deployed or non-deployed location
- DoDAAC on-line query, https://www.daas.dla.mil/daasinq/dodaac.asp?cu=d: used to determine whether a customer was at a deployed or non-deployed location
- 2004 and 2005 julian calendar: used to standardize the date of customer requisition data
- http://www.globalsecurity.org/military/facility/index.html: used to help determine whether customers were located at deployed locations as well as to see which bases/units were listed under the different Air Force Major Commands
- PSCM Business Model 2.0 (provided by HQ AFMC/A4): used to see what kinds of customer characteristics were important to HQ AFMC
- http://en.wikipedia.org/wiki/Air_Combat_Command: used to see what bases/units were listed under the different Air Force Major Commands for segment analysis purposes

- http://en.wikipedia.org/wiki/List_of_Wings_of_the_USAF: used to see what bases/units were listed under the different Air Force Major Commands for segment analysis purposes
- Air Force Material Command Mission Briefing January 2005: used to identify the missions of HQ AFMC

ABC Analysis

ABC analysis was performed on the data to help determine the bins for the Frequency component of the RFL model. ABC analysis is a method of classifying items involved in making decisions based on their relative importance. ABC analysis is a common inventory application of what is known as the Pareto principle concept. The Pareto principles states, there are a "critical few and trivial many (Heizer and Render, 2004:453)." The idea is to draw attention to the critical few or large customers and not the many smaller ones. Also, the basis for which the classification will be made will not be based on the typical annual dollar volume but on frequency of demand of each customer. ABC analysis resulted in 3 classes of customers. Class A customers are those who have high frequency. These customers may only represent 15% of the customer base, but represent 70% to 80% of the annual frequency. Typically, Class A customers should receive the most personalized attention from management. Class B customers are those who have medium frequency. These customers represent 30% of the customer base and 15% to 20% of the annual frequency. Class B customers are of second importance. Class C customers are those whom have low frequency. They represent about 55% of the customer base and only 5% of the annual frequency (Heizer and Render, 2004:453). The

results of ABC analysis subsequently allows all customers to be placed into either, high, medium, or low frequency bins of the Frequency component.

Summary

This chapter gave the details of the methodology used to answer the investigative questions which ultimately led to answering the research question. The research design used for this research study was qualitative in nature. Archival analysis, using archival records collected from HQ AFMC ALC CSC's, was determined to be the best approach for conducting this research. HQ AFMC senior leader and ALC CSC representative interviews and briefings by government and commercial institutions were also used to provide information needed to conduct this research study. An RFL segmentation model, focusing on the Recency, Frequency, and Location of HQ AFMC customers was developed for this research and implemented. ABC Analysis was also used to determine the bins for the Frequency component of the RFL model. Next, the results of this research are presented.

IV. Results

Chapter Overview

The previous chapter established the methodological framework in which this research was accomplished. Archival analysis was determined to be the appropriate research method to conduct this study. This chapter relays the results obtained after analyzing HQ AFMC's ALC CSCs customer requisitions records from 1 October 2004 to 31 September, 2005. Each of the five investigative questions is answered and these answers together satisfy the overall research objective, which is to identify HQ AFMC customers and HQ AFMC customer segments. An RFL model, based on Recency, Frequency, and Location, was constructed and implemented to segment HQ AFMC customers.

Investigative Question One

Investigative question one, "How have private and public organizations segmented customers?" sought to identify how various private and public organizations segment their customers. In order to answer this investigative question the researcher attended the annual NACCM and ICCM conferences to get an idea of how the commercial industry differentiated between internal and external customers. Organizations of various industries, to include banking, airline, health care, entertainment, and supply management have adopted a segmentation approach of some type. The airline company studied needed to find ways to decrease operational costs and simplify operations. The airline company needed to find ways to decrease operational costs and simplify operations, and the basis for segmentation included the attitude,

purchase behavior, and flying behavior of their customers. However, the airline company first had to start by asking, "Who are our customers? What do they want or value while on board? What can we do differently? and What will tie it all together?" The airline's segmentation resulted in 7 customer segments. They decided to offer their "Value Seeker" segment a unique experience based on the goals of the organization as well as what these customers valued. As a result, the Value Seekers were the appropriate customers to target considering they were merely interested in flying for a low price and did not care for amenities (Robertson, 2005).

In attending the customer-related conferences, it was also learned that a certain bank's basis for segmentation includes channel preferences, profitability, commitment, vulnerability, current/potential lifetime value, and propensity to buy. They also started by asking "What's important to the client?" Prior to segmentation, they were more product-centric, but they changed their focus and became more customer-centric following segmentation. Segmentation allowed this company to identify customers on which to focus. The company decided that their "Preserver" segment, which included their 20% most profitable customer, was the segment to target for extra deals and offers (McLaughlin, 2005).

In an effort to identify how various private and public organizations segment their customers, it was discovered that a certain health care organization's basis for segmentation includes employer values, attitudes, behavior, demographics, interest in outsourcing, and decision-making power. They also began by asking, "Who are our customers?" Additionally, the company needed to know how customers perceived their

products and services, and as a result, they were able to determine the impact of certain business process changes by segment (Luna, 2005).

The Defense Logistics Agency (DLA), a public sector organization has also embraced segmentation. They realized that simply improving supply chain operations was no longer effective enough to be successful. The DLA realized that it was necessary to provide integrated logistics solutions, rather than just goods to meet the needs of customers in specific segments. Their basis for segmentation was delivery needs, service receipt requirements, price sensitivity, internal inventory management, planning requirements, and information requirements. However, before transforming around a CRM initiative, they developed a Balanced Scorecard approach so that they could define the customer segments, the metrics associated with successful execution and customer satisfaction, and the key performance indicators that would let them know how they were doing. They used the customer segments as a means to educate not just the staff, but also the various customer segments on how they wanted to do business in the future (Greenberg, 2004:314).

Other organizations have taken a segmentation approach that was meaningful to their organization. For example, a Caribbean cruise line has embraced the importance of identifying customers for the purpose of using them to improve operational efficiency while at the same time adding value to the customer's product or service experience. The goal for these organizations was to align the values of the organization to the values of the customer. An agreement on the importance of knowing what customers value, knowing if and how the organization delivers what customers value, and how internal customers impact the ability to deliver value was revealed.

Organizations of various industries have implemented a segmentation approach of some type. Examining the approaches taken by both private and public organizations revealed that a segmentation approach should be in accord with the goals of the organization. The segmentation approach taken by the various organizations are critical to their ability to meet their objectives for a CRM strategy.

Investigative Question Two

Investigative question two, "Who are HQ AFMC's internal and external customers?" sought to identify both the internal and external customers of HQ AFMC. Before internal and external customers could be identified, what distinguished internal customers from external ones had to be established. In determining what distinguished internal customers from external customers, the opinion of six HQ AFMC top leaders, to include one collaborative response from the top 3 in command, was gauged through semi-structured interviews and questionnaires. Their responses can be found in Table 7.

Table 7. HQ AFMC Leadership Question 1 Responses

Leaders	**Question 1: How do you distinguish between an internal vs. external customer?**
1-3	HQ AFMC's internal customers are defined by their mission in that internal customers are focused daily on delivering war-winning capabilities to the warfighter, through technology, acquisition, test, and sustainment. AFMC's external customers are those that directly benefit from the mission accomplishments of internal customers.
4	External customers would be those outside of AFMC authority, internal customers would be other HQ 2-Ltrs, Centers, FOAs, etc)
5	Whether or not they are administratively attached to AFMC (internal) versus not administratively attached (external)
6	Internal customers work in support of AFMC mission/host unit of AFMC

Half of the leaders mentioned that internal customers were those that worked in support of delivering HQ AFMC's mission. Half of the leaders also mentioned that internal customers were those under the administrative authority of HQ AFMC. External customers were those that benefited from the mission or duties carried out by internal customers.

The consensus of opinion after attending the NACCM and ICCM conference was that internal customers are the employees or work force of the organization; whereas external customers are those in which services were provided through the internal customer of the organization. As a result, the same criteria was used to define HQ AFMC's internal customers as those under their command who worked in support of delivering HQ AFMC's mission.

The top leaders of an organization may not know every internal and external customer, but it is probable that they many of the customers. As a result, the thoughts of HQ AFMC leaders was sought to determine who they thought were internal and external customers. Their responses help to provide a baseline or starting point in conducting this research and can be found below in Table 8.

Table 8. HQ AFMC Leadership Question 2 Responses

Leaders	Question 2: Who do you consider to be AFMC's internal customers?
1-3	HQ AFMC considers its internal customers to be the three Product Centers, the three Air Logistics Centers, the three specialized Centers (the National Museum of the United States Air Force, the Air Force Security Assistance Center, and the Aerospace Maintenance and Regeneration Center), the two test Centers (the Air Force Flight Test Center and the Arnold Engineering Development Center), the Air Force Research Lab, and the HQ Directorates
4	AFMC commanders, Air Logistic Centers (depot maintenance) Product Centers, Program Offices (i.e FA-22, Joint Strike, C-17, at ASC), OEM, WSSCM, SCM
5	All SPOs, Other DoD customers (Army/Navy under same rules as AF)
6	WSSCMs, Major commodities (ex: propulsions), maintenance, item managers/equipment specialists (SCMs)

HQ AFMC leader responses for who constitutes internal customers varied. However, half of the leadership mentioned the three ALCs, program offices, Weapon System Supply Chain Managers (WSSCMs), Supply Chain Managers (SCMs), and product centers as being internal customers. In addition to using HQ AFMC leader ideas, the AFMC Mission Briefing was also used to provide a starting point for identifying internal customers. A cumulative list of internal customers identified using HQ AFMC leadership and the AFMC Mission Briefing above can be found below in Table 9.

Table 9. Baseline Internal Customer Identification

311th Human Systems Wing	Item Managers/Equipment Specialist (SCMs)
377th Air Base Wing	Maintenance
Aeronautical Systems Center	Major Commodities (i.e Propulsion)
Aeronautical Systems Center	Material Systems Group
Aerospace Maint. and Regeneration Center	National Musuem of the United States
AFMC Commanders	OEM
Air Armament Center	Oklahoma ALC
Air Force Flight Test Center	Program Centers
Air Force Research Laboratory	Program Executive Officer
Air Force Security Assistance Center	Program Offices
All DoD customers (Army/Navy)	Program Offices (i.e F-22, C-17, etc)
Arnold Engin. Develop Center	SCM
Depot Maintenance	Standard Systems Group
Development System Managers	System Program Manager (SPM)
Electronic Systems Center	System Program Office (SPO) POCs
Engineers	System Support Manager (SSM)
Hill Air Logistics Center	Warner-Robins Air Logistics Center
HQ Directorates	WSSCM

HQ AFMC leader responses as to who they thought were external customers can be found below in Table 10. Their responses for who constitutes external customers

Table 10. HQ AFMC Leadership Question 3 Responses

Leaders	**Question 3: Who do you consider to be AFMC's external customers?**
1-3	HQ AFMC considers its primary external customers to be the other major commands (e.g., ACC, AFSOC), along with SAF/AQ, and the Air Staff.
4	JFC and MAJCOMS and supporting, Other services, FMS, Industry/OEM
5	Pentagon, Joint Chief Staff, OSD, SAF/AQ, and commercial industry
6	Units/Wings, theatre CINCs, MAJCOMS (RSS), Regional Maintenance (CIRF/PMEL), Other DOD Agencies (Army/Navy/Marines), Others (FMS, NASA)

varied as well. However, the majority of the leaders mentioned that the other Major Commands (MAJCOMs) are important external customers. Half the leaders mentioned commercial industry and Foreign Military Sales (FMS) as being external customers, as

well. A cumulative list of external customers identified by HQ AFMC leadership can be found below in Table 11.

Table 11. Baseline External Customer Identification

Air Staff
Industry/OEM
JFC
Joint Chief of Staff
MAJCOMs & Supporting
MAJCOMS (RSS)
Non-AFMC units
Non-AFMC wings
OSD
Other DoD Agencies (Navy, Army, Marines)
Other non-DoD (FMS/NASA)
Other Services
Pentagon
Regional Maintance (CIRF/PMEL)
SAF/AQ
Theatre CINCs

As demonstrated in Table 11, external customers are identified at a very broad level. As a result, a method to provide identification at a more detailed level was needed. The results of ALC CSC representative interviews revealed that DoDAACs were unique customer identifiers. Archival analysis was performed on the customer requisition records collected from Warner Robins, Hill, and Oklahoma ALC CSCs. Each record contained a DoDAAC. Once the DoDAAC was deciphered using the complete DoDAAC file and DoDAAC on-line query, the identities of HQ AFMC customers were revealed.

Conducting archival analysis resulted in the identification of 26 internal customers. The list of internal customers identified can be found in Appendix A, HQ

AFMC Internal Customers. Because there were fewer internal customers identified using the customer requisition records than were identified during the baseline study, it was deemed that further research needed to be done to address identifying and segmenting internal customers and that this was not an effective method for identifying internal customers.

Conducting archival analysis resulted in the identification of 538 external customers. The list of external customers identified can be found in Appendix B, HQ AFMC External Customers. The list includes customers from every Major Command and branch of service, and customers from commercial industry were also found.

Investigative Question Three

Investigative question three, "What characteristics should be used to segment AFMC Customers*?"* sought to identify what characteristics could be used to segment HQ AFMC's external customers. The important dimensions that would lead AMFC to treat/serve customers differently had to be determined to help answer this question. Six HQ AFMC leaders were asked: What are some important characteristics that would lead to customers being treated differently. There responses provided a baseline or starting point in determining which characteristics should be used to segment HQ AFMC customers. Their responses can be found below in Table 12.

Table 12. HQ AFMC Leadership Question 4 Responses

Leaders	**Question 4: What are some important dimensions that would lead to AFMC customers being treated differently?**
1-3	It's tough to imagine a scenario where a customer of HQ AFMC would be treated differently...the headquarters staff and the people that support them work to ensure our customers are supported as best as possible, regardless of them being an "internal" or "external" customer.
4	Level of request (i.e, how many Stars or civilian equivalent the requester has); also anything that relates to the warfighter or warfighting efforts would be treated as hot and move to the front of the line
5	The law; DoD customers are treated differently than FMS customers. Both external and internal customers priority or value should be based on MAJCOM or commands in which the customer belongs (specific characteristics in which to base different treatment unknown)
6	Roles (Mx, supply, trans, planning, commodity manager), Major End Item, What they need, Location, mission (daily, long term potential, AEF, training), Weapon system

As discussed in Investigative Question 1, organizations implemented segmentation approaches conducive to their goals or objectives. In determining what characteristics to use to segment customers, the goal or objective of HQ AFMC had to be determined. Improving warfighter readiness and the quality of service provided to the warfighter is the overall mission of HQ AFMC (CRM, 2005:1; USAF PSCM Brochure; Fact Sheet: AFMC, 2004; Fact Sheet: PSCM; Deployment Plan, 2005:3; Fact Sheet: PSCM, 2005; Dues, 2005:2; and AFMC, 2005:2). In addition, HQ AFMC's goal for implementing a CRM initiative is to reduce operating costs, improve performance, and improve warfighter readiness. As a result, whether or not a customer permanently operates in a deployed location versus a non-deployed location was determined be a significant characteristic in which to segment HQ AFMC customers.

An RFL model was constructed and implemented to segment HQ AFMC external customers. This model is a modification of the RFM model in which the Monetary component was replaced with a Location component. The variables used to categorize HQ AFMC external customers into segments are in accord with their goals and objectives and include:

- Recency
- Frequency
- Location

Recency

The recency variable was utilized because it is a quantifiable component based on individual customer transaction/inquiry histories. The bins or categories for recency included whether the last CSC contact was made more recent or less recent. More recent was defined as the customer's last contact being made during the last six months of the fiscal year. If a customer's last contact was made from julian dates 5091 to 5273 (April 1, 2005 to September 30, 2005), they were placed in the more recent category. Customers who were considered as having made a more recent contact can be found in Appendix C, HQ AFMC More Recent Customers. Less recent was defined as the customer's last contact being made during the first six months of the fiscal year. If a customer's last contact was made from julian dates 4275 to 5090 (October 1, 2004 to March 31, 2005), they were placed in the less recent category. Customers who were considered as having made a less recent contact can be found in Appendix D, HQ AFMC Less Recent Customers.

Frequency

The frequency variable was utilized because it is also a quantifiable component based on customer inquiry history. The classes for frequency included a high, medium, or low number of CSC contacts. The bins were defined using ABC Analysis. The customers that were considered to have a high frequency of contacts can be found in Appendix C, High Frequency Customers. As you can see, these customers made up only 10% of all external customers identified, but they were responsible for approximately 76% of the annual demand. The customers that were considered to have a medium frequency of contacts can be found in Appendix D, Medium Frequency Customers. These customers made up 15% of all external customers identified, and they were responsible for approximately 18% of the annual demand. The customers that were considered to have a low frequency of contacts can be found in Appendix E, Low Frequency Customers. These customers made up approximately 75% of all external customers identified and were only responsible for 6% of annual demand.

Location

The location variable was utilized because the mission of AFMC is to deliver "war-winning technology, acquisition support, and sustainment capabilities to the warfighter (AFMC, 2005:2)" Providing optimal support to the warfighter's deployed locations is the ultimate goal, not only for AFMC, but for the DoD as a whole. As a result, gauging the satisfaction and receiving feedback from these customers is of monumental value. The bins for location of mission included deployed location and non-deployed location. Deployed was defined as the customers conducting their daily/steady state mission at a deployed location. The complete DoDAAC file and on-line query was

used to determine whether a customer operated at a deployed or non-deployed location. Customers who were considered as operating at a deployed location can be found in Appendix H, HQ AFMC Deployed Location Customers. Non-deployed was defined as the customer being located or conducting their daily/steady state mission within the United States or outside of the continental United States. Customers who were considered as operating at a non-deployed location can be found in Appendix I, HQ AFMC Non-deployed Location Customers.

A summary of the bins for segmenting HQ AFMC external customers using the RFL model can be found in Table 13.

Table 13. External Customer Segmentation Variable Bins

Variable Categories	Recency	Freqency	Location
1	More Recent	High Frequency	Deployed Location
2	Less Recent	Medium Frequency	Non-deployed Location
3		Low Frequency	

Investigative Question Four

Investigative question four, "What are HQ AFMC customer segments? was answered using the variables chosen in investigative question three. There were 2 bins in which HQ AFMC external customers could be placed for the Recency variable. There were 3 bins in which customers could be placed for the Frequency variable, and there were 2 bins in which customers could be placed for the Location variable. Multiplying the number of possible bins for the variables in the RFL model (2x3x2) resulted in twelve

possible segments in which HQ AFMC external customers could be placed. These segments are depicted below in Table 14.

Table 14. External Customer Segments

More Recent, High Frequency, Deployed Location
More Recent, High Frequency, Non-deployed Location
Less Recent, High Frequency, Deployed Location
Less Recent, High Frequency, Non-deployed Location
More Recent, Medium Frequency, Deployed Location
More Recent, Medium Frequency, Non-deployed Location
Less Recent, Medium Frequency, Deployed Location
Less Recent, Medium Frequency, Non-deployed Location
More Recent, Low Frequency, Deployed Location
More Recent, Low Frequency, Non-deployed Location
Less Recent, Low Frequency, Deployed Location
Less Recent, Low Frequency, Non-deployed Location

For example, More Recent, High Frequency, Deployed Location customers are those customers that have contacted a HQ AFMC ALC CSC within the last six months of FY 2005, at a high rate of frequency, and they carry out their daily mission at a deployed location. Customers in the Less Recent, Low Frequency, Non-deployed Location segment have not contacted a HQ AFMC ALC CSC within the last six months of FY 2005. The contacts that the customer made were at a low rate of frequency and the customer does not carry out their daily mission at a deployed location.

Investigative Question Five

Investigative question five, "In which segments do HQ AFMC customers belong?" sought to place HQ AFMC customers in one of twelve segments identified during investigative question four. Using the list of customers determined in investigative question three, the customers were placed in one of twelve possible

segments. Customers that were listed in the More Recent bin of the Recency variable, the High Frequency bin of the Frequency variable, and the Deployed bin of the Location variable, were placed in the More Recent, High Frequency, Deployed Location segment. The same steps were completed until all HQ AFMC external customers were placed into their appropriate segments. Table 15 reports the number and percentage of customers in each segment.

Table 15. HQ AFMC External Customer Segment Summary

Segment	# of customers	% of total customers
More Recent, High Frequency, Deployed Location	4	.74
More Recent, High Frequency, Non-deployed Location	50	9.29
Less Recent, High Frequency, Deployed Location	0	0
Less Recent, High Frequency, Non-deployed Location	0	0
More Recent, Medium Frequency, Deployed Location	4	.74
More Recent, Medium Frequency, Non-deployed Location	77	14.3
Less Recent, Medium Frequency, Deployed Location	0	0
Less Recent, Medium Frequency, Non-deployed Location	0	0
More Recent, Low Frequency, Deployed Location	19	3.52
More Recent, Low Frequency, Non-deployed Location	254	47.2
Less Recent, Low Frequency, Deployed Location	14	2.6
Less Recent, Low Frequency, Non-deployed Location	116	21.5
	538	**100**

The More Recent, High Frequency, Deployed Location customers can be found in Appendix J. Out of 538 external customers identified, 4 customers were placed in this segment. The customers are located at Bagram AB in Afghanistan, Balad AB in Iraq, Al Udeid AB in Qatar, and Diego Garcia AB in the Indian Ocean. There were 310 requisitions made by the 379th Expeditionary Logistics Readiness Squadron Chief of

Supply, located at Al Udeid AB, Qatar, the most requisitions made for customers in this segment.

The More Recent, High Frequency, Non-deployed Location customers can be found in Appendix K. There were 50 customers placed in this segment, which consists of 9.29% of the total number of HQ AFMC external customers identified. While the customers in this segment consist of 9.29% of the total number of external customers identified, they were responsible for 72.5% of total requisitions made by the external customers. The 48th Fighter Wing, Royal Air Force (RAF) Lakenheath made 1,420 requisitions, the most requisitions for any customer in this segment. The 99th Logistics Readiness Squadron LGRMR located at Nellis AFB in Nevada made 1,202 requisitions. Twenty-eight percent of customers in this segment are from Air Combat Command (ACC). The customers in this segment include the following:

- ACC = 28%
- Air National Guard (ANG)/Air Force Reserve Command (AFRC) = 20%
- Air Mobility Command (AMC) = 12%
- Pacific Air Forces (PACAF) = 12%
- Air Education and Training Command (AETC) = 10%
- United States Air Forces in Europe (USAFE) = 10%
- Air Force Space Command (AFSPC) = 6%
- Air Force Special Operations Command (AFSOC) = 2%

There were no customers placed in the Less Recent, High Frequency, Deployed Location segment. There were also no customers placed in this Less Recent, High Frequency, Non-Deployed Location segment.

The More Recent, Medium Frequency, Deployed Location customers can be found in Appendix L. There were 4 customers placed in this segment, which consists of less than 1% of the total number of HQ AFMC external customers identified. The ACC Deployed Regional Supply Squadron located at Al Dhafra AB, United Arab Emirates made 99 customer requisitions. The 386th Expeditionary Logistics Squadron Chief of Supply located at Ali Al Salem AB, Kuwait made 93 requisitions. The 407th Air Expeditionary Group (AEG) Expeditionary Logistics Squadron (ELRS) located at Talil AB, Iraq made 37 requisitions. The 376th Air Expeditionary Wing (AEW) located at Ganci AB, Kyrgyzstan made 29 requisitions.

The More Recent, Medium Frequency, Non-Deployed Location customers can be found in Appendix M. There were 77 customers placed in this segment, which consists of 14.3% of the total number of HQ AFMC external customers identified. Sixty-two percent of customers in this segment are from the ANG/AFRC. The customers in this segment include the following:

- ANG/AFRC = 62%
- AMC = 7.79%
- ACC = 5.19%
- AETC = 5.19%
- PACAF = 3.89%
- USAFE = 3.89%
- AFSPC = 2.59%
- Marines = 2.59%
- Navy = 2.59%

- Other (undetermined) = 2.59%
- FMS = 1.29%

There were no customers placed in the Less Recent, Medium Frequency, Deployed Location segment. There were also no customers placed in the Less Recent, Medium Frequency, Non-deployed Location segment as well.

The More Recent, Low Frequency, Deployed Location customers can be found in Appendix N. There were 19 customers placed in this segment, which consists of 3.52% of the total number of HQ AFMC external customers identified. A customer in this segment includes the AMC Deployed Chief of Supply located at Incirlik AB, Turkey, who made 11 customer requisitions. Other customers in this segment include the Armys's Company (CO) F Maintenance Emergency Action Center (EAC) who made three customer requisitions and the Navy's Helicopter Combat Support who made one requisition. Both customers are located at Balad AB, Iraq. Thirty six percent of customers in this segment are from the Army. The customers in this segment include the following:

- Army = 36%
- Other (undetermined) = 21.05%
- ACC = 15.78%
- USAFE = 10.52%
- AMC = 5.26%
- PACAF = 5.26%
- Navy = 5.26%

The More Recent, Low Frequency, Non-deployed Location customers can be found in Appendix O. There were 254 customers placed in this segment, which consists of 47.2% of the total number of HQ AFMC external customers identified. The Navy accounted for 25.8% of customers in this segment. . While the customers in this segment consist of 47.2% of the total number of external customers identified, they were only responsible for 5.03% of total requisitions made by the external customers. The customers in this segment include the following:

- Navy = 25.9%
- Army = 20.47%
- ANG/AFRC = 16.14%
- Marines = 7.08%
- Commercial industry = 5.51%
- Other (undetermined) = 4.72%
- USAFE = 3.54%
- ACC = 3.14%
- PACAF = 3.14%
- AMC = 2.75%
- Coast Guard = 2.36%
- AETC = 1.96%
- AFSPC = 1.18%
- AFSOC = .787%
- NASA = .39%
- United States Air Force Installation & Logistics (USAF/IL) = .39%

- United States Air Force Academy (USAFA) = .39%

The Less Recent, Low Frequency, Deployed Location customers can be found in Appendix P. There were 14 customers placed in this segment, which consists of 2.6% of the total number of HQ AFMC external customers identified. Customers in the segment include HQ Headquarters and Headquarters Company (HHC) Army Force Central Command (ARCENT) Arifjan located at Camp Arifjan in Kuwait, who made one customer requisition and the Marines Corps Central Command located in Djibouti, Africa, who made three customer requisitions. ACC accounted for 35.7% of customers in this segment. The customers in this segment include the following:

- ACC = 35.7
- Army = 28.5%
- Other (undetermined) = 21.4%
- CENTAF = 7.14%
- Marines = 7.14%

The Less Recent, Low Frequency, Non-deployed Location customers can be found in Appendix Q. There were 116 customers placed in this segment, which consists of 21.5% of the total number of HQ AFMC external customers identified. The Navy accounted for 31.89% of customers in this segment. The customers in this segment include the following:

- Navy = 31.89%
- Army = 25.8%
- Commercial industry = 12.06%
- Marines = 6.89%

- ANG/AFRC = 5.17%
- ACC = 3.44%
- Coast Guard = 3.44%
- Other (undetermined) = 3.44%
- AFSPC = 1.72%
- NASA = 1.72%
- AETC = .86%
- AMC = .86%
- US CENTCOM = .86%

Summary

This chapter provided the results obtained after performing archival analysis on HQ AFMC's ALC CSCs customer requisitions records for FY 2005. Answering each of the five investigative questions led to the identification of HQ AFMC internal and external customers and the segmentation of HQ AFMC external customers. The use of the complete DoDAAC file led to the identification of 26 internal customers and 538 external customers. The development and use of the RFL model, based on HQ AFMC ALC CSC customer's most recent requisitions, how often the customer made a requisition, and the location of the customer, resulted in 12 possible segments in which external customers were placed. It was determined that the internal customers identified was not reasonably encompassing and the further research was needed for segmentation for this group.

V. Conclusion

Chapter Overview

This chapter will give a summary of the findings based on the results of the investigative questions discussed in Chapter 4. The limitations of this research as well as potential applications based on the research results will be provided. Recommendations for future research will be presented. The chapter will conclude by summarizing the research study.

Findings

During the course of this research, there were several investigative questions answered in order to answer the overall research question: "Who are HQ AFMC's customers and how should they be segmented?"

The first investigative question was "How have private and public organizations segmented customers?" This question looked at the approach that various organizations have taken to segment their customers. The research revealed that before customers were segmented, organizations had to first determine who their customers were. Their segmentation approaches were based on the specific mission or goal of their organization. Regardless of the specific segmentation approach, the basis in which to segment customers involved one or more of the following types of customer characteristics:

- Values
- Psychographics/Attitudes/Perceptions
- Demographics/Geographics

- Behaviors

The second investigative question was: "Who are HQ AFMC's internal and external customers?" To answer this investigative question, archival analysis was conducted on the customer requisition records of ALC CSC's. The complete DoDAAC file was used to reveal the name of HQ AFMC customers. There were 26 internal customers identified. It was determined that further research was needed to identify internal customers. There were 538 external customers identified.

The third investigative question was "What characteristics should be used to differentiate HQ AFMC customers?" In order to answer this question, an RFL model was developed and implemented to segment customers and involves the following variables:

Recency: data of the customer's most recent requisition

Frequency: how often the customer made a requisition

Location: location of the customer for which the requisition was made

The Location variable was chosen due to HQ AFMC's mission of improving warfighter readiness and the quality of service provided to the warfighter. The bins for the variables in the RFL model in which customers could have been placed included:

Recency: More Recent or Less Recent

Frequency: High, Medium or Low

Location: Deployed Location or Non-deployed Location

ABC Analysis was used to objectively place customers in the appropriate Frequency bins. The RFL model is a modification of the RFM model typically used to rank customers by their value.

The fourth investigative question was: "What are HQ AFMC's customer segments? Based on the three RFL variables and the two or three bins per variable, it was possible to place external customers in the the following twelve segments:

- More Recent, High Frequency, Deployed Location
- More Recent, High Frequency, Non-Deployed Location
- Less Recent, High Frequency, Deployed Location
- Less Recent, High Frequency, Non-Deployed Location
- More Recent, Medium Frequency, Deployed Location
- More Recent, Medium Frequency, Non-Deployed Location
- Less Recent, Medium Frequency, Deployed Location
- Less Recent, Medium Frequency, Non-Deployed Location
- More Recent, Low Frequency, Deployed Location
- More Recent, Low Frequency, Non-Deployed Location
- Less Recent, Low Frequency, Deployed Location
- Less Recent, Low Frequency, Non-Deployed Location

The fifth and final investigative question was: "In which segments do HQ AFMC customers belong?" Archival analysis was conducted on the ALC CSC's customer requisition records for FY 2005. The results of the analysis resulted in only eight of the segments being populated.

Applications and Opportunities

Having identified and segmented HQ AFMC customers, HQ AFMC can start to build relationships with their customers. A Customer Information File (CIF), which is a single electronic database that captures all relevant information about their customers, can be created/updated. Using a CIF, HQ AFMC can keep track of each customer's demographic data, channel shopping behavior (when, where, how and why customers buy), and data on which products customers have purchased (Peppers and Rogers, 2004:104). Email has become a critical component of customer service and provides a fast, efficient, and inexpensive way to communicate with customers (Peppers and Rogers, 2004:196). HQ AFMC can also collect the email addresses of their customers to use in order to deliver customized messages that foster relationships and learn about individual customer needs. Regardless of what data elements are collected, they must be collected by all the ALC CSC's on a consistent basis.

There are other things that HQ AFMC can do as a result of having the identification of their customers revealed and segmented. Microsoft has millions of customers who have purchased their products through various indirect channels. Besides the small percentage of customers that have sent in their registration cards, Microsoft has no knowledge of who the majority of their end users are. As a result, Microsoft created a website in which customers interacted with the company which allowed the identification of many more customers (Peppers and Rogers, 2004:89). HQ AFMC can do the same. Websites can be developed for specific customer segments and can have bulletins boards, blogs, and web-casts with various information that can help customers in that particular

segment accomplish their jobs in a more efficient manner. The same can be done through email newsletters set up specifically for the various customer segments.

HQ AFMC can also survey their customers. The number of customers in each segment, as well as the distinguishing characteristics of the customers in that segment, can be used as a guideline to determine how many surveys to distribute to that particular segment. HQ AFMC can survey customers in particular segments and/or customers listed under certain bins of the Recency, Frequency, and Location variables. Questions can be asked to help determined what kinds of information/tools customers would like to have readily available to them that would help them do their jobs more efficiently. Feedback from customers can be utilized to tailor programs and solutions to better meet the needs of their customers. The feedback obtained may help HQ AFMC better leverage and coordinate their people, processes, and tools to tailor programs and services to their customers as well. Surveying customers will also allow HQ AFMC customers to become more actively engaged in not only improving their operational efficiency, but the operational efficiency of the supply chain as a whole.

The variables in the RFL model utilized to segment HQ AFMC customers present unique opportunities. Customers that have contacted or interacted with the organization most recently and more frequently are probably more inclined to recall their experience. As a result, their feedback may carry more reliability. HQ AFMC can identify those customers that have not recently or frequently made a requisition to find out the reason. It may be possible that the customer found another means of self-help or information that can be shared with other customers. It is also possible that these customers are utilizing

other channels for products and services. As a result, HQ AFMC can change the behavior of these customers so that they rely on one centralized organization for service.

The Location variable in the RFL model presents the most important improvement opportunities for HQ AFMC. Improving the quality of service to the warfighters is the ultimate mission of AFMC as the DoD has become more expeditionary in nature. The warfighters who are on the front lines are of critical importance. HQ AFMC can survey customers in the More Recent, High Frequency, Deployed segment to find out their specific needs as well as what improvements can be made. In addition, the RFL model developed and implemented for HQ AFMC can be adapted by other military organizations to improve operational efficiency, decrease costs, and improve customer satisfaction.

AFMC can conduct archival analysis of the ALC CSC customer databases annually using the RFL model or possibly change their segmentation approach if necessary, to include segmenting customer based on weapon systems. However, the information that would make segmenting customers based on weapon systems or any other desirable segmentation characteristic possible has to be collected consistently by all the ALC CSCs. Once AFMC conducts archival analysis, they can resurvey customers to gauge their performance and/or discover new improvement opportunities.

Limitations

There were a few limitations that came along with conducting this research. Being able to identify when the Regional Supply Squadron (RSS) was actually making a requisition was a limitation due to the fact that the customer's DoDAAC for which the

requisition was being made was recorded as opposed to the RSS. Another limitation of this research is the researcher's use of the ALC CSC customer requisition records as opposed to any other possible customer records that may exist from other customer service functions. It is possible that richer information was available to identify HQ AFMC customers. Another limitation of the research is that internal customers may not utilize the ALC CSCs which made it difficult to identify them.

Recommendations for Future Research

One recommendation for future research is to re-identify and segment HQ AFMC customers for FY 06. Since ALC CSCs are now electronically collecting more information, more detailed analysis on customer characteristics could be undertaken. Some recommended data elements to capture include the customer the call is being made on behalf of, the location of the actual caller, date of the call, reason for the call, complete name of the caller, e-mail address of the caller, and the duty position of the caller.

Another recommendation is to find an improved means to identify HQ AFMC internal customers. These customers can then be surveyed to determine if their needs are being met and to reveal any issues particular to internal customers.

Research Summary

The objective of this study was to help HQ AFMC increase their customer knowledge by identifying their customers and then segmenting those customers. This study was to also facilitate the development and distribution of a survey instrument designed to identify current customer relationship issues and customer needs in AFMC.

The research question of this study was: "What are HQ AFMC's customers and how should they be segmented?" The research question was broken down to investigative questions and led to discovery that:

- Organizations of various industries have embarked upon a CRM initiative in which customers are segmented. Their segmentation approach was based on the mission or goal of the specific organization.
- The use or archival analysis led to the identification of 26 internal AFMC customers and 538 external AFMC customers.
- The ANG/AFRC made up 44% of AFMC's external Air Force customers.
- The use of the RFL model, which entails the data of the customer's most recent contact, how often the customer is contacted, and the location, resulted in only eight of twelve possible segments being populated.
- The 255 More Recent, Low Frequency, Non-deployed Location customers made up almost 50% of the total number of AFMC external customers identified, but were responsible for only 5% of total requisitions made by external customers.

In conclusion, identifying and segmenting customers is critical to establishing effective relationships with customers. In the words of former USAF Chief of Staff General John P. Jumper, "There is a lot of talk about transformation out there today…It is not just all about technology; it is about relationships. It is about the commitment of our people to do things in new and different ways" (Dues, 2005:3)

Appendix A. HQ AFMC Internal Customers
(alphabetical order)

Customer ID	Location
19TH AMXS	Robins AFB, Georgia
20 Space Surveillance Squadron LG	Eglin AFB, California
311 MSG LG	Brooks City Base, Texas
377 Logistics Readiness Squadron LGRD	Kirtland AFB, New Mexico
66 MSG LRDS	Hanscom AFB, Massachusetts
78 LG LGS	Robins AFB, Georgia
88 MDSS SGSL	Wright-Patterson AFB, Ohio
88 MSG LGRS	Wright Patterson AFB, Ohio
95 MSG LGR	Edwards AFB, California
96 Logistics Readiness Squadron	Eglin AFB, Florida
Aerospace Maintenance and Regeneration Center LG	Davis-Mothan AFB, Arizona
Air Force Research Laboratory	Wright-Patterson AFB, Ohio
Arnold Engineering Development Center	Arnold AFB, Tennessee
DDHU CNTRL RCVG HILL Facility	Hill AFB, Utah
DDOO SOP	Tinker AFB, Utah
Defense Distribution Warner Robins Georgia (DDWG)	Robins AFB, Georgia
DET 2 645 Material Squadron AFMC	Greenville, Texas
DET 4 645 Material Squadron LG	Palmdale, California
Drum Disposal Operating Unit Cntrl Rcvg Hill Fclty	Hill AFB, Utah
Hill Air Logistics Center Project 341	Hill AFB, Utah
Oklahoma City Air Logistics Center, Bldg 506	Tinker AFB, Oklahoma
Strategic Communications Wing One	Tinker AFB, Oklahoma
Transportation Officer	Tinker AFB, Oklahoma
WR ALC LXL	Robins AFB, Georgia
WR ALC LGS D035K Depot Support	Robins AFB Depot, Georgia
WR-ALC/LUHJ Naval Aviation Depot	Cherry Point, North Carolina

Appendix B. HQ AFMC External Customers
(alphabetical order)

Customer ID	Location	Command
ACC Deployed Regional Supply Squadron	Al Dhafra AB, UAE	ACC
Deployed Chief of Supply, USAF Prepositioning Pgrm	Al Udied AB, Qatar	ACC
317 AEG	Al Udied AB, Qatar	ACC
Deployed Chief of Supply	Baghdad Intl Airport, Iraq	ACC
816 ESOG A4	Bagram AB, Afghanistan	ACC
Expeditionary Operations Group COS	Bagram AB, Afghanistan	ACC
2 Logistics Readiness Squadron LGRD	Barksdale AFB, Louisiana	ACC
48 IS LGS	Beale AFB, California	ACC
9 SDS SDSMM	Beale AFB, California	ACC
27 Logistics Readiness Squadron LGRMR	Cannon AFB, New Mexico	ACC
355 Supply Squadron LGSCDR	Davis Mothan AFB, Arizona	ACC
ACC Deployed Chief of Supply	Djibouit, Africa	ACC
7 Logistics Readiness Squadron LGR	Dyess AFB, Texas	ACC
28 Supply Squadron LGSCDR	Ellsworth AFB, South Dakota	ACC
49 MG SGSL	Holloman AFB, New Mexico	ACC
49 MMG LSGP	Holloman AFB, New Mexico	ACC
49 MMSS LSGPAR	Holloman AFB, New Mexico	ACC
49 Supply Squadron LGSCDR	Holloman AFB, New Mexico	ACC
4 AEG	Kenner, Louisiana	ACC
1 Logistics Readiness Squadron LGRMR	Langley AFB, Virginia	ACC
ACC Regional Supply Squadron	Langley AFB, Virginia	ACC
ACC Regional Supply Squadron LGSM	Langley AFB, Virginia	ACC
ACC Regional Supply Squadron LGSP	Langley AFB, Virginia	ACC
ACC Regional Supply Squadron LGSPF	Langley AFB, Virginia	ACC
5 Logistics Readiness Squadron LGRMR	Minot AFB, North Dakota	ACC
347 Logistics Readiness Squadron LGRTC	Moody AFB, Georgia	ACC
366 Logistics Readiness Squadron LGSM	Mountain Home AFB, Idaho	ACC
99 Logistics Readiness Squadron LGRMR	Nellis AFB, Nevada	ACC
55 MDSS SGSL	Offutt AFB, Nebraska	ACC
55 MSG LDDSD SUPPLY MAT	Offutt AFB, Nebraska	ACC
116 Air Control Wing Logistics Readiness Squadron LGRS	Robins AFB, Georgia	ACC
ACC Logistics Readiness Squadron COS DEPLOYED	Salti AB, Iraq	ACC
4 Logistics Readiness Squadron LGRDCI	Seymour-Johnson AFB, North Carolina	ACC
20 MG MGAL	Shaw AFB, South Carolina	ACC
LCI Base Supply Center	Shaw AFB, South Carolina	ACC
ACC Deployed Regional Supply Squadron	Thumrait AB, Oman	ACC
552 MOS MXOUG	Tinker AFB, Oklahoma	ACC
509 Logistics Readiness Squadron LGRD	Whiteman AFB, Missouri	ACC
ACC Regional Supply Squadron CMBCC	Wright-Patterson AFB, California	ACC
20 Logistics Readiness Squadron LGSCF	Shaw AFB, South Carolina	ACC
97 Supply Squadron LGS	Altus AFB, Oklahoma	AETC
14 MSG/LGR	Columbus AFB, Mississippi	AETC
17 LS LGS	Goodfellow, AFB, Texas	AETC

81 Supply Squadron LGS	Keesler AFB, Mississippi	AETC
81 Supply Squadron LGS	Keesler AFB, Mississippi	AETC
37 Logistics Readiness Squadron LGRD	Lackland AFB, Texas	AETC
47 LS LGS	Laughlin AFB, Texas	AETC
314 Logistics Readiness Squadron	Little Rock AFB, Arizona	AETC
56 Supply Squadron LGS	Luke AFB, Arizona	AETC
42 MSD SUPPLY	Maxwell AFB, Alabama	AETC
12 Logistics Readiness Squadron LGRDC	Randolph AFB, Texas	AETC
82 LS LGSS	Sheppard AFB, Texas	AETC
325 MSG LRDS	Tyndall AFB, Florida	AETC
71 LS LGS	Vance AFB, Oklahoma	AETC
71st Trainnig Wing	Vance AFB, Oklahoma	AETC
SMI ChristChurch	ChristChurch, New Zealand	AFRC
94 LG LGS	Dobbins ARB, Georgia	AFRC
440 Airlift Wing LGS	General Mitchell Air Reserve Station, Wisconsin	AFRC
434 LSS LGS	Grissom ARB, Indiana	AFRC
482 Logistics Readiness Squadron LGR	Homestead Air Reserve Base, Florida	AFRC
452 Logistics Readiness Squadron LGRT	March Air Reserve Base, California	AFRC
934 Logistics Readiness Squadron	Minneapolis ARS, Minnesota	AFRC
301 Fighter Wing Logistics Readiness Squadron	NAS JRB, Fort Worth, Texas	AFRC
913 Logistics Readiness Squadron	NAS Willow Grove, Pennsylvannia	AFRC
926 Fighter Wing Logistics Readiness Squadron	New Orleans, Louisiana	AFRC
914 Airlift Wing LGS	Niagra Falls ARS, New York	AFRC
911 Airlift Wing LGS	Pittsburg Joint Air Reserve Station, Pennsylvania	AFRC
190 Air Refueling Wing LGTT	Topeka, Kansas	AFRC
439 LSS LGTT	Westover ARB, Massachusetts	AFRC
Special Operations Dir AMCOM	Fort Eustis, Virginia	AFSOC
16 Logistics Readiness Squadron LGSA	Hulbert Field, Florida	AFSOC
Special Operations Forces Spt Acty	Lexington, Kentucky	AFSOC
HQ AFSPACECOM	Colorado Springs, Colorado	AFSPC
90 Logistics Readiness Squadron LGRM	FE Warren AFB, Wyoming	AFSPC
PMI SBSS LGRDMR	Malmstrom AFB, Montana	AFSPC
45 LRF LGS	Patrick AFB, Florida	AFSPC
21 Logistics Readiness Squadron LGRS	Peterson AFB, Colorado	AFSPC
PMI LGRS	Peterson AFB, Colorado	AFSPC
21SW LGRS	Peterson Field, Colorado	AFSPC
30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California	AFSPC
30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California	AFSPC
90 Logistics Readiness Squadron LGRM	Warren AFB, Wyoming	AFSPC
89 Supply Squadron LGS	Andrews AFB, Maryland	AMC
146 Airlift Wing LGS CHANNEL ISLANDS	Channel Islands ANGS, California	AMC
437 MDG SGSL	Charleston AFB, North Carolina	AMC
437 LOGISTICS READ SQD	Charleston AFB, South Carolina	AMC
436 Logistics Readiness Squadron LGRSP	Dover AFB, Deleware	AMC
141 LS LGS	Fairchild AFB, Washington	AMC
92 Logistics Readiness Squadron LGS	Fairchild AFB, Washington	AMC

319 Supply Squadron LGSCF PARTS STORE	Grand Forks AFB, North Dakota	AMC
Grandfolks Deployed Supply Squadron	Grand Forks AFB, North Dakota	AMC
6 Logistics Readiness Squadron LGRVM	MacDill AFB, Florida	AMC
62 Supply Squadron LGSDR	McChord AFB, Washington	AMC
62 Logistics Readiness Squadron LGRM	McChord AFB, Washington	AMC
184 Air Refueling Wing Logistics Readiness Squadron	McConnell AFB, Kansas	AMC
22 Logistics Readiness Squadron LGS	McConnell AFB, Kansas	AMC
305 Logistics Readiness Squadron LGS	McGuire AFB, New Jersey	AMC
305 MEDICAL SUPPORT SQ	McGuire AFB, New Jersey	AMC
92 LRS Air Refueling Wing Deployed	Moron AB, Spain	AMC
43 LOGS LGS	Pope AFB, North Carolina	AMC
375 Logistics Readiness Squadron TSI SUPPLY	Scott AFB, Illinois	AMC
AMC Regional Supply Squadron Contingency	Scott AFB, Illinois	AMC
60 Supply Squadron LGS AC PARTS STORE	Travis AFB, California	AMC
Alpena Combat Readiness Training Center LGS	Alpena, Michigan	ANG
176 WG Logistics Readiness Squadron BASE SUPPLY	Anchorage ANG, Alaska	ANG
113 Fighter Wing LGS	Andrews AFB, Maryland	ANG
177 Fighter Wing Logistics Readiness Squadron	Atlantic City ANG, New Jersey	ANG
175 LS LGS WARFIELD ANG	Baltimore ANG, Maryland	ANG
101 Air Refueling Wing LGS ME ANG	Bangor ANG, Maine	ANG
104 Fighter Wing LGS BARNES ANGB	Barnes ANGB, Massachusetts	ANG
110 FG LGS	Battle Creek ANG, Michigan	ANG
122 Fighter Wing LGTT INANG	Bear Field Ft Wayne ANG, Indiana	ANG
117 Air Refueling Wing LGS	Birmingham ANG, Alabama	ANG
124 Fighter Wing LGS ID ANGB	Boise ANG, Idaho	ANG
140 LS LGS BUCKLEY ANG	Buckley ANG, Colorado	ANG
148 Fighter Wing LGS	Buluth ANG, Minnesota	ANG
192 Fighter Wing LGS RICHMOND IAP	Byrd ANG, Virginia	ANG
LGS Volk Field Combat Readiness Training Center	Camp Douglas, Wisconsin	ANG
145 Airlift Wing LGTT	Charlotte-Douglas ANG, North Carolina	ANG
153 Airlift Wing LGTT CHEYENNE MAP	Cheyenne ANG, Wyoming	ANG
103 Fighter Wing LGS CT ANG	Connecticut ANG, Connecticut	ANG
132 Fighter Wing LGT	Des Moines ANG, Iowa	ANG
168 LG LGS AK ANG	Eielson ANG, Alaska	ANG
147 Fighter Wing Logistics Readiness Squadron	Ellington ANG, Texas	ANG
125 Fighter Wing LGS FL ANG	Florida ANG, Florida	ANG
188 Fighter Wing LGS EBBING ANG	Fort Smith ANG, Arkansas	ANG
114 Fighter Wing LS SD ANG	Foss Fld, South Dakota	ANG
144 Fighter Wing LGS MATL DIST	Fresno ANG, California	ANG
Combat Readiness Training Center LGS	Garden City, Georgia	ANG
165 LG LGTT GA ANG	Georgia ANG, Georgia	ANG
120 Fighter Wing LGTT MT ANG	Great Falls ANG, Montana	ANG
Gulfport Combat Readiness Training Center LGS	Gulfport, Mississippi	ANG
174 Fighter Wing LGS	Hancock Fld ANG, New York	ANG
193 Special Operations Wing LGS PA ANG	Harrisburg ANG, Pennsylvania	ANG
119 Fighter Wing LGS HECTOR FIELD	Hector Fld ANG, North Dakota	ANG
154 WG Logistics Readiness Squadron	Hickam ANG, Hawaii	ANG

172 Airlift Wing LGS	Jackson, Mississippi	ANG
149 Fighter Wing LGTT	Kelly ANG, Texas	ANG
123 LS LGTT KY ANG	Kentucky ANG, Kentucky	ANG
186 Air Refueling Wing LGS Key Field ANGB	Key Field ANGB, Mississippi	ANG
173 Logistics Readiness Squadron LGRD	Kingsley Field, Oregon	ANG
150 Fighter Wing LGS	Kirtland ANG, New Mexico	ANG
155 Air Refueling Wing+B103 Logistics Readiness Squadron	Lincoln ANG, Nebraska	ANG
189 Airlift Wing LGS	Little Rock ANG, Arkansas	ANG
115 Fighter Wing LGS WI ANG	Madison, Wisconsin	ANG
179 Airlift Wing LGS	Mansfield ANG, Ohio	ANG
163 ARG LGS CA ANG	March ARB, California	ANG
167 Airlift Wing LGS MARTINSBURG ANG	Martinsburg ANG, West Virginia	ANG
134 Air Refueling Wing LGRS	McGhee Tyson ANGB, Tennessee	ANG
108 Air Refueling Wing LGS NJ ANG	McGuire AFB, New Jersey	ANG
169 Fighter Wing LGR MCENTIRE ANGS	McIntire ANG, South Carolina	ANG
164 Airlift Wing LGS TN ANG ~	Memphis, Tennessee	ANG
128 Air Refueling Wing LGS	Milwaukee, Wisconsin	ANG
131 Fighter Wing LGTT	Missouri ANG, Missouri	ANG
129 Rescue Wing LGS	Moffett Field, California	ANG
120 Fighter Wing LGTT	Montana ANG, Montana	ANG
187 Fighter Wing LGS DANNELLY ANG	Monygomery, Alabama	ANG
156 Airlift Wing Logistics Readiness Squadron PUERTO RICO ANG	Muniz AS ANG, Puerto Rico	ANG
136 Airlift Wing Logistics Readiness Squadron LGS CARSWELL FLD	Nas Dallas ANG, Texas	ANG
118 Airlift Wing LGS	Nashville ANG, Tennessee	ANG
152 Airlift Wing LGS NV ANG	Neveda ANG, Neveda	ANG
108 Air Refueling Wing LGS NJ ANG	New Jersey ANG, New Jersey	ANG
159 Fighter Wing LGS	New Orleans ANG, Louisiana	ANG
105 AG LGS NY ANG	Newburgh, New York	ANG
107 Air Refueling Wing LGS	Niagra Falls ANG, New York	ANG
137 Logistics Readiness Squadron LGS	Oklahoma ANG, Oklahoma	ANG
102 Fighter Wing LGS OTIS ANGB	Otis ANGB, Massachussetts	ANG
102 Fighter Wing Logistics Readiness Squadron	Otis ANGB, Massuchusetts	ANG
157 Air Refueling Wing LGS PEASE ANG	Pease ANG, New Hampshire	ANG
182 Airlift Wing LGS IL ANG	Peoria ANG, Illinois	ANG
161 Air Refueling Wing Logistics Readiness Squadron LGSD SKY HARBOR	Phoenix ANG, Arizona	ANG
171 Air Refueling Wing LGS	Pittsburg ANG, Pennsylvania	ANG
142 LS LGS OR ANG	Portland ANG, Oregon	ANG
143 Airlift Wing LGTT RI ANG	Quonset Air, Rhode Island	ANG
121 Air Refueling Wing LS	Rickenbacker ANG, Ohio	ANG
139 LG LGS	Rosecrans Memorial Airport, St Joseph, Missouri	ANG
Savannah Combat Readiness Training Center LGS	Savannah IAP, Georgia	ANG
126 Air Refueling Wing LGS	Scott AFB, Illinois	ANG
127 WG Logistics Readiness Squadron	Selfridge ANG, Michigan	ANG
612 ABS LGS	Soto Cano AB, Honduras	ANG
178 FG LGS BECKLEY MAP	Sprigfield ANG, Ohio	ANG
183 Fighter Wing LGTT ILANG CAP ARPT	Springfield ANG, Illinois	ANG

133 Airlift Wing Logistics Readiness Squadron	St Paul ANG, Minnesota	ANG
109 Airlift Wing LGS	Stratton ANGB, New York	ANG
106 LG LGTT NY ANG	Suffolk ANG, New York	ANG
181 FG LGS	Terre Haute ANG, Illinois	ANG
180 Fighter Wing LGS	Toledo ANG, Ohio	ANG
138 Fighter Wing LGS OK ANG	Tulsa ANG, Oklahoma	ANG
162 Fighter Wing Logistics Readiness Squadron	Tuscon ANG, Arizona	ANG
151 Air Refueling Wing LGS UT ANGB	Utah ANG, Utah	ANG
910 Logistics Readiness Squadron, UNIT 32	Vienna, Ohio	ANG
111 Fighter Wing LGTT PA ANG	Willow Grove ANG, Pennsylvania	ANG
166 Airlift Wing LGS	Wilmington ANG, Deleware	ANG
130 Airlift Wing LGS	Yeager ANG, West Virginia	ANG
910 Logistics Readiness Squadron	Youngstown ANG, Ohio	ANG
SR 0228 CS BN CO C MED	Al Taqqadum AB, Iraq	ARMY
478 EOS CO FF MANT	Ashland, Kentucky	ARMY
SR 0077 CS CO Maintenance NON DIV	Bagdad Intl, Iraq	ARMY
PR 0155 MD DET EPID SVC TM LD	Balad AB, Iraq	ARMY
SR 0238 AV CO F Maintenance EAC	Balad AB, Iraq	ARMY
XR 0123 AV BN 04 CO B ASLT HEL	Balad AB, Iraq	ARMY
XR 0238 AV CO F Maintenance EAC	Balad AB, Iraq	ARMY
AV BN 01 CO B SUP REAR	Brooksville, Florida	ARMY
QM BN HHD WATER	Brooksville, Florida	ARMY
HQ HHC ARCENT ARIFJAN	Camp Arifjan, Kuwait	ARMY
XR 0267 MP CO Combat Support	Camp Arifjan, Kuwait	ARMY
Aviation Regiment (ATK) AH-64 CO	Camp Bondsteel, Kosovo	ARMY
XR 0092 EN BN COMBAT HEAVY	Camp Liberty Bagdad, Iraq	ARMY
Corpus Christi Army Depot SRA	Corpus Christi, Texas	ARMY
SC HHC Rear Detachment	Darmstadt, Germany	ARMY
XRT0115 OD CO AUG CSMS	Draper, Utah	ARMY
USA ELE CDR STF MFO	El Gorah Sinai Israel	ARMY
MD CO AIR AMBL UH 1V	For Deployment Only	ARMY
XU 0041 IN BN 01 RIFLE CO B	For Deployment Only	ARMY
XU 0123 AV CO COMPANY C	For Deployment Only	ARMY
DOIM Fort McPherson	Forest Park, Georgia	ARMY
Material Support Activity	Fort Belvoir, Virginia	ARMY
XR 0302 SC Battalion E CO	Fort Belvoir, Virginia	ARMY
USA Garrison Fort Bliss	Fort Bliss, Texas	ARMY
2nd Infantry Airbourne Division	Fort Bragg, North Carolina	ARMY
CS BN CO B FIELD MNT	Fort Bragg, North Carolina	ARMY
AMCOM RESET	Fort Campbell, Kentucky	ARMY
AV BN 01 CO F AVN MAIT	Fort Campbell, Kentucky	ARMY
AV BN 02 CO D SOAR ABN	Fort Campbell, Kentucky	ARMY
CS BN HOME DET	Fort Campbell, Kentucky	ARMY
CS BN DET HOME	Fort Campbell, Kentucky	ARMY
RGT SOATC ATDA	Fort Campbell, Kentucky	ARMY
RGT HHC SP OP AV RG	Fort Campbell, Kentucky	ARMY
XR 0160 AV CO CO F	Fort Campbell, Kentucky	ARMY
XR 0160 AV CO CO F	Fort Campbell, Kentucky	ARMY

SC BN STRA SIGNAL BN	Fort Detrick, Maryland	ARMY
Stk Rec Acct Mission	Fort Eustis, Virginia	ARMY
PR 0241 MP DET Law and Order	Fort George G Meade, Maryland	ARMY
Supply and Maintenance	Fort Gordon, Georgia	ARMY
XR 0040 SC BN TTSB	Fort Huachuca, Arizona	ARMY
National Training Center (NTC) Rotation Supply Support Activity (SSA)	Fort Irwin, California	ARMY
USA THEATER SPT CMD IRWIN	Fort Irwin, California	ARMY
Directorate of Base Operations Support Ft Knox Supply	Fort Knox, Kentucky	ARMY
AV SQ 04 F TROOP AVUM	Fort Lewis, Washington	ARMY
AVN SPT OFC, HQ, USA AVN	Fort Lewis, Washington	ARMY
MD DET MED TM NEURO	Fort Lewis, Washington	ARMY
PEO Intelligence, Electronic Warfare &Sensors	Fort Monmouth, New Jersey	ARMY
USA HQ COMM ELECT CMD	Fort Monmouth, New Jersey	ARMY
Director of Plans, Training, Mobilization and Security Aviation Division	Fort Polk, Louisiana	ARMY
1-11TH Aviation BN	Fort Rucker, Alabama	ARMY
AV DST SPT MNT CO F	Fort Rucker, Alabama	ARMY
PR 0158 AV CO CO D HOME DET	Fort Sheridan, Illinois	ARMY
Combat Equip Base Afloat	Goose Creek, South Carolina	ARMY
PR W0DA Combat Equipment Base AFLOAT	Goose Creek, South Carolina	ARMY
XR 0443 TC CO HOME DETACHMENT	Great Bend, Kansas	ARMY
1109 GROTON CT AVCRAD MAINT	Groton, Connecticut	ARMY
PEO ASMD	Huntsville, Alabama	ARMY
PROJ OLR AMCOM DM	Killeen, Texas	ARMY
SR CONCEPT EVALUATION TNG SPT ACTV	Lexington, Kentucky	ARMY
AR SQ 01 TRP F SVC TRP	Lincoln, Nebraska	ARMY
SIG CMD GOCO Area Maintenance and Supply Facility	Mannheim, Germany	ARMY
MD CO AIR AMBL UH 60	Mather, California	ARMY
AD BN 02 BTY A	McConnelsville, Ohio	ARMY
FA BN 02 BTY C DET 1	Monesano, Washington	ARMY
XR 0016 SC BN CPS AREA SIG BN	Mosul AB, Iraq	ARMY
AV BN 07 REAR DET	New Century, Kansas	ARMY
New Cumberland Army Depot	New Cumberland, Pennsylvania	ARMY
AV CO D AUG AASF	North Canton, Ohio	ARMY
USPFO SPT SECTION	Pheonix, Arizona	ARMY
AV CO E DET 1 REAR	Pineville, Lousiana	ARMY
Aviation Missile Research, Development, and Engineering Center	Redstone Arsenal, Alabama	ARMY
PEO AVN	Redstone Arsenal, Alabama	ARMY
PEO TAC MSL	Redstone Arsenal, Alabama	ARMY
PR W0WF US Army Garrison Redstone	Redstone Arsenal, Alabama	ARMY
AVN SPT OFC, HQ, USA AVN	Restone Arsenal, Alabama	ARMY
FLD OFC PM ITTS REDSTONE	Restone Arsenal, Alabama	ARMY
USA SMDC KWAJALEIN ATOLL	Richmond, California	ARMY
TACOM Rock Island	Rock Island, Illinois	ARMY
XR W4GG Tank and Automotive Command (TACOM)	Rock Island, Illinois	ARMY
FA BN 02 BTY A MLRS	Sabetha, Kansas	ARMY
Aviation Maintenance CO C	Savanah, Georgia	ARMY
AV BN 02 D C0 AVUM~	Schofield BKS, Hawaii	ARMY

PR 0045 CS HHC HHC SUST BDE	Schofoeld BKS, Hawaii	ARMY
SR 0725 CS BN HQ Support CO	Schofoeld BKS, Hawaii	ARMY
1107 MO Air Space Missile Defense REAR	Springfield, Missouri	ARMY
Air Space Missile Defense Rear (Jones Ave)	Springfield, Missouri	ARMY
Air Space Missile Defense Rear, (N.Freemont)	Springfield, Missouri	ARMY
XR 0603 CS Battalion CO A FWD	Taji AB, Iraq	ARMY
XR W0ML USA Depot Tobyhanna	Tobyhanna Army Depot, Pennsylvania	ARMY
Army Tank and Automotive Command (TACOM) GARRISON OFC	Warren, Michigan	ARMY
HQ US ARMY TACOM	Warren, Michigan	ARMY
1109 GROTON CT AVCRAD	Windsor Locks, Connecticut	ARMY
USPFO PB CT ARNG	Windsor Locks, Connecticut	ARMY
CTR USA CECOM RDE		ARMY
379 Expeditionary Logistics Readiness Squadron Chief of Supply	Al Udeid, Qatar	CENTAF
386 Expeditionary Logistics Squadron Chief of Supply	Ali Al Salem AB, Kuwait	CENTAF
332d Air Expeditionary Wing	Balad AB, Iraq	CENTAF
376 Air Expeditionary Wing	Ganci AB, Bishkek, Kyrgyzstan	CENTAF
5 EAMS CRX	Kuwait City IAP, Kuwait	CENTAF
Commanding Officer, Engineering Logistics Center	Baltimore, Maryland	COAST GUARD
Commanding Officer, CG Communication Station	Belle Chasse, Louisiana	COAST GUARD
Commanding Officer, USCG Airstation	Clearwater, Florida	COAST GUARD
Commanding Officer, Aircraft Repair and Supply Center	Elizabeth City, North Carolina	COAST GUARD
OIC, USCG Communications Station	Forestdale, Massachusetts	COAST GUARD
Commanding Officer, USCGC Mohawk	Key West, Florida	COAST GUARD
Commanding Officer, USCG	Miami, Florida	COAST GUARD
Commander, Maintenance and Logisitcs Command Atlantic (MLCLANT)	Norfolk, Virginia	COAST GUARD
Portsmouth Naval Shipyard	Portsmouth, New Hamsphere	COAST GUARD
Commanding Officer, USCG Pacarea Taclet	San Diego, California	COAST GUARD
Commanding Officer, USMC	Al Asad AB, Iraq	MARINES
Commanding Officer TMO	Beaufort, South Carolina	MARINES
Marine Aviation Logistics Sq 31	Beaufort, South Carolina	MARINES
Marine Aviation Logistics Sq 39	Camp Pendleton, California	MARINES
OIC SMU	Camp Pendleton, California	MARINES
Marine Aviation Logistics Sq 14	Cherry Point, North Carolina	MARINES
Receiving Officer, MCAS (Cherry Point)	Cherry Point, North Carolina	MARINES
Marine Corps Central Command	Djibouti, Africa	MARINES
Commanding Officer, Norway GEO Prep Project	Jacksonville, Florida	MARINES
Marine Aviation Logistics Sq 26	Jacksonville, North Carolina	MARINES
Marine Aviation Logistics Sq 29	Jacksonville, North Carolina	MARINES
Commanding Officer MCAS	Jacksonville, South Carolina	MARINES
MCAF/ATCMB	Kaneohe, Hawaii	MARINES

Commander, Supply Chain Mgmt Ctr Code 573	Marine Corps Logistics Base, Albany, Georgia	MARINES
Commander, Supply Chain Mgmt Ctr Code 884	Marine Corps Logistics Base, Albany, Georgia	MARINES
Marine Aviation Logistics Sq 12	MCAS Iwakuni, Japan	MARINES
Marine Aviation Logistics Sq MALS 24	MCBH Kaneohe Bay, Hawaii	MARINES
Marine Aviation Logistics Squadron	Newburgh, New York	MARINES
Commanging Officer Maintenance Flight	Okinawa, Japan	MARINES
Marine Aviation Logistics Sq 36	Okinawa, Japan	MARINES
Commanding General	Quantico, Virginia	MARINES
Marine Helicopter Squadron HMX 1	Quantico, Virginia	MARINES
Marine Aviation Logistics Sq 11	San Diego, California	MARINES
Marine Aviation Logistics Sq 16	San Diego, California	MARINES
Traffic Management Office Code 5KF3 MCAS	San Diego, California	MARINES
Commanding Officer, Marine Air Control Squadron	Yuma, Arizona	MARINES
MALS 13 Rear Supply	Yuma, Arizona	MARINES
Receiving Officer, MCAS (Yuma)	Yuma, Arizona	MARINES
Marine Aviation Logistics Sq 26		MARINES
Naval ir Facility Code 70	Andrews AFB, Maryland	NAVY
Naval Special Warfare Unit Two	APO AE 09107-0000	NAVY
Helicopter Combat Support Special	Balad AB, Iraq	NAVY
Puget Sound Naval Shipyard and Intermaintenance Facility	Bremerton, Washington	NAVY
Receiving Officer, NAS (Brunswick)	Brunswick, Maine	NAVY
Naval Aviation Depot (Cherry Point)	Cherry Point, North Carolina	NAVY
FLIGHT PUBS AIR TEST EVALUATN VX 31	China Lake, California	NAVY
Naval Air Warfare Center Weapons Division (China Lake)	China Lake, California	NAVY
Metrology Technical Library	Corona, California	NAVY
Naval School Explosive Ordinance Disposal	Elglin AFB, California	NAVY
Aircraft Intermediate Maintenance Detachment	Fallon, Neveda	NAVY
Naval Air Station AOM	Fallon, Neveda	NAVY
Naval Air Reserve	Fort Worth, Texas	NAVY
USS HUE CITY (CG 66)	FPO AA 34091-1186	NAVY
USS JOHN F KENNEDY (CV 67)	FPO AA 34095-2800	NAVY
USS HARRY S TRUMAN (CVN 75)	FPO AE 09524-2875	NAVY
USS NIMITZ (CVN 68)	FPO AP 96620-2820	NAVY
USS PELELIU (LHA 5)	FPO AP 96624-1620	NAVY
USS FRANK CABLE (AS 40)	FPO AP 96657-2615	NAVY
USS HOWARD (DDG 83)	FPO AP 96667-1274	NAVY
USS JOHN PAUL JONES	FPO AP 96669-1271	NAVY
USS JUNEAU (LPD 10)	FPO AP 96669-1713	NAVY
USS UNDERWOOD (FFG 36)	FPO AA 34093-1491	NAVY
USS DWIGHT D EISENHOWER (CVN 69)	FPO AE 09532-2830	NAVY
USS BATAAN (LHD 5)	FPO AE 09554-1567	NAVY
USS DONALD COOK (DDG 75)	FPO AE 09566-1294	NAVY
USS ELROD (FFG 55)	FPO AE 09568-1509	NAVY
USS MONTEREY (CG 61)	FPO AE 09578	NAVY
USS TORTUGA (LSD 46)	FPO AE 09588-1734	NAVY
USS ABRAHAM LINCOLN (CVN 72)	FPO AP 96612-2872	NAVY

USS RONALD REAGAN (CVN 76)	FPO AP 96616-2876	NAVY
USS TARAWA (LHA 1)	FPO AP 96622-1600	NAVY
USS BLUE RIDGE (LCC 19)	FPO AP 96628-3300	NAVY
USS CARL VINSON (CVN 70)	FPO AP 96629-2840	NAVY
USS KITTY HAWK (CV 63)	FPO AP 96634-2770	NAVY
USS ESSEX (LHD 2)	FPO AP 96643-1661	NAVY
USS ANTIETAM (CG 54)	FPO AP 96660-1174	NAVY
USS JOHN S MCCAIN (DDG 56)	FPO AP 96672-1274	NAVY
USS SHILOH (CG 67)	FPO AP 96678-1187	NAVY
USS SAN FRANCISCO (SSB 711)	FPO AP 96678-2391	NAVY
USNS SAN JOSE (T AFS 7)	FPO AP 96678-4045	NAVY
Recruit Training Command NTC	Great Lakes, Illinois	NAVY
Naval Submarine Support Facility	Groton, Connecticut	NAVY
Department of the Navy	Gulfport, Mississippi	NAVY
Naval Air Station Jacksonville	Jacksonville, Florida	NAVY
Naval Aviation Depot (Jacksonville)	Jacksonville, Florida	NAVY
COMSEACONWINGLANT	Jacksonville, Forida	NAVY
US Naval Air Station Sigonella	Keflavik, Iceland	NAVY
Strategic Weapons Facility Atlantic	Kings Bay, Goergia	NAVY
Receiving Officer, Portsmouth Naval Shipyard	Kittery, Maine	NAVY
Naval Air Engineering Station	Lakehurst, New Jersey	NAVY
Naval Air Station Lemoore	Lemoore, California	NAVY
Naval Air Station Atlanta	Marrieta, Georgia	NAVY
Receiving Officer, Naval Starion (Mayport)	Mayport, Florida	NAVY
Naval Inventory Control Point Mech	Mechanicsburg, Pennsylvania	NAVY
Naval Surface Warfare Center (Tennessee)	Memphis, Tennessee	NAVY
Naval Air Facility Misawa	Misawa, Japan	NAVY
Naval Air Facility ATSUGI	Mubanchi Oohgami, JAPAN	NAVY
Aircraft Intermediate Maintenance Detachment	NAS Lemoore, California	NAVY
Aircraft Intermediate Maintenance Department	NAS Norfolk, Virginia	NAVY
Aircraft Intermediate Maintenance Detachment	NAS North Island, California	NAVY
Fleet and Industrial Supply Center Norfolk	No	NAVY
Commander, Naval Air Force Atlantic	Norfolk, Virginia	NAVY
Constru Battalion Maintenance UT 202	Norfolk, Virginia	NAVY
Explosive Ordinanace Disposal	Norfolk, Virginia	NAVY
Mid Atlantic Regional Maintenance Center	Norfolk, Virginia	NAVY
NAV Computer and Telecommunications	Norfolk, Virginia	NAVY
Naval Air Station Norfolk	Norfolk, Virginia	NAVY
Naval Air Station Supply Dept	Norfolk, Virginia	NAVY
Receiving Officer, NAS (Oak Harbor)	Oak Harbor, Washington	NAVY
Naval Air Systems Command	Orange Park, Florida	NAVY
NAVAL AIR SYSTEMS COMMAND	Patuxent River, Maryland	NAVY
Naval Air Warfare Center Air Division	Patuxent River, Maryland	NAVY
Naval Air Station Pensacola	Pensacola, Florida	NAVY
Naval Inventory Control Point	Philidelphia, Pennsylvania	NAVY
Naval Ship Systems Engineering Station	Philidelphia, Pennsylvania	NAVY
NCOMAEWINGPAC Point Mugu	Point Mugu NAWS, California	NAVY
FLEET LOGISTICS SUPPORT SQUADRON 55	Point Mugu, California	NAVY

Naval Air Warfare Center Weapons Division (Point Mugu)	Point Mugu, California	NAVY
Norfolk Naval Shipyard	Portsmouth, New Hamsphere	NAVY
US Naval Station Rota Spain	Rota AB, Spain	NAVY
Fleet and Industrial Supply Center San Diego	San Diego, California	NAVY
Naval Air Station North Island	San Diego, California	NAVY
Naval Aviation Depot (San Diego)	San Diego, California	NAVY
Naval Computer and Telecommunication Station NON NIF	San Diego, California	NAVY
Navy Region Southwest	San Diego, California	NAVY
Space and Naval Warfare Systems Center	San Diego, California	NAVY
Naval Air Pacific Repair Activity	Sembawang, Singapore	NAVY
Navy Fleet Support Office Sigonella	Sigonella Sicily, Italy	NAVY
US Naval Air Station Keflavik	Sigonella, Italy	NAVY
Naval Computer and Telecom Station	Silverdale, Washington	NAVY
Fleet Area Control and Surveillance	Virginia Beach	NAVY
Naval Air Station Oceana	Virginia Beach, Virginia	NAVY
Surface Combat Systems Center	Wallops Island, Virginia	NAVY
Naval Surface Warfare Center (Maryland)	West Bethesda, Maryland	NAVY
Naval Air Station JRB	Willow Grove, Pennsylvania	NAVY
Patrol Squadron 64 VP 64	Willow Grove, Pennsylvania	NAVY
Naval Fac Engineering Command Far East	Yokosuka, Japan	NAVY
Naval Ship Repair Facility	Yokosuka, Japan	NAVY
Atlantic Ordinance Command	Yorktown, Virginia	NAVY
Naval Coastal Warfare Sq 25	Yorktown, Virginia	NAVY
NAS JRB Fort Worth		NAVY
NAS JRB New Orleans		NAVY
NAS JRB Willow Grove		NAVY
NAVAIR		NAVY
Naval Special Warfare Group Two		NAVY
11 Logistics Readiness Squadron LGRS	Bolling AFB, DC	OTHER
36 MDGP SGSL	Anderson AFB, Guam	PACAF
36 Supply Squadron LGS	Anderson AFB, Guam	PACAF
734 AMS LGS	Anderson AFB, Guam	PACAF
2 Supply Deployed	Diego Garcia	PACAF
DET 1 730 AMC FSP	Diego Garcia	PACAF
354 Logistics Readiness Squadron LGRD	Eielson AFB, Alaska	PACAF
611 OSUS LGS	Elmendorf AFB, AK	PACAF
611 Air Support Squadron PMF	Elmendorf AFB, Alaska	PACAF
3 Logistics Readiness Squadron/LGSDR	Elmendorf AFB, Alaska	PACAF
732 AMSS LGS	Elmendorf AFB, Alaska	PACAF
15 LRD LGRD	Hickam AFB, Hawaii	PACAF
735 AMS LGS	Hickam AFB, Hawaii	PACAF
18 Logistics Readiness Squadron LGS	Kadena AB, Japan	PACAF
8 Logistics Readiness Squadron LGS	Kunsan AB, Korea	PACAF
PACAF RSS Contingency	Kwangju AB, Korea	PACAF
35 Supply Squadron LGS	Misawa AB, Japan	PACAF
51 Supply Squadron LGSDR	Osan AB, Korea	PACAF
Det 2 607 MMS LGS	Suwon AB, Korea	PACAF
374 Airlift Wing LGS	Yokota AB, Japaan	PACAF

374 Airlift Wing LGS	Yokota AB, Japan	PACAF
DET 1 9 OG LGS COS	RAF Akrotiri, Cyprus	RAF
US CENTCOM	MacDill AFB, Florida	US CENTCOM
Bear WRM	Albany, Georgia	USAF/IL
10 MSG LGRMS	USAFA, Colorado	USAFA
31 Fighter Wing LGS	Aviano AB, Italy	USAFE
401 EABG SUPPLY	Bosnia Herzegovenia	USAFE
39 Supply Squadron LGS	Incirlik AB, Turkey	USAFE
728 AMSS LGS	Incirlik AB, Turkey	USAFE
AMC Deployed Chief of Supply	Incirlik AB, Turkey	USAFE
85 Supply Squadron LGS	Keflavik NAS, Iceland	USAFE
65 Supply Squadron LGS	Lajes Field, Azores	USAFE
496 ABS LGS	Moron AB, Spain	USAFE
424 ABS LGS	RAF Fairford, United Kingdom	USAFE
48 Fighter Wing Logistics Readiness Squadron	RAF Lakenheath, UK	USAFE
100 LG LGS	RAF Mildenhall, UK	USAFE
421 ABS LF LG	RAF Mildenhall, UK	USAFE
435 Air Base Wing Logistics Readiness Squadron	Ramstein AB, Germany	USAFE
435 Logistics Readiness Squadron CIRF C130	Ramstein AB, Germany	USAFE
86 MMS LGS	Ramstein AB, Germany	USAFE
723 AMS LGS	Ramstein, Germany	USAFE
725 AMSS LGS	Rota NAS, Spain	USAFE
Sembach, Germany (USAFE RSS?)	Sembach, Germany	USAFE
52 Fighter Wing LGS	Spangdalem AB, Germany	USAFE
726 AMS MXAS	Spangdalem AB, Germany	USAFE
MF USAF COS	Taszar, Hungary	USAFE
60 SUPPLY DEPLOYED	Al Mubarak AB, Kuwait	
Defense Distribution Depot Albany	Albany, Georgia	
Homeland Security Excess Prop	Atlanta, Georgia	
Assitant Director Procurement	Auburn, Washington	
Lesco Inc Bio Integrated Det Sys	Bagram AB, Afghanistan	
Defense Reutilization Marketing Service NSO	Battle Creeek, Michigan	
Brown Dayton T Incorporated	Bohemia, New York	
Priority Material Office	Bremerton, Washington	
US AF Korean Airlines LTD	Busan Korea	
1 ERS DEPLOYED	Ceiba, Puerto Rico	
OL B ODF, USAF Supply Deployed	Chemin Des Bellons 13800 Istres Fr	
Defense Supply Center Columbus	Columbus, Ohio	
ASOS FOL DET 5	Curacao, Netherland Antilles	
The Boeing Co	Elglin AFB, California	
Defence Contract Mgt Agency (DCMA) Aircraft Integrated Maintenance Operations(AIMO)	Enterprise, Alabama	
FMS	FMS	
Defense Technical Information Center	Fort Belvoir, Virginia	
Boeing North America	Fort Walton Beach, Florida	
USAF Accountable Co NASITTUQ	Hornell Heights Ontario, Canada	
NASA Johnson Space Center	Houston, Texas	
Raytheon Technical Services	Indianapolis, Indiana	

Defense Reutilization Marketing Office	Jacksonville, Florida	
Department of Homeland Security (DHS) Customer and Border Protection	Jacksonville, Florida	
Honeywell Technology Solutions Inc	Jacksonville, Florida	
Resource Consultants Inc FISC JAX	Jacksonville, Florida	
The Boeing Co	Jacksonville, Florida	
Deployed Chief of Supply	Kandahar, Afghanistan	
Space Gateway Support	Kennedy Space Center, Florida	
506 Expeditionary Logistics Readiness Squadron Chief of Supply	Kirkuk AB, Iraq	
DET 1 51 COBB LGSDQ	KwangJu AB, Korea	
Northrop Grumman Corp	Lake Charles, Louisianna	
OFC CCSI ELEC SYS	Lakehurst, New Jersey	
Joint Communications Support Element LGS	MacDill AFB, Florida	
Lockheed Martin Aero Sys	Marrieta, Georgia	
Support Systems Asso Inc	Midwest City, Oklahoma	
NASA Ames Research Center	Moffett Field, California	
Unidyne Corportation	Norfolk, Virginia	
Northrop Grumman Tech Services	Oklahoma City, Oklahoma	
Defense Supply Center Philidelphia	Philidelphia, Pennsylvania	
Boeing Aerospace	San Antonio, Texas	
Boeing Aircraft and Missile Site	Seattle, Washington	
Boeing Aircraft and Missiles St Louis	St Louis, Missouri	
Defense Distribution Depot San Joaquin	Stockton, California	
392 AEG	Tallil AB, Iraq	
407 AEG ELRS	Tallil AB, Iraq	
821 Support Squadron LGS	Thule AB, Greenland	
WRM PREPOSITION PROG	Thumrait AB, Oman	
PR W1V5 Astronaut High School	Titusville, Florida	
Raytheon Co	Tucson, Arizona	
Supply Officer	Twenty Nine Palms, California	
Semcor Inc	Warminster, Pennsylvania	
Support Systems Asso Inc	Warner Robins, Georgia	
NASA	Wasington, D.C	

Appendix C. HQ AFMC More Recent Customers

DODAAC	Customer ID	Location	Command
FB4811	ACC Deployed Regional Supply Squadron	Al Dhafra AB, UAE	ACC
FB5874	60 SUPPLY DEPLOYED	Al Mubarak AB, Kuwait	
W9126A	SR 0228 CS BN CO C Med	Al Taqqadum AB, Iraq	ARMY
FB4804	379 Expeditionary Logistics Readiness Squadron Chief of Supply	Al Udeid, Qatar	CENTAF
FB4455	317 AEG	Al Udied AB, Qatar	ACC
FB4873	Bear WRM	Albany, Georgia	USAF/IL
FB5820	386 Expeditionary Logistics Squadron Chief of Supply	Ali Al Salem AB, Kuwait	CENTAF
FB6223	Alpena Combat Readiness Training Center LGS	Alpena, Michigan	ANG
FB4419	97 Supply Squadron LGS	Altus AFB, Oklahoma	AETC
FB6520	176 WG Logistics Readiness Squadron BASE SUPPLY	Anchorage ANG, Alaska	ANG
FM5240	36 MDGP SGSL	Anderson AFB, Guam	PACAF
FB5240	36 Supply Squadron LGS	Anderson AFB, Guam	PACAF
FB4415	734 AMS LGS	Anderson AFB, Guam	PACAF
FB6511	113 Fighter Wing LGS	Andrews AFB, Maryland	ANG
FB4425	89 Supply Squadron LGS	Andrews AFB, Maryland	AMC
N00166	Naval ir Facility Code 70	Andrews AFB, Maryland	NAVY
N53991	Naval Special Warfare Unit Two	APO AE 09107-0000	NAVY
ALEABF	Homeland Security Excess Prop	Atlanta, Georgia	
FB6303	177 Fighter Wing Logistics Readiness Squadron	Atlantic City ANG, New Jersey	ANG
ALEAAJ	Assitant Director Procurement	Auburn, Washington	
FB5682	31 Fighter Wing LGS	Aviano AB, Italy	USAFE
FB5814	816 ESOG A4	Bagram AB, Afghanistan	ACC
FB5881	Expeditionary Operations Group COS	Bagram AB, Afghanistan	ACC
FB5860	332d Air Expeditionary Wing	Balad AB, Iraq	CENTAF
N48610	Helicopter Combat Support Special	Balad AB, Iraq	NAVY
W91ASE	PR 0155 MD DET EPID SVC TM LD	Balad AB, Iraq	ARMY
W91DQV	XR 0123 AV BN 04 CO B ASLT HEL	Balad AB, Iraq	ARMY
W91RXU	XR 0238 AV CO F Maintenance EAC	Balad AB, Iraq	ARMY
FB6191	175 LS LGS WARFIELD ANG	Baltimore ANG, Maryland	ANG
FB6181	101 Air Refueling Wing LGS ME ANG	Bangor ANG, Maine	ANG
FB4608	2 Logistics Readiness Squadron LGRD	Barksdale AFB, Louisiana	ACC
FB6201	104 Fighter Wing LGS BARNES ANGB	Barnes ANGB, Massachusetts	ANG
SC4401	Defense Reutilization Marketing Service NSO	Battle Creeek, Michigan	
FB6222	110 FG LGS	Battle Creek ANG, Michigan	ANG
FB7037	48 IS LGS	Beale AFB, California	ACC
FB4686	9 SDS SDSMM	Beale AFB, California	ACC
FB6132	122 Fighter Wing LGTT INANG	Bear Field Ft Wayne ANG, Indiana	ANG
M60169	Commanding Officer TMO	Beaufort, South Carolina	MARINES
V09131	Marine Aviation Logistics Sq 31	Beaufort, South Carolina	MARINES

FB6011	117 Air Refueling Wing LGS	Birmingham ANG, Alabama	ANG
EY9676	Brown Dayton T Incorporated	Bohemia, New York	
FB6112	124 Fighter Wing LGS ID ANGB	Boise ANG, Idaho	ANG
FB5830	401 EABG SUPPLY	Bosnia Herzegovenia	USAFE
R00441	Priority Material Office	Bremerton, Washington	
N4523A	Puget Sound Naval Shipyard and Intermaintenance Facility	Bremerton, Washington	NAVY
W90BB4	AV BN 01 CO B SUP REAR	Brooksville, Florida	ARMY
W91312	QM BN HHD WATER	Brooksville, Florida	ARMY
N60087	Receiving Officer, NAS (Brunswick)	Brunswick, Maine	NAVY
FB6061	140 LS LGS BUCKLEY ANG	Buckley ANG, Colorado	ANG
FB6232	148 Fighter Wing LGS	Buluth ANG, Minnesota	ANG
EZ7510	US AF Korean Airlines LTD	Busan Korea	
FB6461	192 Fighter Wing LGS RICHMOND IAP	Byrd ANG, Virginia	ANG
FE6493	LGS Volk Field Combat Readiness Training Center	Camp Douglas, Wisconsin	ANG
W91D0W	XR 0092 EN BN Combat Heavy	Camp Liberty Bagdad, Iraq	ARMY
R09808	Marine Aviation Logistics Sq 39	Camp Pendleton, California	MARINES
MMFAG8	OIC SMU	Camp Pendleton, California	MARINES
FB4855	27 Logistics Readiness Squadron LGRMR	Cannon AFB, New Mexico	ACC
FM4418	437 MDG SGSL	Charleston AFB, North Carolina	AMC
FB4418	437 LOGISTICS READ SQD	Charleston AFB, South Carolina	AMC
FB6331	145 Airlift Wing LGTT	Charlotte-Douglas ANG, North Carolina	ANG
N65923	Naval Aviation Depot (Cherry Point)	Cherry Point, North Carolina	NAVY
FB6501	153 Airlift Wing LGTT CHEYENNE MAP	Cheyenne ANG, Wyoming	ANG
N39787	FLIGHT PUBS AIR TEST EVALUATN VX 31	China Lake, California	NAVY
N60530	Naval Air Warfare Center Weapons Division (China Lake)	China Lake, California	NAVY
FB6543	SMI ChristChurch	ChristChurch, New Zealand	AFRC
FB3022	14 MSG/LGR	Columbus AFB, Mississippi	AETC
FB6071	103 Fighter Wing LGS CT ANG	Connecticut ANG, Connecticut	ANG
W45N7V	Corpus Christi Army Depot SRA	Corpus Christi, Texas	ARMY
FB4877	355 Supply Squadron LGSCDR	Davis Mothan AFB, Arizona	ACC
FB6141	132 Fighter Wing LGT	Des Moines ANG, Iowa	ANG
FB4872	2 Supply Deployed	Diego Garcia	PACAF
FB4454	DET 1 730 AMC FSP	Diego Garcia	PACAF
FB5807	ACC Deployed Chief of Supply	Djibouit, Africa	ACC
FB6703	94 LG LGS	Dobbins ARB, Georgia	AFRC
FB4497	436 Logistics Readiness Squadron LGRSP	Dover AFB, Deleware	AMC
W81UPH	XRT0115 OD CO AUG CSMS	Draper, Utah	ARMY
FB4661	7 Logistics Readiness Squadron LGR	Dyess AFB, Texas	ACC
FB5004	354 Logistics Readiness Squadron LGRD	Eielson AFB, Alaska	PACAF
FB6521	168 LG LGS AK ANG	Eielson ANG, Alaska	ANG
W81AGJ	USA ELE CDR STF MFO	El Gorah Sinai Israel	ARMY

Z50100	Commanding Officer, Aircraft Repair and Supply Center	Elizabeth City, North Carolina	COAST GUARD
FB6433	147 Fighter Wing Logistics Readiness Squadron	Ellington ANG, Texas	ANG
FB4690	28 Supply Squadron LGSCDR	Ellsworth AFB, South Dakota	ACC
FB5007	611 Air Support Squadron PMF	Elmendorf AFB, Alaska	PACAF
FB5000	3 Logistics Readiness Squadron/LGSDR	Elmendorf AFB, Alaska	PACAF
FB4480	732 AMSS LGS	Elmendorf AFB, Alaska	PACAF
FB6471	141 LS LGS	Fairchild AFB, Washington	AMC
FB4620	92 Logistics Readiness Squadron LGS	Fairchild AFB, Washington	AMC
N44317	Aircraft Intermediate Maintenance Detachment	Fallon, Neveda	NAVY
N68971	Naval Air Station AOM	Fallon, Neveda	NAVY
FB6091	125 Fighter Wing LGS FL ANG	Florida ANG, Florida	ANG
	FMS	FMS	
W917U75	XU 0041 IN BN 01 RIFLE CO B	For Deployment Only	ARMY
W91K24	XU 0123 AV CO COMPANY C	For Deployment Only	ARMY
Z32480	OIC, USCG Communications Station	Forestdale, Massachusetts	COAST GUARD
W90YCU	XR 0302 SC Battalion E CO	Fort Belvoir, Virginia	ARMY
W45QML	USA Garrison Fort Bliss	Fort Bliss, Texas	ARMY
W90809	2nd Infantry Airbourne Division	Fort Bragg, North Carolina	ARMY
W80QGZ	AV BN 01 CO F AVN MAIT	Fort Campbell, Kentucky	ARMY
W81LFF	AV BN 02 CO D SOAR ABN	Fort Campbell, Kentucky	ARMY
W813LX	CS BN DET HOME	Fort Campbell, Kentucky	ARMY
W80PCJ	RGT SOATC ATDA	Fort Campbell, Kentucky	ARMY
W80N5C	RGT HHC SP OP AV RG	Fort Campbell, Kentucky	ARMY
W9131S (redo)	XR 0160 AV CO CO F	Fort Campbell, Kentucky	ARMY
W9131R	XR 0160 AV CO CO F	Fort Campbell, Kentucky	ARMY
W912115	Special Operations Dir AMCOM	Fort Eustis, Virginia	AFSOC
W26RX3	Stk Rec Acct Mission	Fort Eustis, Virginia	ARMY
W33SMY	Supply and Maintenance	Fort Gordon, Georgia	ARMY
W90YWF	XR 0040 SC BN TTSB	Fort Huachuca, Arizona	ARMY
W80QJK	National Training Center (NTC) Rotation Supply Support Activity (SSA)	Fort Irwin, California	ARMY
W81R7D	USA THEATER SPT CMD IRWIN	Fort Irwin, California	ARMY
W81MPM	AV SQ 04 F TROOP AVUM	Fort Lewis, Washington	ARMY
W81E2A	AVN SPT OFC, HQ, USA AVN	Fort Lewis, Washington	ARMY
W15GK8	USA HQ COMM ELECT CMD	Fort Monmouth, New Jersey	ARMY
W90Y1D	Director of Plans, Training, Mobilization and Security Aviation Division	Fort Polk, Louisiana	ARMY
W81DHY	1-11TH Aviation BN	Fort Rucker, Alabama	ARMY
W90KEX	AV DST SPT MNT CO F	Fort Rucker, Alabama	ARMY
W91BHY	PR 0158 AV CO CO D HOME DET	Fort Sheridan, Illinois	ARMY
FB6032	188 Fighter Wing LGS EBBING ANG	Fort Smith ANG, Arkansas	ANG
N61036	Naval Air Reserve	Fort Worth, Texas	NAVY
FB6411	114 Fighter Wing LS SD ANG	Foss Fld, South Dakota	ANG
V21656	USS HUE CITY (CG 66)	FPO AA 34091-1186	NAVY

V03367	USS JOHN F KENNEDY (CV 67)	FPO AA 34095-2800	NAVY
R03368	USS NIMITZ (CVN 68)	FPO AP 96620-2820	NAVY
R20748	USS PELELIU (LHA 5)	FPO AP 96624-1620	NAVY
R20865	USS FRANK CABLE (AS 40)	FPO AP 96657-2615	NAVY
V03369	USS DWIGHT D EISENHOWER (CVN 69)	FPO AE 09532-2830	NAVY
V21879	USS BATAAN (LHD 5)	FPO AE 09554-1567	NAVY
V21236	USS ELROD (FFG 55)	FPO AE 09568-1509	NAVY
V21450	USS MONTEREY (CG 61)	FPO AE 09578	NAVY
R21297	USS ABRAHAM LINCOLN (CVN 72)	FPO AP 96612-2872	NAVY
R22178	USS RONALD REAGAN (CVN 76)	FPO AP 96616-2876	NAVY
R20550	USS TARAWA (LHA 1)	FPO AP 96622-1600	NAVY
R05840	USS BLUE RIDGE (LCC 19)	FPO AP 96628-3300	NAVY
R20993	USS CARL VINSON (CVN 70)	FPO AP 96629-2840	NAVY
R03363	USS KITTY HAWK (CV 63)	FPO AP 96634-2770	NAVY
R21387	USS ANTIETAM (CG 54)	FPO AP 96660-1174	NAVY
R21657	USS SHILOH (CG 67)	FPO AP 96678-1187	NAVY
N22196	USNS SAN JOSE (T AFS 7)	FPO AP 96678-4045	NAVY
FB6044	144 Fighter Wing LGS MATL DIST	Fresno ANG, California	ANG
FB5804	376 Air Expeditionary Wing	Ganci AB, Bishkek, Kyrgyzstan	CENTAF
FB6103	Combat Readiness Training Center LGS	Garden City, Georgia	ANG
FB6605	440 Airlift Wing LGS	General Mitchell Air Reserve Station, Wisconsin	AFRC
FB6102	165 LG LGTT GA ANG	Georgia ANG, Georgia	ANG
FB3030	17 LS LGS	Goodfellow, AFB, Texas	AETC
W90CTK	Combat Equip Base Afloat	Goose Creek, South Carolina	ARMY
W906TP	PR W0DA Combat Equipment Base AFLOAT	Goose Creek, South Carolina	ARMY
FB4659	319 Supply Squadron LGSCF PARTS STORE	Grand Forks AFB, North Dakota	AMC
FB5848	Grandfolks Deployed Supply Squadron	Grand Forks AFB, North Dakota	AMC
FB6261	120 Fighter Wing LGTT MT ANG	Great Falls ANG, Montana	ANG
N0763A	Recruit Training Command NTC	Great Lakes, Illinois	NAVY
FB4654	434 LSS LGS	Grissom ARB, Indiana	AFRC
N62604	Department of the Navy	Gulfport, Mississippi	NAVY
FB6243	Gulfport Combat Readiness Training Center LGS	Gulfport, Mississippi	ANG
FB6324	174 Fighter Wing LGS	Hancock Fld ANG, New York	ANG
FB6341	119 Fighter Wing LGS HECTOR FIELD	Hector Fld ANG, North Dakota	ANG
FB5260	15 LRD LGRD	Hickam AFB, Hawaii	PACAF
FB4405	735 AMS LGS	Hickam AFB, Hawaii	PACAF
FB6530	154 WG Logistics Readiness Squadron	Hickam ANG, Hawaii	ANG
FM4801	49 MG SGSL	Holloman AFB, New Mexico	ACC
FB4802	49 MMSS LSGPAR	Holloman AFB, New Mexico	ACC
FB4801	49 Supply Squadron LGSCDR	Holloman AFB, New Mexico	ACC

FB4801	49 Supply Squadron LGSCDR	Holloman AFB, New Mexico	ACC
FB6648	482 Logistics Readiness Squadron LGR	Homestead Air Reserve Base, Florida	AFRC
FB4839	USAF Accountable Co NASITTUQ	Hornell Heights Ontario, Canada	
807478	NASA Johnson Space Center	Houston, Texas	
FB4417	16 Logistics Readiness Squadron LGSA	Hulbert Field, Florida	AFSOC
W810WB	PEO ASMD	Huntsville, Alabama	ARMY
FB5685	39 Supply Squadron LGS	Incirlik AB, Turkey	USAFE
FB4402	728 AMSS LGS	Incirlik AB, Turkey	USAFE
FB5879	AMC Deployed Chief of Supply	Incirlik AB, Turkey	USAFE
FB6242	172 Airlift Wing LGS	Jackson, Mississippi	ANG
SW314	Defense Reutilization Marketing Office	Jacksonville, Florida	
7042LU	Department of Homeland Security (DHS) Customer and Border Protection	Jacksonville, Florida	
N00207	Naval Air Station Jacksonville	Jacksonville, Florida	NAVY
N65886	Naval Aviation Depot (Jacksonville)	Jacksonville, Florida	NAVY
Q90103	Resource Consultants Inc FISC JAX	Jacksonville, Florida	
V52955	COMSEACONWINGLANT	Jacksonville, Forida	NAVY
V52841	Marine Aviation Logistics Sq 29	Jacksonville, North Carolina	MARINES
M62573	Commanding Officer MCAS	Jacksonville, South Carolina	MARINES
FB5270	18 Logistics Readiness Squadron LGS	Kadena AB, Japan	PACAF
FB5806	Deployed Chief of Supply	Kandahar, Afghanistan	
M00318	MCAF/ATCMB	Kaneohe, Hawaii	MARINES
FE3010	81 Supply Squadron LGS	Keesler AFB, Mississippi	AETC
FB3010	81 Supply Squadron LGS	Keesler AFB, Mississippi	AETC
FB4820	85 Supply Squadron LGS	Keflavik NAS, Iceland	USAFE
FB6432	149 Fighter Wing LGTT	Kelly ANG, Texas	ANG
804247	Space Gateway Support	Kennedy Space Center, Florida	
FB4905	4 AEG	Kenner, Louisiana	
FB6161	123 LS LGTT KY ANG	Kentucky ANG, Kentucky	ANG
FB6241	186 Air Refueling Wing LGS Key Field ANGB	Key Field ANGB, Mississippi	ANG
Z11513	Commanding Officer, USCGC Mohawk	Key West, Florida	COAST GUARD
FB6372	173 Logistics Readiness Squadron LGRD	Kingsley Field, Oregon	ANG
FB5833	506 Expeditionary Logistics Readiness Squadron Chief of Supply	Kirkuk AB, Iraq	
FB6311	150 Fighter Wing LGS	Kirtland ANG, New Mexico	ANG
N00102	Receiving Officer, Portsmouth Naval Shipyard	Kittery, Maine	NAVY
FE5284	8 Logistics Readiness Squadron LGS	Kunsan AB, Korea	PACAF
FB5232	DET 1 51 COBB LGSDQ	KwangJu AB, Korea	
FB5853	PACAF RSS Contingency	Kwangju AB, Korea	PACAF
FB3047	37 Logistics Readiness Squadron LGRD	Lackland AFB, Texas	AETC
FB4486	65 Supply Squadron LGS	Lajes Field, Azores	USAFE
EY5974	Northrop Grumman Corp	Lake Charles, Louisianna	
FB4800	1 Logistics Readiness Squadron LGRMR	Langley AFB, Virginia	ACC

FB5801	ACC Regional Supply Squadron	Langley AFB, Virginia	ACC
FB5818	ACC Regional Supply Squadron LGSM	Langley AFB, Virginia	ACC
FB3099	47 LS LGS	Laughlin AFB, Texas	AETC
H92224	Special Operations Forces Spt Acty	Lexington, Kentucky	AFSOC
W8086B	SR CONCEPT EVALUATION TNG SPT ACTV	Lexington, Kentucky	ARMY
FB6271	155 Air Refueling Wing+B103 Logistics Readiness Squadron	Lincoln ANG, Nebraska	ANG
W81JCD	AR SQ 01 TRP F SVC TRP	Lincoln, Nebraska	ARMY
FB4460	314 Logistics Readiness Squadron	Little Rock AFB, Arizona	AETC
FB6031	189 Airlift Wing LGS	Little Rock ANG, Arkansas	ANG
FB4877	56 Supply Squadron LGS	Luke AFB, Arizona	AETC
FB4814	6 Logistics Readiness Squadron LGRVM	MacDill AFB, Florida	AMC
FE4900	Joint Communications Support Element LGS	MacDill AFB, Florida	
FB6492	115 Fighter Wing LGS WI ANG	Madison, Wisconsin	ANG
FB4626	PMI SBSS LGRDMR	Malmstrom AFB, Montana	AFSPC
W81PLH	SIG CMD GOCO Area Maintenance and Supply Facility	Mannheim, Germany	ARMY
FB6353	179 Airlift Wing LGS	Mansfield ANG, Ohio	ANG
FB4664	452 Logistics Readiness Squadron LGRT	March Air Reserve Base, California	AFRC
FB6042	163 ARG LGS CA ANG	March ARB, California	ANG
M98573	Commander, Supply Chain Mgmt Ctr Code 573	Marine Corps Logistics Base, Albany, Georgia	MARINES
M94700	Commander, Supply Chain Mgmt Ctr Code 884	Marine Corps Logistics Base, Albany, Georgia	MARINES
N61034	Naval Air Station Atlanta	Marrieta, Georgia	NAVY
FB6482	167 Airlift Wing LGS MARTINSBURG ANG	Martinsburg ANG, West Virginia	ANG
W81N6G	MD CO AIR AMBL UH 60	Mather, California	ARMY
FB3300	42 MSD SUPPLY	Maxwell AFB, Alabama	AETC
R09112	Marine Aviation Logistics Sq 12	MCAS Iwakuni, Japan	MARINES
R09124	Marine Aviation Logistics Sq MALS 24	MCBH Kaneohe Bay, Hawaii	MARINES
FE4479	62 Supply Squadron LGSDR	McChord AFB, Washington	AMC
FB4479	62 Logistics Readiness Squadron LGRM	McChord AFB, Washington	AMC
FB6151	184 Air Refueling Wing Logistics Readiness Squadron	McConnell AFB, Kansas	AMC
FB4621	22 Logistics Readiness Squadron LGS	McConnell AFB, Kansas	AMC
FB6423	134 Air Refueling Wing LGRS	McGhee Tyson ANGB, Tennessee	ANG
FE6302	108 Air Refueling Wing LGS NJ ANG	McGuire AFB, New Jersey	ANG
FB4484	305 Logistics Readiness Squadron LGS	McGuire AFB, New Jersey	AMC
FM4484	305 MEDICAL SUPPORT SQ	McGuire AFB, New Jersey	AMC
FB6401	169 Fighter Wing LGR MCENTIRE ANGS	McIntire ANG, South Carolina	ANG
N00104	Naval Inventory Control Point Mech	Mechanicsburg, Pennsylvania	NAVY
FB6422	164 Airlift Wing LGS TN ANG ~	Memphis, Tennessee	ANG
Z54000	Commanding Officer, USCG	Miami, Florida	COAST GUARD

FB6491	128 Air Refueling Wing LGS	Milwaukee, Wisconsin	ANG
FB6633	934 Logistics Readiness Squadron	Minneapolis ARS, Minnesota	AFRC
FB4528	5 Logistics Readiness Squadron LGRMR	Minot AFB, North Dakota	ACC
FB5205	35 Supply Squadron LGS	Misawa AB, Japan	PACAF
N68212	Naval Air Facility Misawa	Misawa, Japan	NAVY
FB6251	131 Fighter Wing LGTT	Missouri ANG, Missouri	ANG
W91315	FA BN 02 BTY C DET 1	Monesano, Washington	ARMY
FE6261	120 Fighter Wing LGTT	Montana ANG, Montana	ANG
FB6012	187 Fighter Wing LGS DANNELLY ANG	Monygomery, Alabama	ANG
FB4830	347 Logistics Readiness Squadron LGRTC	Moody AFB, Georgia	ACC
FB5575	496 ABS LGS	Moron AB, Spain	USAFE
FB4412	92 LRS Air Refueling Wing Deployed	Moron AB, Spain	AMC
W91TKR	XR 0016 SC BN CPS AREA SIG BN	Mosul AB, Iraq	ARMY
FE4897	366 Logistics Readiness Squadron LGSM	Mountain Home AFB, Idaho	ACC
N62507	Naval Air Facility ATSUGI	Mubanchi Oohgami, JAPAN	NAVY
FB6540	156 Airlift Wing Logistics Readiness Squadron PUERTO RICO ANG	Muniz AS ANG, Puerto Rico	ANG
FB6431	136 Airlift Wing Logistics Readiness Squadron LGS CARSWELL FLD	Nas Dallas ANG, Texas	ANG
FB6675	301 Fighter Wing Logistics Readiness Squadron	NAS JRB, Fort Worth, Texas	AFRC
N44321	Aircraft Intermediate Maintenance Detachment	NAS Lemoore, California	NAVY
N44326	Aircraft Intermediate Maintenance Detachment	NAS North Island, California	NAVY
FB6421	118 Airlift Wing LGS	Nashville ANG, Tennessee	ANG
FB4852	99 Logistics Readiness Squadron LGRMR	Nellis AFB, Nevada	ACC
FB6281	152 Airlift Wing LGS NV ANG	Neveda ANG, Neveda	ANG
W81KDE	AV BN 07 REAR DET	New Century, Kansas	ARMY
FB6302	108 Air Refueling Wing LGS NJ ANG	New Jersey ANG, New Jersey	ANG
FB6171	159 Fighter Wing LGS	New Orleans ANG, Louisiana	ANG
FB6716	926 Fighter Wing Logistics Readiness Squadron	New Orleans, Louisiana	AFRC
FB6322	105 AG LGS NY ANG	Newburgh, New York	ANG
N55555	Marine Aviation Logistics Squadron	Newburgh, New York	MARINES
FB6321	107 Air Refueling Wing LGS	Niagra Falls ANG, New York	ANG
FB6670	914 Airlift Wing LGS	Niagra Falls ARS, New York	AFRC
ZC1019	Commander, Maintenance and Logisitcs Command Atlantic (MLCLANT)	Norfolk, Virginia	COAST GUARD
N57012	Commander, Naval Air Force Atlantic	Norfolk, Virginia	NAVY
N55646	Constru Battalion Maintenance UT 202	Norfolk, Virginia	NAVY
V43504	Explosive Ordinanace Disposal	Norfolk, Virginia	NAVY
N40025	Mid Atlantic Regional Maintenance Center	Norfolk, Virginia	NAVY
N00188	Naval Air Station Norfolk	Norfolk, Virginia	NAVY
N62688	Naval Air Station Supply Dept	Norfolk, Virginia	NAVY
Q96305	Unidyne Corportation	Norfolk, Virginia	

N44329	Receiving Officer, NAS (Oak Harbor)	Oak Harbor, Washington	NAVY
FM4600	55 MDSS SGSL	Offutt AFB, Nebraska	ACC
FB4600	55 MSG LDDSD SUPPLY MAT	Offutt AFB, Nebraska	ACC
R09136	Marine Aviation Logistics Sq 36	Okinawa, Japan	MARINES
FB6562	137 Logistics Readiness Squadron LGS	Oklahoma ANG, Oklahoma	ANG
EY3110	Northrop Grumman Tech Services	Oklahoma City, Oklahoma	
FB5294	51 Supply Squadron LGSDR	Osan AB, Korea	PACAF
FE6202	102 Fighter Wing LGS OTIS ANGB	Otis ANGB, Massachussetts	ANG
FB6202	102 Fighter Wing Logistics Readiness Squadron	Otis ANGB, Massuchusetts	ANG
FB2520	45 LRF LGS	Patrick AFB, Florida	AFSPC
N00019	NAVAL AIR SYSTEMS COMMAND	Patuxent River, Maryland	NAVY
N00421	Naval Air Warfare Center Air Division	Patuxent River, Maryland	NAVY
FB6291	157 Air Refueling Wing LGS PEASE ANG	Pease ANG, New Hampshire	ANG
FB6122	182 Airlift Wing LGS IL ANG	Peoria ANG, Illinois	ANG
FB2502	21 Logistics Readiness Squadron LGRS	Peterson AFB, Colorado	AFSPC
FB2505	PMI LGRS	Peterson AFB, Colorado	AFSPC
FB2500	21SW LGRS	Peterson Field, Colorado	AFSPC
W61LQA	USPFO SPT SECTION	Pheonix, Arizona	ARMY
SC0200	Defense Supply Center Philidelphia	Philidelphia, Pennsylvania	
N00383	Naval Inventory Control Point	Philidelphia, Pennsylvania	NAVY
N65540	Naval Ship Systems Engineering Station	Philidelphia, Pennsylvania	NAVY
FB6021	161 Air Refueling Wing Logistics Readiness Squadron LGSD SKY HARBOR	Phoenix ANG, Arizona	ANG
W90EJF	AV CO E DET 1 REAR	Pineville, Lousiana	ARMY
FB6381	171 Air Refueling Wing LGS	Pittsburg ANG, Pennsylvania	ANG
N0429A	NCOMAEWINGPAC Point Mugu	Point Mugu NAWS, California	NAVY
N53855	FLEET LOGISTICS SUPPORT SQUADRON 55	Point Mugu, California	NAVY
N63126	Naval Air Warfare Center Weapons Division (Point Mugu)	Point Mugu, California	NAVY
FB4488	43 LOGS LGS	Pope AFB, North Carolina	AMC
FB6371	142 LS LGS OR ANG	Portland ANG, Oregon	ANG
Z11508	Portsmouth Naval Shipyard	Portsmouth, New Hamsphere	COAST GUARD
M93022	Commanding General	Quantico, Virginia	MARINES
FB6391	143 Airlift Wing LGTT RI ANG	Quonset Air, Rhode Island	ANG
FB5578	48 Fighter Wing Logistics Readiness Squadron	RAF Lakenheath, UK	USAFE
FB5518	100 LG LGS	RAF Mildenhall, UK	USAFE
FB5508	421 ABS LF LG	RAF Mildenhall, UK	USAFE
FB5612	435 Air Base Wing Logistics Readiness Sq	Ramstein AB, Germany	USAFE
FB5613	435 Logistics Readiness Squadron CIRF C130	Ramstein AB, Germany	USAFE
FB4401	723 AMS LGS	Ramstein, Germany	USAFE
FB3089	12 Logistics Readiness Squadron LGRDC	Randolph AFB, Texas	AETC
W81RFK	PEO TAC MSL	Redstone Arsenal, Alabama	ARMY
W58H0Z	AVN SPT OFC, HQ, USA AVN	Restone Arsenal, Alabama	ARMY

W81NLE	USA SMDC KWAJALEIN ATOLL	Richmond, California	ARMY
FB6356	121 Air Refueling Wing LS	Rickenbacker ANG, Ohio	ANG
FB6101	116 Air Control Wing Logistics Readiness Squadron LGRS	Robins AFB, Georgia	ACC
W52H09	TACOM Rock Island	Rock Island, Illinois	ARMY
FB6252	139 LG LGS	Rosecrans Memorial Airport, St Joseph, Missouri	ANG
FB4409	725 AMSS LGS	Rota NAS, Spain	USAFE
W914KM	FA BN 02 BTY A MLRS	Sabetha, Kansas	ARMY
N00244	Fleet and Industrial Supply Center San Diego	San Diego, California	NAVY
R09111	Marine Aviation Logistics Sq 11	San Diego, California	MARINES
R09116	Marine Aviation Logistics Sq 16	San Diego, California	MARINES
N00246	Naval Air Station North Island	San Diego, California	NAVY
N65888	Naval Aviation Depot (San Diego)	San Diego, California	NAVY
N66001	Space and Naval Warfare Systems Center	San Diego, California	NAVY
W81A12	AV BN 02 D C0 AVUM~	Schofield BKS, Hawaii	ARMY
FB6121	126 Air Refueling Wing LGS	Scott AFB, Illinois	ANG
FB4407	375 Logistics Readiness Squadron TSI Supply	Scott AFB, Illinois	AMC
FB5886	AMC Regional Supply Squadron Contingency	Scott AFB, Illinois	AMC
FB6221	127 WG Logistics Readiness Squadron	Selfridge ANG, Michigan	ANG
	Sembach, Germany (USAFE RSS)	Sembach, Germany	USAFE
FB4809	4 Logistics Readiness Squadron LGRDCI	Seymour-Johnson AFB, North Carolina	ACC
FB4803	20 Logistics Readiness Squadron LGSCF	Shaw AFB, South Carolina	ACC
954609	LCI Base Supply Center	Shaw AFB, South Carolina	ACC
FB3020	82 LS LGSS	Sheppard AFB, Texas	AETC
N61112	Navy Fleet Support Office Sigonella	Sigonella Sicily, Italy	NAVY
FB4808	612 ABS LGS	Soto Cano AB, Honduras	
FB5621	52 Fighter Wing LGS	Spangdalem AB, Germany	USAFE
FB4403	726 AMS MXAS	Spangdalem AB, Germany	USAFE
FB6352	178 FG LGS BECKLEY MAP	Sprigfield ANG, Ohio	ANG
FB6123	183 Fighter Wing LGTT ILANG CAP ARPT	Springfield ANG, Illinois	ANG
W90E3J	1107 MO Air Space Missile Defense REAR	Springfield, Missouri	ARMY
W58M0C	Air Space Missile Defense Rear (Jones Ave)	Springfield, Missouri	ARMY
EY1205	Boeing Aircraft and Missiles St Louis	St Louis, Missouri	
FB6231	133 Airlift Wing Logistics Readiness Squadron	St Paul ANG, Minnesota	ANG
SC3202	Defense Distribution Depot San Joaquin	Stockton, California	
FE6323	109 Airlift Wing LGS	Stratton ANGB, New York	ANG
FB6325	106 LG LGTT NY ANG	Suffolk ANG, New York	ANG
FB5261	Det 2 607 MMS LGS	Suwon AB, Korea	PACAF
W91EBA	XR 0603 CS Battalion CO A FWD	Taji AB, Iraq	ARMY
FB5832	407 AEG ELRS	Tallil AB, Iraq	
FB5895	MF USAF COS	Taszar, Hungary	USAFE
FB6131	181 FG LGS	Terre Haute ANG, Illinois	ANG
FB2507	821 Support Squadron LGS	Thule AB, Greenland	

FB4835	WRM PREPOSITION PROG	Thumrait AB, Oman	
FY4837	552 MOS MXOUG	Tinker AFB, Oklahoma	ACC
W91B2B	PR W1V5 Astronaut High School	Titusville, Florida	
W2561V	XR W0ML USA Depot Tobyhanna	Tobyhanna Army Depot, Pennsylvania	ARMY
FB6355	180 Fighter Wing LGS	Toledo ANG, Ohio	ANG
FB6152	190 Air Refueling Wing LGTT	Topeka, Kansas	AFRC
FB4427	60 Supply Squadron LGS AC PARTS STORE	Travis AFB, California	AMC
EY9901	Raytheon Co	Tucson, Arizona	
FB6563	138 Fighter Wing LGS OK ANG	Tulsa ANG, Oklahoma	ANG
FB6022	162 Fighter Wing Logistics Readiness Squadron	Tuscon ANG, Arizona	ANG
M35100	Supply Officer	Twenty Nine Palms, California	
FB4819	325 MSG LRDS	Tyndall AFB, Florida	AETC
FB7000	10 MSG LGRMS	USAFA, Colorado	USAFA
FB6441	151 Air Refueling Wing LGS UT ANGB	Utah ANG, Utah	ANG
FB3029	71st Trainnig Wing	Vance AFB, Oklahoma	AETC
FE4610	30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California	AFSPC
FB4610	30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California	AFSPC
N60191	Naval Air Station Oceana	Virginia Beach, Virginia	NAVY
Q99100	Semcor Inc	Warminster, Pennsylvania	
EY9638	Support Systems Asso Inc	Warner Robins, Georgia	
FB4613	90 Logistics Readiness Squadron LGRM	Warren AFB, Wyoming	AFSPC
N00167	Naval Surface Warfare Center (Maryland)	West Bethesda, Maryland	NAVY
FB6606	439 LSS LGTT	Westover ARB, Massachusetts	AFRC
FB4625	509 Logistics Readiness Squadron LGRD	Whiteman AFB, Missouri	ACC
FB6382	111 Fighter Wing LGTT PA ANG	Willow Grove ANG, Pennsylvania	ANG
FB6081	166 Airlift Wing LGS	Wilmington ANG, Deleware	ANG
W11M92	1109 GROTON CT AVCRAD	Windsor Locks, Connecticut	ARMY
W11UWB	USPFO PB CT ARNG	Windsor Locks, Connecticut	ARMY
FB6481	130 Airlift Wing LGS	Yeager ANG, West Virginia	ANG
N40084	Naval Fac Engineering Command Far East	Yokosuka, Japan	NAVY
FE5209	374 Airlift Wing LGS	Yokota AB, Japaan	PACAF
FB5209	374 Airlift Wing LGS	Yokota AB, Japan	PACAF
N00109	Atlantic Ordinance Command	Yorktown, Virginia	NAVY
V30666	Naval Coastal Warfare Sq 25	Yorktown, Virginia	NAVY
FB6656	910 Logistics Readiness Squadron	Youngstown ANG, Ohio	ANG
M00880	Commanding Officer, Marine Air Control Squadron	Yuma, Arizona	MARINES
R57082	MALS 13 Rear Supply	Yuma, Arizona	MARINES
M62974	Receiving Officer, MCAS (Yuma)	Yuma, Arizona	MARINES
FB4860	478 EOS CO FF MANT		
FB4826	49 MMG LSGP		ACC
W81JF7	CTR USA CECOM RDE		ARMY

R55660	Marine Aviation Logistics Sq 26		MARINES
N61035	NAS JRB New Orleans		NAVY
N61033	NAS JRB Willow Grove		NAVY
NAVAIR	NAVAIR		NAVY
V0031A	Naval Special Warfare Group Two		NAVY

Appendix D. HQ AFMC Less Recent Customers

DODAAC	Customer ID	Location	Command
M94321	Commanding Officer, USMC	Al Asad AB, Iraq	MARINES
FE5897	Deployed Chief of Supply, USAF Prepositioning Pgrm	Al Udied AB, Qatar	ACC
SW3121	Defense Distribution Depot Albany	Albany, Georgia	
W918AR	SR 0077 CS CO Maintenance NON DIV	Bagdad Intl, Iraq	ARMY
FB5834	Deployed Chief of Supply	Baghdad Intl Airport, Iraq	ACC
CN0RJ0	Lesco Inc Bio Integrated Det Sys	Bagram AB, Afghanistan	
W91XDJ	SR 0238 AV CO F Maintenance EAC	Balad AB, Iraq	ARMY
Z52500	Commanding Officer, Engineering Logistics Center	Baltimore, Maryland	COAST GUARD
Z32248	Commanding Officer, CG Communication Station	Belle Chasse, Louisiana	COAST GUARD
FE7054	11 Logistics Readiness Squadron LGRS	Bolling AFB, DC	
W91PFK	HQ HHC ARCENT ARIFJAN	Camp Arifjan, Kuwait	ARMY
W91RGS	XR 0267 MP CO Combat Support	Camp Arifjan, Kuwait	ARMY
W91YZ1	Aviation Regiment (ATK) AH-64 CO	Camp Bondsteel, Kosovo	ARMY
FB5888	1 ERS DEPLOYED	Ceiba, Puerto Rico	
FB6043	146 Airlift Wing LGS Channel Islands	Channel Islands ANGS, California	AMC
FB5844	OL B ODF, USAF Supply Deployed	Chemin Des Bellons 13800 Istres Fr	
N09114	Marine Aviation Logistics Sq 14	Cherry Point, North Carolina	MARINES
M00146	Receiving Officer, MCAS (Cherry Point)	Cherry Point, North Carolina	MARINES
Z20150	Commanding Officer, USCG Airstation	Clearwater, Florida	COAST GUARD
FY9686	HQ AFSPACECOM	Colorado Springs, Colorado	AFSPC
SC0900	Defense Supply Center Columbus	Columbus, Ohio	
N64267	Metrology Technical Library	Corona, California	NAVY
FB4540	ASOS FOL DET 5	Curacao, Netherland Antilles	
W80YDD	SC HHC Rear Detachment	Darmstadt, Germany	ARMY
M00018	Marine Corps Central Command	Djibouti, Africa	MARINES
FB5040	611 OSUS LGS	Eareckson AS, Alaska	
N62640	Naval School Explosive Ordinance Disposal	Elglin AFB, California	NAVY
S0109A	Defence Contract Mgt Agency (DCMA) Aircraft Integrated Maintenance Operations(AIMO)	Enterprise, Alabama	
FE4613	90 Logistics Readiness Squadron LGRM	FE Warren AFB, Wyoming	AFSPC
W914KU	MD CO AIR AMBL UH 1V	For Deployment Only	ARMY
W33FYJ	DOIM Fort McPherson	Forest Park, Georgia	ARMY
HJ4701	Defense Technical Information Center	Fort Belvoir, Virginia	
W81GNX	Material Support Activity	Fort Belvoir, Virginia	ARMY
W36BYW	CS BN CO B FIELD MNT	Fort Bragg, North Carolina	ARMY
W912UF	AMCOM RESET	Fort Campbell, Kentucky	ARMY
W813LY	CS BN HOME DET	Fort Campbell, Kentucky	ARMY
W23P47	SC BN STRA SIGNAL BN	Fort Detrick, Maryland	ARMY
W91QYS	PR 0241 MP DET Law and Order	Fort George G Meade, Maryland	ARMY
W22RZ8	Directorate of Base Operations Support Supply	Fort Knox, Kentucky	ARMY
W91ZKV	MD DET MED TM NEURO	Fort Lewis, Washington	ARMY
W90A83	PEO Intelligence, Electronic Warfare &Sensors	Fort Monmouth, New Jersey	ARMY

EY9513	Boeing North America	Fort Walton Beach, Florida	
V21853	USS HARRY S TRUMAN (CVN 75)	FPO AE 09524-2875	NAVY
R22999	USS HOWARD (DDG 83)	FPO AP 96667-1274	NAVY
R21313	USS JOHN PAUL JONES	FPO AP 96669-1271	NAVY
R07184	USS JUNEAU (LPD 10)	FPO AP 96669-1713	NAVY
V21103	USS UNDERWOOD (FFG 36)	FPO AA 34093-1491	NAVY
V21949	USS DONALD COOK (DDG 75)	FPO AE 09566-1294	NAVY
V21562	USS TORTUGA (LSD 46)	FPO AE 09588-1734	NAVY
R21533	USS ESSEX (LHD 2)	FPO AP 96643-1661	NAVY
R21686	USS JOHN S MCCAIN (DDG 56)	FPO AP 96672-1274	NAVY
R20887	USS SAN FRANCISCO (SSB 711)	FPO AP 96678-2391	NAVY
W91QY5	XR 0443 TC CO HOME DETACHMENT	Great Bend, Kansas	ARMY
W11M91	1109 GROTON CT AVCRAD MAINT	Groton, Connecticut	ARMY
N68316	Naval Submarine Support Facility	Groton, Connecticut	NAVY
FB6383	193 Special Operations Wing LGS PA ANG	Harrisburg ANG, Pennsylvania	ANG
Q99188	Raytheon Technical Services	Indianapolis, Indiana	
MMV420	Commanding Officer, Norway GEO Prep Project	Jacksonville, Florida	MARINES
L00139	Honeywell Technology Solutions Inc	Jacksonville, Florida	
N4507A	The Boeing Company	Jacksonville, Florida	
V09167	Marine Aviation Logistics Sq 26	Jacksonville, North Carolina	MARINES
N63032	US Naval Air Station Sigonella	Keflavik, Iceland	NAVY
W80Y1C	PROJ OLR AMCOM DM	Killeen, Texas	ARMY
N68733	Strategic Weapons Facility Atlantic	Kings Bay, Goergia	NAVY
FB5891	5 EAMS CRX	Kuwait City IAP, Kuwait	CENTAF
N68335	Naval Air Engineering Station	Lakehurst, New Jersey	NAVY
W15RM6	OFC CCSI ELEC SYS	Lakehurst, New Jersey	
FB5805	ACC Regional Supply Squadron LGSP	Langley AFB, Virginia	ACC
FB5802	ACC Regional Supply Squadron LGSPF	Langley AFB, Virginia	ACC
N63042	Naval Air Station Lemoore	Lemoore, California	NAVY
FB3520	US CENTCOM	MacDill AFB, Florida	US CENTCOM
EY9221	Lockheed Martin Aero Sys	Marrieta, Georgia	
N60201	Receiving Officer, Naval Starion (Mayport)	Mayport, Florida	NAVY
W81KT7	AD BN 02 BTY A	McConnelsville, Ohio	ARMY
N61039	Naval Surface Warfare Center (Tennessee)	Memphis, Tennessee	NAVY
EZ8322	Support Systems Asso Inc	Midwest City, Oklahoma	
FB6041	129 Rescue Wing LGS	Moffett Field, California	ANG
809101	NASA Ames Research Center	Moffett Field, California	
N44325	Aircraft Intermediate Maintenance Department	NAS Norfolk, Virginia	NAVY
FB6637	913 Logistics Readiness Squadron	NAS Willow Grove, Pennsylvannia	AFRC
N69073	New Cumberland Army Depot	New Cumberland, Pennsylvania	ARMY
N00189	Fleet and Industrial Supply Center Norfolk	No	NAVY
N39146	NAV Computer and Telecommunications	Norfolk, Virginia	NAVY
W24MBS	AV CO D AUG AASF	North Canton, Ohio	ARMY
MMFAG4	Commanging Officer Maintenance Flight	Okinawa, Japan	MARINES
N46773	Naval Air Systems Command	Orange Park, Florida	NAVY
N00204	Naval Air Station Pensacola	Pensacola, Florida	NAVY
FB6712	911 Airlift Wing LGS	Pittsburg Joint Air Reserve Station, Pennsylvania	AFRC

N00181	Norfolk Naval Shipyard	Portsmouth, New Hamsphere	NAVY
V55616	Marine Helicopter Squadron HMX 1	Quantico, Virginia	MARINES
FB4524	DET 1 9 OG LGS COS	RAF Akrotiri, Cyprus	
FE5505	424 ABS LGS	RAF Fairford, United Kingdom	USAFE
FB5607	86 MMS LGS	Ramstein AB, Germany	USAFE
W90BWX	Aviation Missile Research, Development, and Engineering Center	Redstone Arsenal, Alabama	ARMY
W81YUF	PEO AVN	Redstone Arsenal, Alabama	ARMY
W80Q7X	PR W0WF US Army Garrison Redstone	Redstone Arsenal, Alabama	ARMY
W8009B	FLD OFC PM ITTS Redstone	Restone Arsenal, Alabama	ARMY
W9046W	XR W4GG Tank and Automotive Command (TACOM)	Rock Island, Illinois	ARMY
N62863	US Naval Station Rota Spain	Rota AB, Spain	NAVY
FB5808	ACC Logistics Readiness Squadron COS DEPLOYED	Salti AB, Iraq	ACC
EZ1746	Boeing Aerospace	San Antonio, Texas	
Z34301	Commanding Officer, USCG Pacarea Taclet	San Diego, California	COAST GUARD
N70240	Naval Computer and Telecommunication Station NON NIF	San Diego, California	NAVY
N00242	Navy Region Southwest	San Diego, California	NAVY
M67865	Traffic Management Office Code 5KF3 MCAS	San Diego, California	MARINES
W81R1C	Aviation Maintenance CO C	Savanah, Georgia	ARMY
FE6103	Combat Readiness Training Center LGS	Savannah IAP, Georgia	ANG
WX3JJY	PR 0045 CS HHC HHC SUST BDE	Schofoeld BKS, Hawaii	ARMY
WX3J3N	SR 0725 CS BN HQ Support CO	Schofoeld BKS, Hawaii	ARMY
EZ8018	Boeing Aircraft and Missile Site	Seattle, Washington	
N68753	Naval Air Pacific Repair Activity	Sembawang, Singapore	NAVY
FM4803	20 MG MGAL	Shaw AFB, South Carolina	ACC
N62995	US Naval Air Station Keflavik	Sigonella, Italy	NAVY
N68660	Naval Computer and Telecom Station	Silverdale, Washington	NAVY
W58MZJ	Air Space Missile Defense Rear, (N.Freemont)	Springfield, Missouri	ARMY
FE5832	392 AEG	Tallil AB, Iraq	
FB4668	ACC Deployed Regional Supply Squadron	Thumrait AB, Oman	ACC
FE3029	71 LS LGS	Vance AFB, Oklahoma	AETC
FE6656	910 Logistics Readiness Squadron, UNIT 32	Vienna, Ohio	ANG
N42239	Fleet Area Control and Surveillance	Virginia Beach	NAVY
N45534	Surface Combat Systems Center	Wallops Island, Virginia	NAVY
W91ATM	Army Tank and Automotive Command (TACOM) GARRISON OFC	Warren, Michigan	ARMY
W56HZX	HQ US ARMY TACOM	Warren, Michigan	ARMY
NASA	NASA	Wasington, D.C	
N00158	Naval Air Station JRB	Willow Grove, Pennsylvania	NAVY
N09172	Patrol Squadron 64 VP 64	Willow Grove, Pennsylvania	NAVY
FB4880	ACC Regional Supply Squadron CMBCC	Wright-Patterson AFB, California	ACC
N62758	Naval Ship Repair Facility	Yokosuka, Japan	NAVY
	Dallas Voorhies		
N83447	NAS JRB Fort Worth		NAVY

Appendix E. HQ AFMC High Frequency Customers

Customer ID	Location	% of Customers	FY05 Demand	% of Annual Volume	Total % Annual Volume
48 Fighter Wing Logistics Readiness Squadron	RAF Lakenheath, UK	10%	1420	4.88	75.8%
99 Logistics Readiness Squadron LGRMR	Nellis AFB, Nevada		1202	4.13	
4 Logistics Readiness Squadron LGRDCI	Seymour-Johnson AFB, North Carolina		998	3.43	
355 Supply Squadron LGSCDR	Davis Mothan AFB, Arizona		962	3.31	
56 Supply Squadron LGS	Luke AFB, Arizona		944	3.25	
18 Logistics Readiness Squadron LGS	Kadena AB, Japan		859	2.95	
3 Logistics Readiness Squadron/LGSDR	Elmendorf AFB, Alaska		785	2.70	
1 Logistics Readiness Squadron LGRMR	Langley AFB, Virginia		767	2.64	
7 Logistics Readiness Squadron LGR	Dyess AFB, Texas		766	2.63	
2 Logistics Readiness Squadron LGRD	Barksdale AFB, Louisiana		756	2.60	
366 Logistics Readiness Squadron LGSM	Mountain Home AFB, Idaho		731	2.51	
52 Fighter Wing LGS	Spangdalem AB, Germany		678	2.33	
60 Supply Squadron LGS AC PARTS STORE	Travis AFB, California		575	1.98	
43 LOGS LGS	Pope AFB, North Carolina		465	1.60	
97 Supply Squadron LGS	Altus AFB, Oklahoma		432	1.49	
28 Supply Squadron LGSCDR	Ellsworth AFB, South Dakota		427	1.47	
436 Logistics Readiness Squadron LGRSP	Dover AFB, Deleware		424	1.46	
20 Logistics Readiness Squadron LGSCF	Shaw AFB, South Carolina		401	1.38	
27 Logistics Readiness Squadron LGRMR	Cannon AFB, New Mexico		385	1.32	
16 Logistics Readiness Squadron LGSA	Hulbert Field, Florida		377	1.30	
314 Logistics Readiness Squadron	Little Rock AFB, Arizona		361	1.24	
347 Logistics Readiness Squadron LGRTC	Moody AFB, Georgia		341	1.17	
31 Fighter Wing LGS	Aviano AB, Italy		316	1.09	
379 Expeditionary Logistics Readiness Squadron Chief of Supply	Al Udeid, Qatar		310	1.07	
325 MSG LRDS	Tyndall AFB, Florida		289	0.99	
35 Supply Squadron LGS	Misawa AB, Japan		289	0.99	
51 Supply Squadron LGSDR	Osan AB, Korea		265	0.91	
37 Logistics Readiness Squadron LGRD	Lackland AFB, Texas		263	0.90	
125 Fighter Wing LGS FL ANG	Florida ANG, Florida		262	0.90	
5 Logistics Readiness Squadron LGRMR	Minot AFB, North Dakota		261	0.90	
22 Logistics Readiness Squadron LGS	McConnell AFB, Kansas		259	0.89	
154 WG Logistics Readiness Squadron	Hickam ANG, Hawaii		259	0.89	
816 ESOG A4	Bagram AB, Afghanistan		236	0.81	
509 Logistics Readiness Squadron LGRD	Whiteman AFB, Missouri		230	0.79	
100 LG LGS	RAF Mildenhall, UK		228	0.78	
92 Logistics Readiness Squadron LGS	Fairchild AFB, Washington		221	0.76	
178 FG LGS BECKLEY MAP	Sprigfield ANG, Ohio		220	0.76	
301 Fighter Wing Logistics Readiness Squadron	NAS JRB, Fort Worth, Texas		211	0.73	
PMI SBSS LGRDMR	Malmstrom AFB, Montana		209	0.72	
105 AG LGS NY ANG	Newburgh, New York		203	0.70	
2 Supply Deployed	Diego Garcia		201	0.69	
36 Supply Squadron LGS	Anderson AFB, Guam		191	0.66	
94 LG LGS	Dobbins ARB, Georgia		188	0.65	
354 Logistics Readiness Squadron LGRD	Eielson AFB, Alaska		187	0.64	
332d Air Expeditionary Wing	Balad AB, Iraq		185	0.64	
30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California		181	0.62	
435 Air Base Wing Logistics Readiness Squadron	Ramstein AB, Germany		179	0.62	
375 Logistics Readiness Squadron TSI SUPPLY	Scott AFB, Illinois		178	0.61	

434 LSS LGS	Grissom ARB, Indiana		170	0.58	
149 Fighter Wing LGTT	Kelly ANG, Texas		168	0.58	
55 MSG LDDSD SUPPLY MAT	Offutt AFB, Nebraska		163	0.56	
140 LS LGS BUCKLEY ANG	Buckley ANG, Colorado		159	0.55	
113 Fighter Wing LGS	Andrews AFB, Maryland		153	0.53	
90 Logistics Readiness Squadron LGRM	Warren AFB, Wyoming		149	0.51	

Appendix F. HQ AFMC Medium Frequency Customers

Customer ID	Location	% of Customers	FY05 Demand	% of Annual Volume	Total % Annual Volume
116 Air Control Wing Logistics Readiness Squadron LGRS	Robins AFB, Georgia	15.0%	143	0.49	17.9%
131 Fighter Wing LGTT	Missouri ANG, Missouri		133	0.46	
114 Fighter Wing LS SD ANG	Foss Fld, South Dakota		129	0.44	
8 Logistics Readiness Squadron LGS	Kunsan AB, Korea		126	0.43	
144 Fighter Wing LGS MATL DIST	Fresno ANG, California		123	0.42	
6 Logistics Readiness Squadron LGRVM	MacDill AFB, Florida		122	0.42	
126 Air Refueling Wing LGS	Scott AFB, Illinois		119	0.41	
128 Air Refueling Wing LGS	Milwaukee, Wisconsin		112	0.39	
132 Fighter Wing LGT	Des Moines ANG, Iowa		111	0.38	
45 LRF LGS	Patrick AFB, Florida		109	0.37	
85 Supply Squadron LGS	Keflavik NAS, Iceland		108	0.37	
159 Fighter Wing LGS	New Orleans ANG, Louisiana		107	0.37	
181 FG LGS	Terre Haute ANG, Illinois		107	0.37	
452 Logistics Readiness Squadron LGRT	March Air Reserve Base, California		106	0.36	
180 Fighter Wing LGS	Toledo ANG, Ohio		105	0.36	
437 Logistics Readiness Squadron	Charleston AFB, South Carolina		104	0.36	
89 Supply Squadron LGS	Andrews AFB, Maryland		104	0.36	
ACC Deployed Regional Supply Squadron	Al Dhafra AB, UAE		99	0.34	
15 LRD LGRD	Hickam AFB, Hawaii		99	0.34	
386 Expeditionary Logistics Squadron Chief of Supply	Ali Al Salem AB, Kuwait		93	0.32	
161 Air Refueling Wing Logistics Readiness Squadron LGSD Sky Harbor	Phoenix ANG, Arizona		92	0.32	
49 Supply Squadron LGSCDR	Holloman AFB, New Mexico		90	0.31	
192 Fighter Wing LGS RICHMOND IAP	Byrd ANG, Virginia		90	0.31	
305 Logistics Readiness Squadron LGS	McGuire AFB, New Jersey		88	0.30	
124 Fighter Wing LGS ID ANGB	Boise ANG, Idaho		85	0.29	
177 Fighter Wing Logistics Readiness Squadron	Atlantic City ANG, New Jersey		85	0.29	
319 Supply Squadron LGSCF PARTS STORE	Grand Forks AFB, North Dakota		84	0.29	
115 Fighter Wing LGS WI ANG	Madison, Wisconsin		83	0.29	
482 Logistics Readiness Squadron LGR	Homestead Air Reserve Base, Florida		82	0.28	
374 Airlift Wing LGS	Yokota AB, Japan		82	0.28	
157 Air Refueling Wing LGS PEASE ANG	Pease ANG, New Hampshire		79	0.27	
168 LG LGS AK ANG	Eielson ANG, Alaska		72	0.25	
138 Fighter Wing LGS OK ANG	Tulsa ANG, Oklahoma		70	0.24	
101 Air Refueling Wing LGS ME ANG	Bangor ANG, Maine		68	0.23	
164 Airlift Wing LGS TN ANG ~	Memphis, Tennessee		68	0.23	
62 Logistics Readiness Squadron LGRM	McChord AFB, Washington		66	0.23	
189 Airlift Wing LGS	Little Rock ANG, Arkansas		64	0.22	
176 WG Logistics Readiness Squadron BASE SUPPLY	Anchorage ANG, Alaska		61	0.21	
127 WG Logistics Readiness Squadron	Selfridge ANG, Michigan		55	0.19	
163 ARG LGS CA ANG	March ARB, California		55	0.19	
183 Fighter Wing LGTT ILANG CAP ARPT	Springfield ANG, Illinois		53	0.18	
21SW LGRS	Peterson Field, Colorado		51	0.18	
FMS	FMS		51	0.18	
9 SDS SDSMM	Beale AFB, California		48	0.17	
136 Airlift Wing Logistics Readiness Squadron LGS CARSWELL FLD	Nas Dallas ANG, Texas		47	0.16	
ACC Regional Supply Squadron	Langley AFB, Virginia		46	0.16	
165 LG LGTT GA ANG	Georgia ANG, Georgia		43	0.15	

171 Air Refueling Wing LGS	Pittsburg ANG, Pennsylvania		43	0.15	
NCOMAEWINGPAC Point Mugu	Point Mugu NAWS, California		43	0.15	
108 Air Refueling Wing LGS NJ ANG	New Jersey ANG, New Jersey		41	0.14	
156 Airlift Wing Logistics Readiness Squadron PUERTO RICO ANG	Muniz AS ANG, Puerto Rico		40	0.14	
81 Supply Squadron LGS	Keesler AFB, Mississippi		38	0.13	
39 Supply Squadron LGS	Incirlik AB, Turkey		38	0.13	
DET 1 51 COBB LGSDQ	KwangJu AB, Korea		38	0.13	
169 Fighter Wing LGR MCENTIRE ANGS	McIntire ANG, South Carolina		37	0.13	
407 AEG ELRS	Tallil AB, Iraq		37	0.13	
190 Air Refueling Wing LGTT	Topeka, Kansas		36	0.12	
174 Fighter Wing LGS	Hancock Fld ANG, New York		36	0.12	
Marine Aviation Logistics Sq 39	Camp Pendleton, California		36	0.12	
103 Fighter Wing LGS CT ANG	Connecticut ANG, Connecticut		35	0.12	
82 LS LGSS	Sheppard AFB, Texas		34	0.12	
435 Logistics Readiness Squadron CIRF C130	Ramstein AB, Germany		34	0.12	
145 Airlift Wing LGTT	Charlotte-Douglas ANG, North Carolina		33	0.11	
14 MSG/LGR	Columbus AFB, Mississippi		32	0.11	
155 Air Refueling Wing+B103 Logistics Readiness Squadron	Lincoln ANG, Nebraska		32	0.11	
188 Fighter Wing LGS EBBING ANG	Fort Smith ANG, Arkansas		32	0.11	
123 LS LGTT KY ANG	Kentucky ANG, Kentucky		31	0.11	
142 LS LGS OR ANG	Portland ANG, Oregon		30	0.10	
376 Air Expeditionary Wing	Ganci AB, Bishkek, Kyrgyzstan		29	0.10	
47 LS LGS	Laughlin AFB, Texas		29	0.10	
118 Airlift Wing LGS	Nashville ANG, Tennessee		27	0.09	
152 Airlift Wing LGS NV ANG	Neveda ANG, Neveda		27	0.09	
173 Logistics Readiness Squadron LGRD	Kingsley Field, Oregon		27	0.09	
Marine Aviation Logistics Sq 26			27	0.09	
612 ABS LGS	Soto Cano AB, Honduras		27	0.09	
111 Fighter Wing LGTT PA ANG	Willow Grove ANG, Pennsylvania		26	0.09	
117 Air Refueling Wing LGS	Birmingham ANG, Alabama		26	0.09	
187 Fighter Wing LGS DANNELLY ANG	Monygomery, Alabama		26	0.09	
926 Fighter Wing Logistics Readiness Squadron	New Orleans, Louisiana		25	0.09	
130 Airlift Wing LGS	Yeager ANG, West Virginia		25	0.09	
Naval Inventory Control Point Mech	Mechanicsburg, Pennsylvania		25	0.09	

Appendix G. HQ AFMC Low Frequency Customers

Customer ID	Location	% of Customers	FY05 Demand	% of Annual Volume	Total % Annual Volume
DET 1 730 AMC FSP	Diego Garcia	74.9%	25	0.09	6.24%
934 Logistics Readiness Squadron	Minneapolis ARS, Minnesota		24	0.08	
Marine Aviation Logistics Squadron	Newburgh, New York		24	0.08	
NAS JRB Willow Grove			24	0.08	
182 Airlift Wing LGS IL ANG	Peoria ANG, Illinois		23	0.08	
439 LSS LGTT	Westover ARB, Massachusetts		22	0.08	
102 Fighter Wing Logistics Readiness Squadron	Otis ANGB, Massuchusetts		22	0.08	
110 FG LGS	Battle Creek ANG, Michigan		22	0.08	
151 Air Refueling Wing LGS UT ANGB	Utah ANG, Utah		22	0.08	
Marine Aviation Logistics Sq 36	Okinawa, Japan		22	0.08	
150 Fighter Wing LGS	Kirtland ANG, New Mexico		21	0.07	
NAS JRB New Orleans			21	0.07	
Naval Air Warfare Center Weapons Division (Point Mugu)	Point Mugu, California		21	0.07	
120 Fighter Wing LGTT MT ANG	Great Falls ANG, Montana		20	0.07	
167 Airlift Wing LGS Martinsburg ANG	Martinsburg ANG, West Virginia		20	0.07	
Naval Air Reserve	Fort Worth, Texas		20	0.07	
104 Fighter Wing LGS BARNES ANGB	Barnes ANGB, Massachusetts		19	0.07	
175 LS LGS WARFIELD ANG	Baltimore ANG, Maryland		19	0.07	
107 Air Refueling Wing LGS	Niagra Falls ANG, New York		18	0.06	
147 Fighter Wing Logistics Readiness Squadron	Ellington ANG, Texas		18	0.06	
172 Airlift Wing LGS	Jackson, Mississippi		18	0.06	
Naval Air Facility Misawa	Misawa, Japan		18	0.06	
Sembach, Germany (USAFE RSS)	Sembach, Germany		18	0.06	
12 Logistics Readiness Squadron LGRDC	Randolph AFB, Texas		17	0.06	
122 Fighter Wing LGTT	Bear Field Ft Wayne ANG, Indiana		17	0.06	
496 ABS LGS	Moron AB, Spain		17	0.06	
506 Expeditionary Logistics Readiness Squadron Chief of Supply	Kirkuk AB, Iraq		17	0.06	
910 Logistics Readiness Squadron	Youngstown ANG, Ohio		17	0.06	
Alpena Combat Readiness Training Center LGS	Alpena, Michigan		16	0.06	
Marine Aviation Logistics Sq 16	San Diego, California		16	0.06	
Naval ir Facility Code 70	Andrews AFB, Maryland		16	0.06	
109 Airlift Wing LGS	Stratton ANGB, New York		15	0.05	
Receiving Officer, NAS (Brunswick)	Brunswick, Maine		15	0.05	
119 Fighter Wing LGS HECTOR FIELD	Hector Fld ANG, North Dakota		14	0.05	
134 Air Refueling Wing LGRS	McGhee Tyson ANGB, Tennessee		14	0.05	
143 Airlift Wing LGTT RI ANG	Quonset Air, Rhode Island		14	0.05	
Commander, Supply Chain Mgmt Ctr Code 884	Marine Corps Logistics Base, Albany, Georgia		14	0.05	
725 AMSS LGS	Rota NAS, Spain		14	0.05	
139 LG LGS	Rosecrans Memorial Airport, St Joseph, Missouri		13	0.04	
148 Fighter Wing LGS	Buluth ANG, Minnesota		13	0.04	
Naval Air Warfare Center Air Division	Patuxent River, Maryland		13	0.04	
Naval Aviation Depot (San Diego)	San Diego, California		13	0.04	
USS HARRY S TRUMAN (CVN 75)	FPO AE 09524-2875		13	0.04	
65 Supply Squadron LGS	Lajes Field, Azores		13	0.04	
WRM PREPOSITION PROG	Thumrait AB, Oman		13	0.04	
440 Airlift Wing LGS	General Mitchell Air Reserve Station, Wisconsin		12	0.04	

AMC Regional Supply Squadron Contingency	Scott AFB, Illinois		12	0.04	
137 Logistics Readiness Squadron LGS	Oklahoma ANG, Oklahoma		12	0.04	
162 Fighter Wing Logistics Readiness Squadron	Tuscon ANG, Arizona		12	0.04	
Air Space Missile Defense Rear (Jones Ave)	Springfield, Missouri		12	0.04	
Naval Aviation Depot (Cherry Point)	Cherry Point, North Carolina		12	0.04	
478 EOS CO FF MANT			12	0.04	
49 MMSS LSGPAR	Holloman AFB, New Mexico		11	0.04	
42 MSD SUPPLY	Maxwell AFB, Alabama		11	0.04	
133 Airlift Wing Logistics Readiness Squadron	St Paul ANG, Minnesota		11	0.04	
Naval Aviation Depot (Jacksonville)	Jacksonville, Florida		11	0.04	
AMC Deployed Chief of Supply	Incirlik AB, Turkey		11	0.04	
Deployed Chief of Supply	Kandahar, Afghanistan		11	0.04	
SMI ChristChurch	ChristChurch, New Zealand		10	0.03	
166 Airlift Wing LGS	Wilmington ANG, Deleware		10	0.03	
179 Airlift Wing LGS	Mansfield ANG, Ohio		10	0.03	
21 Logistics Readiness Squadron LGRS	Peterson AFB, Colorado		9	0.03	
153 Airlift Wing LGTT CHEYENNE MAP	Cheyenne ANG, Wyoming		9	0.03	
Savannah Combat Readiness Training Center LGS	Savannah IAP, Georgia		9	0.03	
XR W0ML USA Depot Tobyhanna	Tobyhanna Army Depot, Pennsylvania		9	0.03	
USS ABRAHAM LINCOLN (CVN 72)	FPO AP 96612-2872		9	0.03	
USS ELROD (FFG 55)	FPO AE 09568-1509		9	0.03	
Northrop Grumman Corp	Lake Charles, Louisianna		9	0.03	
108 Air Refueling Wing LGS NJ ANG	McGuire AFB, New Jersey		8	0.03	
106 LG LGTT NY ANG	Suffolk ANG, New York		8	0.03	
Naval Air Station JRB	Willow Grove, Pennsylvania		8	0.03	
Naval Air Station Atlanta	Marrieta, Georgia		8	0.03	
Naval Air Station Norfolk	Norfolk, Virginia		8	0.03	
Naval Air Warfare Center Weapons Division (China Lake)	China Lake, California		8	0.03	
USS NIMITZ (CVN 68)	FPO AP 96620-2820		8	0.03	
141 LS LGS	Fairchild AFB, Washington		7	0.02	
92 LRS Air Refueling Wing Deployed	Moron AB, Spain		7	0.02	
121 Air Refueling Wing LS	Rickenbacker ANG, Ohio		7	0.02	
FLEET LOGISTICS SUPPORT SQUADRON 55	Point Mugu, California		7	0.02	
Receiving Officer, NAS (Oak Harbor)	Oak Harbor, Washington		7	0.02	
USS CARL VINSON (CVN 70)	FPO AP 96629-2840		7	0.02	
USS KITTY HAWK (CV 63)	FPO AP 96634-2770		7	0.02	
71st Trainnig Wing	Vance AFB, Oklahoma		6	0.02	
Special Operations Forces Spt Acty	Lexington, Kentucky		6	0.02	
PMI LGRS	Peterson AFB, Colorado		6	0.02	
193 Special Operations Wing LGS PA ANG	Harrisburg ANG, Pennsylvania		6	0.02	
Combat Readiness Training Center LGS	Garden City, Georgia		6	0.02	
AVN SPT OFC, HQ, USA AVN	Fort Lewis, Washington		6	0.02	
Supply and Maintenance	Fort Gordon, Georgia		6	0.02	
USA THEATER SPT CMD IRWIN	Fort Irwin, California		6	0.02	
Marine Aviation Logistics Sq MALS 24	MCBH Kaneohe Bay, Hawaii		6	0.02	
Marine Aviation Logistics Sq 12	MCAS Iwakuni, Japan		6	0.02	
Naval Air Station Jacksonville	Jacksonville, Florida		6	0.02	
NAVAL AIR SYSTEMS COMMAND	Patuxent River, Maryland		6	0.02	
Naval Inventory Control Point	Philidelphia, Pennsylvania		6	0.02	
Bear WRM	Albany, Georgia		6	0.02	
Boeing Aircraft and Missiles St Louis	St Louis, Missouri		6	0.02	
Lockheed Martin Aero Sys	Marrieta, Georgia		6	0.02	
48 IS LGS	Beale AFB, California		5	0.02	

Deployed Chief of Supply	Baghdad Intl Airport, Iraq		5	0.02	
913 Logistics Readiness Squadron	NAS Willow Grove, Pennsylvannia		5	0.02	
AV BN 01 CO F AVN MAIT	Fort Campbell, Kentucky		5	0.02	
AV CO D AUG AASF	North Canton, Ohio		5	0.02	
FLD OFC PM ITTS REDSTONE	Restone Arsenal, Alabama		5	0.02	
RGT HHC SP OP AV RG	Fort Campbell, Kentucky		5	0.02	
Commander, Supply Chain Mgmt Ctr Code 573	Marine Corps Logistics Base, Albany, Georgia		5	0.02	
Commanding Officer, Marine Air Control Squadron	Yuma, Arizona		5	0.02	
Marine Aviation Logistics Sq 29	Jacksonville, North Carolina		5	0.02	
Fleet and Industrial Supply Center San Diego	San Diego, California		5	0.02	
Naval Special Warfare Group Two			5	0.02	
Norfolk Naval Shipyard	Portsmouth, New Hamsphere		5	0.02	
Surface Combat Systems Center	Wallops Island, Virginia		5	0.02	
USS JOHN F KENNEDY (CV 67)	FPO AA 34095-2800		5	0.02	
USS PELELIU (LHA 5)	FPO AP 96624-1620		5	0.02	
ACC Regional Supply Squadron LGSM	Langley AFB, Virginia		4	0.01	
LCI Base Supply Center	Shaw AFB, South Carolina		4	0.01	
146 Airlift Wing LGS CHANNEL ISLANDS	Channel Islands ANGS, California		4	0.01	
120 Fighter Wing LGTT	Montana ANG, Montana		4	0.01	
AV BN 07 REAR DET	New Century, Kansas		4	0.01	
Corpus Christi Army Depot SRA	Corpus Christi, Texas		4	0.01	
XR 0040 SC BN TTSB	Fort Huachuca, Arizona		4	0.01	
Commanding Officer, Aircraft Repair and Supply Center	Elizabeth City, North Carolina		4	0.01	
Marine Aviation Logistics Sq 14	Cherry Point, North Carolina		4	0.01	
Puget Sound Naval Shipyard and Intermaintenance Facility	Bremerton, Washington		4	0.01	
USS RONALD REAGAN (CVN 76)	FPO AP 96616-2876		4	0.01	
PACAF RSS Contingency	Kwangju AB, Korea		4	0.01	
723 AMS LGS	Ramstein, Germany		4	0.01	
728 AMSS LGS	Incirlik AB, Turkey		4	0.01	
86 MMS LGS	Ramstein AB, Germany		4	0.01	
11 Logistics Readiness Squadron LGRS	Bolling AFB, DC		4	0.01	
Boeing North America	Fort Walton Beach, Florida		4	0.01	
NASA	Wasington, D.C		4	0.01	
NASA Johnson Space Center	Houston, Texas		4	0.01	
Unidyne Corportation	Norfolk, Virginia		4	0.01	
USAF Accountable Co NASITTUQ	Hornell Heights Ontario, Canada		4	0.01	
ACC Logistics Readiness Squadron COS DEPLOYED	Salti AB, Iraq		3	0.01	
911 Airlift Wing LGS	Pittsburg Joint Air Reserve Station, Pennsylvania		3	0.01	
914 Airlift Wing LGS	Niagra Falls ARS, New York		3	0.01	
186 Air Refueling Wing LGS Key Field ANGB	Key Field ANGB, Mississippi		3	0.01	
AV BN 02 CO D SOAR ABN	Fort Campbell, Kentucky		3	0.01	
CTR USA CECOM RDE			3	0.01	
FA BN 02 BTY A MLRS	Sabetha, Kansas		3	0.01	
FA BN 02 BTY C DET 1	Monesano, Washington		3	0.01	
QM BN HHD WATER	Brooksville, Florida		3	0.01	
SR 0725 CS BN HQ Support CO	Schofoeld BKS, Hawaii		3	0.01	
SR CONCEPT EVALUATION TNG SPT ACTV	Lexington, Kentucky		3	0.01	
USA Garrison Fort Bliss	Fort Bliss, Texas		3	0.01	
USPFO SPT SECTION	Pheonix, Arizona		3	0.01	
XR 0238 AV CO F Maintenance EAC	Balad AB, Iraq		3	0.01	
Commanding Officer, Engineering Logistics Center	Baltimore, Maryland		3	0.01	
Commanding Officer, USCG	Miami, Florida		3	0.01	

MALS 13 Rear Supply	Yuma, Arizona		3	0.01	
Marine Aviation Logistics Sq 26	Jacksonville, North Carolina		3	0.01	
Marine Aviation Logistics Sq 11	San Diego, California		3	0.01	
Aircraft Intermediate Maintenance Detachment	Fallon, Neveda		3	0.01	
Aircraft Intermediate Maintenance Detachment	NAS North Island, California		3	0.01	
USS FRANK CABLE (AS 40)	FPO AP 96657-2615		3	0.01	
735 AMS LGS	Hickam AFB, Hawaii		3	0.01	
10 MSG LGRMS	USAFA, Colorado		3	0.01	
401 EABG SUPPLY	Bosnia Herzegovenia		3	0.01	
821 Support Squadron LGS	Thule AB, Greenland		3	0.01	
Defence Contract Mgt Agency (DCMA) Aircraft Integrated Maintenance Operations(AIMO)	Enterprise, Alabama		3	0.01	
Raytheon Co	Tucson, Arizona		3	0.01	
Space Gateway Support	Kennedy Space Center, Florida		3	0.01	
ACC Deployed Chief of Supply	Djibouit, Africa		2	0.01	
ACC Regional Supply Squadron CMBCC	Wright-Patterson AFB, California		2	0.01	
ACC Regional Supply Squadron LGSPF	Langley AFB, Virginia		2	0.01	
Deployed Chief of Supply, USAF Prepositioning Pgrm	Al Udied AB, Qatar		2	0.01	
81 Supply Squadron LGS	Keesler AFB, Mississippi		2	0.01	
71 LS LGS	Vance AFB, Oklahoma		2	0.01	
Special Operations Dir AMCOM	Fort Eustis, Virginia		2	0.01	
90 Logistics Readiness Squadron LGRM	FE Warren AFB, Wyoming		2	0.01	
62 Supply Squadron LGSDR	McChord AFB, Washington		2	0.01	
184 Air Refueling Wing Logistics Readiness Squadron	McConnell AFB, Kansas		2	0.01	
LGS Volk Field Combat Readiness Training Center	Camp Douglas, Wisconsin		2	0.01	
Gulfport Combat Readiness Training Center LGS	Gulfport, Mississippi		2	0.01	
PEO ASMD	Huntsville, Alabama		2	0.01	
1107 MO Air Space Missile Defense REAR	Springfield, Missouri		2	0.01	
AV SQ 04 F TROOP AVUM	Fort Lewis, Washington		2	0.01	
AVN SPT OFC, HQ, USA AVN	Restone Arsenal, Alabama		2	0.01	
CS BN CO B FIELD MNT	Fort Bragg, North Carolina		2	0.01	
XR 0160 AV CO CO F	Fort Campbell, Kentucky		2	0.01	
Air Space Missile Defense Rear, (N.Freemont)	Springfield, Missouri		2	0.01	
PR 0155 MD DET EPID SVC TM LD	Balad AB, Iraq		2	0.01	
PR W0DA Combat Equipment Base AFLOAT	Goose Creek, South Carolina		2	0.01	
RGT SOATC ATDA	Fort Campbell, Kentucky		2	0.01	
SIG CMD GOCO Area Maintenance and Supply Facility	Mannheim, Germany		2	0.01	
Combat Equip Base Afloat	Goose Creek, South Carolina		2	0.01	
USA ELE CDR STF MFO	El Gorah Sinai Israel		2	0.01	
USA HQ COMM ELECT CMD	Fort Monmouth, New Jersey		2	0.01	
USA SMDC KWAJALEIN ATOLL	Richmond, California		2	0.01	
XR 0016 SC BN CPS AREA SIG BN	Mosul AB, Iraq		2	0.01	
2nd Infantry Airbourne Division	Fort Bragg, North Carolina		2	0.01	
XR 0603 CS Battalion CO A FWD	Taji AB, Iraq		2	0.01	
Commander, Maintenance and Logisitcs Command Atlantic (MLCLANT)	Norfolk, Virginia		2	0.01	
Commanding Officer, USCG Airstation	Clearwater, Florida		2	0.01	
OIC, USCG Communications Station	Forestdale, Massachusetts		2	0.01	
Commanding General	Quantico, Virginia		2	0.01	
Commanding Officer MCAS	Jacksonville, South Carolina		2	0.01	
Commanding Officer, USMC	Al Asad AB, Iraq		2	0.01	
Commanding Officer, Norway GEO Prep Project	Jacksonville, Florida		2	0.01	
Commanding Officer TMO	Beaufort, South Carolina		2	0.01	
Marine Aviation Logistics Sq 31	Beaufort, South Carolina		2	0.01	
Marine Corps Central Command	Djibouti, Africa		2	0.01	

Marine Helicopter Squadron HMX 1	Quantico, Virginia		2	0.01	
OIC SMU	Camp Pendleton, California		2	0.01	
Commander, Naval Air Force Atlantic	Norfolk, Virginia		2	0.01	
Constru Battalion Maintenance UT 202	Norfolk, Virginia		2	0.01	
Department of the Navy	Gulfport, Mississippi		2	0.01	
Explosive Ordinanace Disposal	Norfolk, Virginia		2	0.01	
Mid Atlantic Regional Maintenance Center	Norfolk, Virginia		2	0.01	
NAVAIR			2	0.01	
Naval Air Engineering Station	Lakehurst, New Jersey		2	0.01	
Naval Air Facility ATSUGI	Mubanchi Oohgami, JAPAN		2	0.01	
Naval Air Station Oceana	Virginia Beach, Virginia		2	0.01	
Naval Air Systems Command	Orange Park, Florida		2	0.01	
Naval Ship Repair Facility	Yokosuka, Japan		2	0.01	
Space and Naval Warfare Systems Center	San Diego, California		2	0.01	
US Naval Air Station Keflavik	Sigonella, Italy		2	0.01	
USNS SAN JOSE (T AFS 7)	FPO AP 96678-4045		2	0.01	
USS ANTIETAM (CG 54)	FPO AP 96660-1174		2	0.01	
USS HUE CITY (CG 66)	FPO AA 34091-1186		2	0.01	
USS JOHN PAUL JONES	FPO AP 96669-1271		2	0.01	
USS SAN FRANCISCO (SSB 711)	FPO AP 96678-2391		2	0.01	
USS SHILOH (CG 67)	FPO AP 96678-1187		2	0.01	
USS TARAWA (LHA 1)	FPO AP 96622-1600		2	0.01	
734 AMS LGS	Anderson AFB, Guam		2	0.01	
Det 2 607 MMS LGS	Suwon AB, Korea		2	0.01	
424 ABS LGS	RAF Fairford, United Kingdom		2	0.01	
60 SUPPLY DEPLOYED	Al Mubarak AB, Kuwait		2	0.01	
ASOS FOL DET 5	Curacao, Netherland Antilles		2	0.01	
Boeing Aerospace	San Antonio, Texas		2	0.01	
Boeing Aircraft and Missile Site	Seattle, Washington		2	0.01	
Defense Distribution Depot San Joaquin	Stockton, California		2	0.01	
Defense Reutilization Marketing Office	Jacksonville, Florida		2	0.01	
Homeland Security Excess Prop	Atlanta, Georgia		2	0.01	
Joint Communications Support Element LGS	MacDill AFB, Florida		2	0.01	
Supply Officer	Twenty Nine Palms, California		2	0.01	
The Boeing Company	Jacksonville, Florida		2	0.01	
US AF Korean Airlines LTD	Busan Korea		2	0.01	
OL B ODF, USAF Supply Deployed	Chemin Des Bellons 13800 Istres Fr		2	0.01	
Dallas Voorhies			2	0.01	
20 MG MGAL	Shaw AFB, South Carolina		1	0.00	
49 MG SGSL	Holloman AFB, New Mexico		1	0.00	
49 MMG LSGP			1	0.00	
55 MDSS SGSL	Offutt AFB, Nebraska		1	0.00	
552 MOS MXOUG	Tinker AFB, Oklahoma		1	0.00	
ACC Deployed Regional Supply Squadron	Thumrait AB, Oman		1	0.00	
ACC Regional Supply Squadron LGSP	Langley AFB, Virginia		1	0.00	
Expeditionary Operations Group COS	Bagram AB, Afghanistan		1	0.00	
17 LS LGS	Goodfellow, AFB, Texas		1	0.00	
30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California		1	0.00	
HQ AFSPACECOM	Colorado Springs, Colorado		1	0.00	
305 MEDICAL SUPPORT SQ	McGuire AFB, New Jersey		1	0.00	
437 MDG SGSL	Charleston AFB, North Carolina		1	0.00	
Grandfolks Deployed Supply Squadron	Grand Forks AFB, North Dakota		1	0.00	
910 Logistics Readiness Squadron, UNIT 32	Vienna, Ohio		1	0.00	
102 Fighter Wing LGS OTIS ANGB	Otis ANGB, Massachussetts		1	0.00	

129 Rescue Wing LGS	Moffett Field, California		1	0.00	
1-11TH Aviation BN	Fort Rucker, Alabama		1	0.00	
Aviation Maintenance CO C	Savanah, Georgia		1	0.00	
1109 GROTON CT AVCRAD	Windsor Locks, Connecticut		1	0.00	
1109 GROTON CT AVCRAD MAINT	Groton, Connecticut		1	0.00	
AD BN 02 BTY A	McConnelsville, Ohio		1	0.00	
AMCOM RESET	Fort Campbell, Kentucky		1	0.00	
AR SQ 01 TRP F SVC TRP	Lincoln, Nebraska		1	0.00	
AV BN 01 CO B SUP REAR	Brooksville, Florida		1	0.00	
AV BN 02 D C0 AVUM~	Schofield BKS, Hawaii		1	0.00	
AV CO E DET 1 REAR	Pineville, Lousiana		1	0.00	
CS BN DET HOME	Fort Campbell, Kentucky		1	0.00	
CS BN HOME DET	Fort Campbell, Kentucky		1	0.00	
Directorate of Base Operations Support Ft Knox Supply	Fort Knox, Kentucky		1	0.00	
DOIM Fort McPherson	Forest Park, Georgia		1	0.00	
HQ HHC ARCENT ARIFJAN	Camp Arifjan, Kuwait		1	0.00	
HQ US ARMY TACOM	Warren, Michigan		1	0.00	
Material Support Activity	Fort Belvoir, Virginia		1	0.00	
MD CO AIR AMBL UH 1V	For Deployment Only		1	0.00	
MD CO AIR AMBL UH 60	Mather, California		1	0.00	
MD DET MED TM NEURO	Fort Lewis, Washington		1	0.00	
New Cumberland Army Depot	New Cumberland, Pennsylvania		1	0.00	
National Training Center (NTC) Rotation Supply Support Activity (SSA)	Fort Irwin, California		1	0.00	
PEO TAC MSL	Redstone Arsenal, Alabama		1	0.00	
PR 0045 CS HHC HHC SUST BDE	Schofoeld BKS, Hawaii		1	0.00	
PR 0158 AV CO CO D HOME DET	Fort Sheridan, Illinois		1	0.00	
PR 0241 MP DET Law and Order	Fort George G Meade, Maryland		1	0.00	
PR W0WF US Army Garrison Redstone	Redstone Arsenal, Alabama		1	0.00	
PROJ OLR AMCOM DM	Killeen, Texas		1	0.00	
SC BN STRA SIGNAL BN	Fort Detrick, Maryland		1	0.00	
SC HHC Rear Detachment	Darmstadt, Germany		1	0.00	
SR 0077 CS CO Maintenance NON DIV	Bagdad Intl, Iraq		1	0.00	
SR 0228 CS BN CO C MED	Al Taqqadum AB, Iraq		1	0.00	
SR 0238 AV CO F Maintenance EAC	Balad AB, Iraq		1	0.00	
Stk Rec Acct Mission	Fort Eustis, Virginia		1	0.00	
TACOM Rock Island	Rock Island, Illinois		1	0.00	
USPFO PB CT ARNG	Windsor Locks, Connecticut		1	0.00	
XR 0092 EN BN COMBAT HEAVY	Camp Liberty Bagdad, Iraq		1	0.00	
XR 0123 AV BN 04 CO B ASLT HEL	Balad AB, Iraq		1	0.00	
XR 0160 AV CO CO F	Fort Campbell, Kentucky		1	0.00	
XR 0302 SC Battalion E CO	Fort Belvoir, Virginia		1	0.00	
XR 0443 TC CO HOME DETACHMENT	Great Bend, Kansas		1	0.00	
AV DST SPT MNT CO F	Fort Rucker, Alabama		1	0.00	
Director of Plans, Training, Mobilization and Security Aviation Division	Fort Polk, Louisiana		1	0.00	
Aviation Missile Research, Development, and Engineering Center	Redstone Arsenal, Alabama		1	0.00	
PEO Intelligence, Electronic Warfare &Sensors	Fort Monmouth, New Jersey		1	0.00	
Aviation Regiment (ATK) AH-64 CO	Camp Bondsteel, Kosovo		1	0.00	
Army Tank and Automotive Command (TACOM) GARRISON OFC	Warren, Michigan		1	0.00	
XR W4GG Tank and Automotive Command (TACOM)	Rock Island, Illinois		1	0.00	
XRT0115 OD CO AUG CSMS	Draper, Utah		1	0.00	
XU 0041 IN BN 01 RIFLE CO B	For Deployment Only		1	0.00	

XU 0123 AV CO COMPANY C	For Deployment Only		1	0.00	
5 EAMS CRX	Kuwait City IAP, Kuwait		1	0.00	
Commanding Officer, USCGC Mohawk	Key West, Florida		1	0.00	
Commanding Officer, CG Communication Station	Belle Chasse, Louisiana		1	0.00	
Commanding Officer, USCG Pacarea Taclet	San Diego, California		1	0.00	
Portsmouth Naval Shipyard	Portsmouth, New Hamsphere		1	0.00	
Commanging Officer Maintenance Flight	Okinawa, Japan		1	0.00	
MCAF/ATCMB	Kaneohe, Hawaii		1	0.00	
Receiving Officer, MCAS (Cherry Point)	Cherry Point, North Carolina		1	0.00	
Receiving Officer, MCAS (Yuma)	Yuma, Arizona		1	0.00	
Traffic Management Office Code 5KF3 MCAS	San Diego, California		1	0.00	
Aircraft Intermediate Maintenance Detachment	NAS Lemoore, California		1	0.00	
Aircraft Intermediate Maintenance Department	NAS Norfolk, Virginia		1	0.00	
Atlantic Ordinance Command	Yorktown, Virginia		1	0.00	
COMSEACONWINGLANT	Jacksonville, Forida		1	0.00	
Fleet and Industrial Supply Center Norfolk	No		1	0.00	
Fleet Area Control and Surveillance	Virginia Beach		1	0.00	
FLIGHT PUBS AIR TEST EVALUATN VX 31	China Lake, California		1	0.00	
Helicopter Combat Support Special	Balad AB, Iraq		1	0.00	
Metrology Technical Library	Corona, California		1	0.00	
NAS JRB Fort Worth			1	0.00	
NAV Computer and Telecommunications	Norfolk, Virginia		1	0.00	
Naval Air Pacific Repair Activity	Sembawang, Singapore		1	0.00	
Naval Air Station Supply Dept	Norfolk, Virginia		1	0.00	
Naval Air Station AOM	Fallon, Neveda		1	0.00	
Naval Air Station Lemoore	Lemoore, California		1	0.00	
Naval Air Station North Island	San Diego, California		1	0.00	
Naval Air Station Pensacola	Pensacola, Florida		1	0.00	
Naval Coastal Warfare Sq 25	Yorktown, Virginia		1	0.00	
Naval Computer and Telecom Station	Silverdale, Washington		1	0.00	
Naval Computer and Telecommunication Station NON NIF	San Diego, California		1	0.00	
Naval Fac Engineering Command Far East	Yokosuka, Japan		1	0.00	
Naval School Explosive Ordinance Disposal	Elglin AFB, California		1	0.00	
Naval Ship Systems Engineering Station	Philidelphia, Pennsylvania		1	0.00	
Naval Special Warfare Unit Two	APO AE 09107-0000		1	0.00	
Naval Submarine Support Facility	Groton, Connecticut		1	0.00	
Naval Surface Warfare Center (Maryland)	West Bethesda, Maryland		1	0.00	
Naval Surface Warfare Center (Tennessee)	Memphis, Tennessee		1	0.00	
Navy Fleet Support Office Sigonella	Sigonella Sicily, Italy		1	0.00	
Navy Region Southwest	San Diego, California		1	0.00	
Patrol Squadron 64 VP 64	Willow Grove, Pennsylvania		1	0.00	
Receiving Officer, Portsmouth Naval Shipyard	Kittery, Maine		1	0.00	
Receiving Officer, Naval Starion (Mayport)	Mayport, Florida		1	0.00	
Recruit Training Command NTC	Great Lakes, Illinois		1	0.00	
Strategic Weapons Facility Atlantic	Kings Bay, Goergia		1	0.00	
US Naval Station Rota Spain	Rota AB, Spain		1	0.00	
US Naval Air Station Sigonella	Keflavik, Iceland		1	0.00	
USS BATAAN (LHD 5)	FPO AE 09554-1567		1	0.00	
USS BLUE RIDGE (LCC 19)	FPO AP 96628-3300		1	0.00	
USS DONALD COOK (DDG 75)	FPO AE 09566-1294		1	0.00	
USS DWIGHT D EISENHOWER (CVN 69)	FPO AE 09532-2830		1	0.00	
USS ESSEX (LHD 2)	FPO AP 96643-1661		1	0.00	
USS HOWARD (DDG 83)	FPO AP 96667-1274		1	0.00	
USS JOHN S MCCAIN (DDG 56)	FPO AP 96672-1274		1	0.00	
USS JUNEAU (LPD 10)	FPO AP 96669-1713		1	0.00	

USS MONTEREY (CG 61)	FPO AE 09578		1	0.00	
USS TORTUGA (LSD 46)	FPO AE 09588-1734		1	0.00	
USS UNDERWOOD (FFG 36)	FPO AA 34093-1491		1	0.00	
374 Airlift Wing LGS	Yokota AB, Japaan		1	0.00	
611 Air Support Squadron PMF	Elmendorf AFB, Alaska		1	0.00	
36 MDGP SGSL	Anderson AFB, Guam		1	0.00	
732 AMSS LGS	Elmendorf AFB, Alaska		1	0.00	
US CENTCOM	MacDill AFB, Florida		1	0.00	
421 ABS LF LG	RAF Mildenhall, UK		1	0.00	
726 AMS MXAS	Spangdalem AB, Germany		1	0.00	
MF USAF COS	Taszar, Hungary		1	0.00	
392 AEG	Tallil AB, Iraq		1	0.00	
Lesco Inc Bio Integrated Det Sys	Bagram AB, Afghanistan		1	0.00	
1 ERS DEPLOYED	Ceiba, Puerto Rico		1	0.00	
317 AEG	Al Udied AB, Qatar		1	0.00	
4 AEG	Kenner, Louisiana		1	0.00	
611 OSUS LGS	Eareckson AS, Alaska		1	0.00	
Assitant Director Procurement	Auburn, Washington		1	0.00	
Brown Dayton T Incorporated	Bohemia, New York		1	0.00	
Defense Reutilization Marketing Service NSO	Battle Creeek, Michigan		1	0.00	
Defense Supply Center Columbus	Columbus, Ohio		1	0.00	
Defense Distribution Depot Albany	Albany, Georgia		1	0.00	
Defense Supply Center Philidelphia	Philidelphia, Pennsylvania		1	0.00	
Defense Technical Information Center	Fort Belvoir, Virginia		1	0.00	
DET 1 9 OG LGS COS	RAF Akrotiri, Cyprus		1	0.00	
Department of Homeland Security (DHS) Customer and Border Protection	Jacksonville, Florida		1	0.00	
Honeywell Technology Solutions Inc	Jacksonville, Florida		1	0.00	
NASA Ames Research Center	Moffett Field, California		1	0.00	
Northrop Grumman Tech Services	Oklahoma City, Oklahoma		1	0.00	
OFC CCSI ELEC SYS	Lakehurst, New Jersey		1	0.00	
PR W1V5 Astronaut High School	Titusville, Florida		1	0.00	
Priority Material Office	Bremerton, Washington		1	0.00	
Raytheon Technical Services	Indianapolis, Indiana		1	0.00	
Resource Consultants Inc FISC JAX	Jacksonville, Florida		1	0.00	
Semcor Inc	Warminster, Pennsylvania		1	0.00	
Support Systems Asso Inc	Warner Robins, Georgia		1	0.00	
Support Systems Asso Inc	Midwest City, Oklahoma		1	0.00	
PEO AVN	Redstone Arsenal, Alabama		1	0.00	
XR 0267 MP CO Combat Support	Camp Arifjan, Kuwait		1	0.00	
The Boeing Company	Eglin AFB, Florida		1	0.00	

Appendix H. HQ AFMC Deployed Location Customers

DODAAC	Customer ID	Location	Command
FB4811	ACC Deployed Regional Supply Squadron	Al Dhafra AB, UAE	ACC
FB5874	60 SUPPLY DEPLOYED	Al Mubarak AB, Kuwait	
W9126A	SR 0228 CS BN CO C Med	Al Taqqadum AB, Iraq	ARMY
FB4804	379 Expeditionary Logistics Readiness Squadron Chief of Supply	Al Udeid, Qatar	CENTAF
FB4455	317 AEG	Al Udied AB, Qatar	ACC
FE5897	Deployed Chief of Supply, USAF Prepositioning Pgrm	Al Udied AB, Qatar	ACC
FB5820	386 Expeditionary Logistics Squadron Chief of Supply	Ali Al Salem AB, Kuwait	CENTAF
FB5834	Deployed Chief of Supply	Baghdad Intl Airport, Iraq	ACC
CN0RJ0	Lesco Inc Bio Integrated Det Sys	Bagram AB, Afghanistan	
FB5814	816 ESOG A4	Bagram AB, Afghanistan	ACC
FB5881	Expeditionary Operations Group COS	Bagram AB, Afghanistan	ACC
FB5860	332d Air Expeditionary Wing	Balad AB, Iraq	CENTAF
N48610	Helicopter Combat Support Special	Balad AB, Iraq	NAVY
W91ASE	PR 0155 MD DET EPID SVC TM LD	Balad AB, Iraq	ARMY
W91XDJ	SR 0238 AV CO F Maintenance EAC	Balad AB, Iraq	ARMY
W91DQV	XR 0123 AV BN 04 CO B ASLT HEL	Balad AB, Iraq	ARMY
W91RXU	XR 0238 AV CO F Maintenance EAC	Balad AB, Iraq	ARMY
FB5830	401 EABG SUPPLY	Bosnia Herzegovenia	USAFE
W91PFK	HQ HHC ARCENT ARIFJAN	Camp Arifjan, Kuwait	ARMY
W91RGS	XR 0267 MP CO Combat Support	Camp Arifjan, Kuwait	ARMY
W91YZ1	Aviation Regiment (ATK) AH-64 CO	Camp Bondsteel, Kosovo	ARMY
W91D0W	XR 0092 EN BN Combat Heavy	Camp Liberty Bagdad, Iraq	ARMY
FB5888	1 ERS DEPLOYED	Ceiba, Puerto Rico	
FB5844	OL B ODF, USAF Supply Deployed	Chemin Des Bellons 13800 Istres Fr	
FB4872	2 Supply Deployed	Diego Garcia	PACAF
FB4454	DET 1 730 AMC FSP	Diego Garcia	PACAF
FB5807	ACC Deployed Chief of Supply	Djibouit, Africa	ACC
M00018	Marine Corps Central Command	Djibouti, Africa	MARINES
FB5804	376 Air Expeditionary Wing	Ganci AB, Bishkek, Kyrgyzstan	CENTAF
FB5879	AMC Deployed Chief of Supply	Incirlik AB, Turkey	USAFE
FB5806	Deployed Chief of Supply	Kandahar, Afghanistan	
FB5833	506 Expeditionary Logistics Readiness Squadron Chief of Supply	Kirkuk AB, Iraq	
FB5891	5 EAMS CRX	Kuwait City IAP, Kuwait	CENTAF
FB4412	92 LRS Air Refueling Wing Deployed	Moron AB, Spain	AMC
W91TKR	XR 0016 SC BN CPS AREA SIG BN	Mosul AB, Iraq	ARMY
FB5808	ACC Logistics Readiness Squadron COS DEPLOYED	Salti AB, Iraq	ACC
W91EBA	XR 0603 CS Battalion CO A FWD	Taji AB, Iraq	ARMY
FE5832	392 AEG	Tallil AB, Iraq	
FB5832	407 AEG ELRS	Tallil AB, Iraq	
FB4668	ACC Deployed Regional Supply Squadron	Thumrait AB, Oman	ACC
FB4835	WRM PREPOSITION PROG	Thumrait AB, Oman	

Appendix I. HQ AFMC Non-deployed Location Customers

DODAAC	Customer ID	Location	Command
M94321	Commanding Officer, USMC	Al Asad AB, Iraq	MARINES
FB4873	Bear WRM	Albany, Georgia	USAF/IL
SW3121	Defense Distribution Depot Albany	Albany, Georgia	
FB6223	Alpena Combat Readiness Training Center LGS	Alpena, Michigan	ANG
FB4419	97 Supply Squadron LGS	Altus AFB, Oklahoma	AETC
FB6520	176 WG Logistics Readiness Squadron BASE SUPPLY	Anchorage ANG, Alaska	ANG
FM5240	36 MDGP SGSL	Anderson AFB, Guam	PACAF
FB5240	36 Supply Squadron LGS	Anderson AFB, Guam	PACAF
FB4415	734 AMS LGS	Anderson AFB, Guam	PACAF
FB6511	113 Fighter Wing LGS	Andrews AFB, Maryland	ANG
FB4425	89 Supply Squadron LGS	Andrews AFB, Maryland	AMC
N00166	Naval ir Facility Code 70	Andrews AFB, Maryland	NAVY
N53991	Naval Special Warfare Unit Two	APO AE 09107-0000	NAVY
ALEABF	Homeland Security Excess Prop	Atlanta, Georgia	
FB6303	177 Fighter Wing Logistics Readiness Squadron	Atlantic City ANG, New Jersey	ANG
ALEAAJ	Assitant Director Procurement	Auburn, Washington	
FB5682	31 Fighter Wing LGS	Aviano AB, Italy	USAFE
W918AR	SR 0077 CS CO Maintenance NON DIV	Bagdad Intl, Iraq	ARMY
FB6191	175 LS LGS WARFIELD ANG	Baltimore ANG, Maryland	ANG
Z52500	Commanding Officer, Engineering Logistics Center	Baltimore, Maryland	COAST GUARD
FB6181	101 Air Refueling Wing LGS ME ANG	Bangor ANG, Maine	ANG
FB4608	2 Logistics Readiness Squadron LGRD	Barksdale AFB, Louisiana	ACC
FB6201	104 Fighter Wing LGS BARNES ANGB	Barnes ANGB, Massachusetts	ANG
SC4401	Defense Reutilization Marketing Service NSO	Battle Creeek, Michigan	
FB6222	110 FG LGS	Battle Creek ANG, Michigan	ANG
FB7037	48 IS LGS	Beale AFB, California	ACC
FB4686	9 SDS SDSMM	Beale AFB, California	ACC
FB6132	122 Fighter Wing LGTT INANG	Bear Field Ft Wayne ANG, Indiana	ANG
M60169	Commanding Officer TMO	Beaufort, South Carolina	MARINES
V09131	Marine Aviation Logistics Sq 31	Beaufort, South Carolina	MARINES
Z32248	Commanding Officer, CG Communication Station	Belle Chasse, Louisiana	COAST GUARD
FB6011	117 Air Refueling Wing LGS	Birmingham ANG, Alabama	ANG
EY9676	Brown Dayton T Incorporated	Bohemia, New York	
FB6112	124 Fighter Wing LGS ID ANGB	Boise ANG, Idaho	ANG
FE7054	11 Logistics Readiness Squadron LGRS	Bolling AFB, DC	
R00441	Priority Material Office	Bremerton, Washington	
N4523A	Puget Sound Naval Shipyard and Intermaintenance Facility	Bremerton, Washington	NAVY
W90BB4	AV BN 01 CO B SUP REAR	Brooksville, Florida	ARMY

W91312	QM BN HHD WATER	Brooksville, Florida	ARMY
N60087	Receiving Officer, NAS (Brunswick)	Brunswick, Maine	NAVY
FB6061	140 LS LGS BUCKLEY ANG	Buckley ANG, Colorado	ANG
FB6232	148 Fighter Wing LGS	Buluth ANG, Minnesota	ANG
EZ7510	US AF Korean Airlines LTD	Busan Korea	
FB6461	192 Fighter Wing LGS RICHMOND IAP	Byrd ANG, Virginia	ANG
FE6493	LGS Volk Field Combat Readiness Training Center	Camp Douglas, Wisconsin	ANG
R09808	Marine Aviation Logistics Sq 39	Camp Pendleton, California	MARINES
MMFAG8	OIC SMU	Camp Pendleton, California	MARINES
FB4855	27 Logistics Readiness Squadron LGRMR	Cannon AFB, New Mexico	ACC
FB6043	146 Airlift Wing LGS Channel Islands	Channel Islands ANGS, California	AMC
FM4418	437 MDG SGSL	Charleston AFB, North Carolina	AMC
FB4418	437 LOGISTICS READ SQD	Charleston AFB, South Carolina	AMC
FB6331	145 Airlift Wing LGTT	Charlotte-Douglas ANG, North Carolina	ANG
N09114	Marine Aviation Logistics Sq 14	Cherry Point, North Carolina	MARINES
N65923	Naval Aviation Depot (Cherry Point)	Cherry Point, North Carolina	NAVY
M00146	Receiving Officer, MCAS (Cherry Point)	Cherry Point, North Carolina	MARINES
FB6501	153 Airlift Wing LGTT CHEYENNE MAP	Cheyenne ANG, Wyoming	ANG
N39787	FLIGHT PUBS AIR TEST EVALUATN VX 31	China Lake, California	NAVY
N60530	Naval Air Warfare Center Weapons Division (China Lake)	China Lake, California	NAVY
FB6543	SMI ChristChurch	ChristChurch, New Zealand	AFRC
Z20150	Commanding Officer, USCG Airstation	Clearwater, Florida	COAST GUARD
FY9686	HQ AFSPACECOM	Colorado Springs, Colorado	AFSPC
FB3022	14 MSG/LGR	Columbus AFB, Mississippi	AETC
SC0900	Defense Supply Center Columbus	Columbus, Ohio	
FB6071	103 Fighter Wing LGS CT ANG	Connecticut ANG, Connecticut	ANG
N64267	Metrology Technical Library	Corona, California	NAVY
W45N7V	Corpus Christi Army Depot SRA	Corpus Christi, Texas	ARMY
FB4540	ASOS FOL DET 5	Curacao, Netherland Antilles	
W80YDD	SC HHC Rear Detachment	Darmstadt, Germany	ARMY
FB4877	355 Supply Squadron LGSCDR	Davis Mothan AFB, Arizona	ACC
FB6141	132 Fighter Wing LGT	Des Moines ANG, Iowa	ANG
FB6703	94 LG LGS	Dobbins ARB, Georgia	AFRC
FB4497	436 Logistics Readiness Squadron LGRSP	Dover AFB, Deleware	AMC
W81UPH	XRT0115 OD CO AUG CSMS	Draper, Utah	ARMY
FB4661	7 Logistics Readiness Squadron LGR	Dyess AFB, Texas	ACC
FB5040	611 OSUS LGS	Eareckson AS, Alaska	
FB5004	354 Logistics Readiness Squadron LGRD	Eielson AFB, Alaska	PACAF

FB6521	168 LG LGS AK ANG	Eielson ANG, Alaska	ANG
W81AGJ	USA ELE CDR STF MFO	El Gorah Sinai Israel	ARMY
N62640	Naval School Explosive Ordinance Disposal	Elglin AFB, California	NAVY
Z50100	Commanding Officer, Aircraft Repair and Supply Center	Elizabeth City, North Carolina	COAST GUARD
FB6433	147 Fighter Wing Logistics Readiness Squadron	Ellington ANG, Texas	ANG
FB4690	28 Supply Squadron LGSCDR	Ellsworth AFB, South Dakota	ACC
FB5007	611 Air Support Squadron PMF	Elmendorf AFB, Alaska	PACAF
FB5000	3 Logistics Readiness Squadron/LGSDR	Elmendorf AFB, Alaska	PACAF
FB4480	732 AMSS LGS	Elmendorf AFB, Alaska	PACAF
S0109A	Defence Contract Mgt Agency (DCMA) Aircraft Integrated Maintenance Operations(AIMO)	Enterprise, Alabama	
FB6471	141 LS LGS	Fairchild AFB, Washington	AMC
FB4620	92 Logistics Readiness Squadron LGS	Fairchild AFB, Washington	AMC
N44317	Aircraft Intermediate Maintenance Detachment	Fallon, Neveda	NAVY
N68971	Naval Air Station AOM	Fallon, Neveda	NAVY
FE4613	90 Logistics Readiness Squadron LGRM	FE Warren AFB, Wyoming	AFSPC
FB6091	125 Fighter Wing LGS FL ANG	Florida ANG, Florida	ANG
	FMS	FMS	
W914KU	MD CO AIR AMBL UH 1V	For Deployment Only	ARMY
W917U75	XU 0041 IN BN 01 RIFLE CO B	For Deployment Only	ARMY
W91K24	XU 0123 AV CO COMPANY C	For Deployment Only	ARMY
W33FYJ	DOIM Fort McPherson	Forest Park, Georgia	ARMY
Z32480	OIC, USCG Communications Station	Forestdale, Massachusetts	COAST GUARD
HJ4701	Defense Technical Information Center	Fort Belvoir, Virginia	
W81GNX	Material Support Activity	Fort Belvoir, Virginia	ARMY
W90YCU	XR 0302 SC Battalion E CO	Fort Belvoir, Virginia	ARMY
W45QML	USA Garrison Fort Bliss	Fort Bliss, Texas	ARMY
W90809	2nd Infantry Airbourne Division	Fort Bragg, North Carolina	ARMY
W36BYW	CS BN CO B FIELD MNT	Fort Bragg, North Carolina	ARMY
W912UF	AMCOM RESET	Fort Campbell, Kentucky	ARMY
W80QGZ	AV BN 01 CO F AVN MAIT	Fort Campbell, Kentucky	ARMY
W81LFF	AV BN 02 CO D SOAR ABN	Fort Campbell, Kentucky	ARMY
W813LY	CS BN HOME DET	Fort Campbell, Kentucky	ARMY
W813LX	CS BN DET HOME	Fort Campbell, Kentucky	ARMY
W80PCJ	RGT SOATC ATDA	Fort Campbell, Kentucky	ARMY
W80N5C	RGT HHC SP OP AV RG	Fort Campbell, Kentucky	ARMY
W9131S (redo)	XR 0160 AV CO CO F	Fort Campbell, Kentucky	ARMY
W9131R	XR 0160 AV CO CO F	Fort Campbell, Kentucky	ARMY
W23P47	SC BN STRA SIGNAL BN	Fort Detrick, Maryland	ARMY
W912115	Special Operations Dir AMCOM	Fort Eustis, Virginia	AFSOC
W26RX3	Stk Rec Acct Mission	Fort Eustis, Virginia	ARMY
W91QYS	PR 0241 MP DET Law and Order	Fort George G Meade, Maryland	ARMY
W33SMY	Supply and Maintenance	Fort Gordon, Georgia	ARMY

W90YWF	XR 0040 SC BN TTSB	Fort Huachuca, Arizona	ARMY
W80QJK	National Training Center (NTC) Rotation Supply Support Activity (SSA)	Fort Irwin, California	ARMY
W81R7D	USA THEATER SPT CMD IRWIN	Fort Irwin, California	ARMY
W22RZ8	Directorate of Base Operations Support Supply	Fort Knox, Kentucky	ARMY
W81MPM	AV SQ 04 F TROOP AVUM	Fort Lewis, Washington	ARMY
W81E2A	AVN SPT OFC, HQ, USA AVN	Fort Lewis, Washington	ARMY
W91ZKV	MD DET MED TM NEURO	Fort Lewis, Washington	ARMY
W90A83	PEO Intelligence, Electronic Warfare &Sensors	Fort Monmouth, New Jersey	ARMY
W15GK8	USA HQ COMM ELECT CMD	Fort Monmouth, New Jersey	ARMY
W90Y1D	Director of Plans, Training, Mobilization and Security Aviation Division	Fort Polk, Louisiana	ARMY
W81DHY	1-11TH Aviation BN	Fort Rucker, Alabama	ARMY
W90KEX	AV DST SPT MNT CO F	Fort Rucker, Alabama	ARMY
W91BHY	PR 0158 AV CO CO D HOME DET	Fort Sheridan, Illinois	ARMY
FB6032	188 Fighter Wing LGS EBBING ANG	Fort Smith ANG, Arkansas	ANG
EY9513	Boeing North America	Fort Walton Beach, Florida	
N61036	Naval Air Reserve	Fort Worth, Texas	NAVY
FB6411	114 Fighter Wing LS SD ANG	Foss Fld, South Dakota	ANG
V21656	USS HUE CITY (CG 66)	FPO AA 34091-1186	NAVY
V03367	USS JOHN F KENNEDY (CV 67)	FPO AA 34095-2800	NAVY
V21853	USS HARRY S TRUMAN (CVN 75)	FPO AE 09524-2875	NAVY
R03368	USS NIMITZ (CVN 68)	FPO AP 96620-2820	NAVY
R20748	USS PELELIU (LHA 5)	FPO AP 96624-1620	NAVY
R20865	USS FRANK CABLE (AS 40)	FPO AP 96657-2615	NAVY
R22999	USS HOWARD (DDG 83)	FPO AP 96667-1274	NAVY
R21313	USS JOHN PAUL JONES	FPO AP 96669-1271	NAVY
R07184	USS JUNEAU (LPD 10)	FPO AP 96669-1713	NAVY
V21103	USS UNDERWOOD (FFG 36)	FPO AA 34093-1491	NAVY
V03369	USS DWIGHT D EISENHOWER (CVN 69)	FPO AE 09532-2830	NAVY
V21879	USS BATAAN (LHD 5)	FPO AE 09554-1567	NAVY
V21949	USS DONALD COOK (DDG 75)	FPO AE 09566-1294	NAVY
V21236	USS ELROD (FFG 55)	FPO AE 09568-1509	NAVY
V21450	USS MONTEREY (CG 61)	FPO AE 09578	NAVY
V21562	USS TORTUGA (LSD 46)	FPO AE 09588-1734	NAVY
R21297	USS ABRAHAM LINCOLN (CVN 72)	FPO AP 96612-2872	NAVY
R22178	USS RONALD REAGAN (CVN 76)	FPO AP 96616-2876	NAVY
R20550	USS TARAWA (LHA 1)	FPO AP 96622-1600	NAVY
R05840	USS BLUE RIDGE (LCC 19)	FPO AP 96628-3300	NAVY
R20993	USS CARL VINSON (CVN 70)	FPO AP 96629-2840	NAVY
R03363	USS KITTY HAWK (CV 63)	FPO AP 96634-2770	NAVY
R21533	USS ESSEX (LHD 2)	FPO AP 96643-1661	NAVY
R21387	USS ANTIETAM (CG 54)	FPO AP 96660-1174	NAVY
R21686	USS JOHN S MCCAIN (DDG 56)	FPO AP 96672-1274	NAVY
R21657	USS SHILOH (CG 67)	FPO AP 96678-1187	NAVY
R20887	USS SAN FRANCISCO (SSB 711)	FPO AP 96678-2391	NAVY
N22196	USNS SAN JOSE (T AFS 7)	FPO AP 96678-4045	NAVY

FB6044	144 Fighter Wing LGS MATL DIST	Fresno ANG, California	ANG
FB6103	Combat Readiness Training Center LGS	Garden City, Georgia	ANG
FB6605	440 Airlift Wing LGS	General Mitchell Air Reserve Station, Wisconsin	AFRC
FB6102	165 LG LGTT GA ANG	Georgia ANG, Georgia	ANG
FB3030	17 LS LGS	Goodfellow, AFB, Texas	AETC
W90CTK	Combat Equip Base Afloat	Goose Creek, South Carolina	ARMY
W906TP	PR W0DA Combat Equipment Base AFLOAT	Goose Creek, South Carolina	ARMY
FB4659	319 Supply Squadron LGSCF PARTS STORE	Grand Forks AFB, North Dakota	AMC
FB5848	Grandfolks Deployed Supply Squadron	Grand Forks AFB, North Dakota	AMC
W91QY5	XR 0443 TC CO HOME DETACHMENT	Great Bend, Kansas	ARMY
FB6261	120 Fighter Wing LGTT MT ANG	Great Falls ANG, Montana	ANG
N0763A	Recruit Training Command NTC	Great Lakes, Illinois	NAVY
FB4654	434 LSS LGS	Grissom ARB, Indiana	AFRC
W11M91	1109 GROTON CT AVCRAD MAINT	Groton, Connecticut	ARMY
N68316	Naval Submarine Support Facility	Groton, Connecticut	NAVY
N62604	Department of the Navy	Gulfport, Mississippi	NAVY
FB6243	Gulfport Combat Readiness Training Center LGS	Gulfport, Mississippi	ANG
FB6324	174 Fighter Wing LGS	Hancock Fld ANG, New York	ANG
FB6383	193 Special Operations Wing LGS PA ANG	Harrisburg ANG, Pennsylvania	ANG
FB6341	119 Fighter Wing LGS HECTOR FIELD	Hector Fld ANG, North Dakota	ANG
FB5260	15 LRD LGRD	Hickam AFB, Hawaii	PACAF
FB4405	735 AMS LGS	Hickam AFB, Hawaii	PACAF
FB6530	154 WG Logistics Readiness Squadron	Hickam ANG, Hawaii	ANG
FM4801	49 MG SGSL	Holloman AFB, New Mexico	ACC
FB4802	49 MMSS LSGPAR	Holloman AFB, New Mexico	ACC
FB4801	49 Supply Squadron LGSCDR	Holloman AFB, New Mexico	ACC
FB4801	49 Supply Squadron LGSCDR	Holloman AFB, New Mexico	ACC
FB6648	482 Logistics Readiness Squadron LGR	Homestead Air Reserve Base, Florida	AFRC
FB4839	USAF Accountable Co NASITTUQ	Hornell Heights Ontario, Canada	
807478	NASA Johnson Space Center	Houston, Texas	
FB4417	16 Logistics Readiness Squadron LGSA	Hulbert Field, Florida	AFSOC
W810WB	PEO ASMD	Huntsville, Alabama	ARMY
FB5685	39 Supply Squadron LGS	Incirlik AB, Turkey	USAFE
FB4402	728 AMSS LGS	Incirlik AB, Turkey	USAFE
Q99188	Raytheon Technical Services	Indianapolis, Indiana	
FB6242	172 Airlift Wing LGS	Jackson, Mississippi	ANG
MMV420	Commanding Officer, Norway GEO Prep Project	Jacksonville, Florida	MARINES

SW314	Defense Reutilization Marketing Office	Jacksonville, Florida	
7042LU	Department of Homeland Security (DHS) Customer and Border Protection	Jacksonville, Florida	
L00139	Honeywell Technology Solutions Inc	Jacksonville, Florida	
N00207	Naval Air Station Jacksonville	Jacksonville, Florida	NAVY
N65886	Naval Aviation Depot (Jacksonville)	Jacksonville, Florida	NAVY
Q90103	Resource Consultants Inc FISC JAX	Jacksonville, Florida	
N4507A	The Boeing Company	Jacksonville, Florida	
V52955	COMSEACONWINGLANT	Jacksonville, Forida	NAVY
V09167	Marine Aviation Logistics Sq 26	Jacksonville, North Carolina	MARINES
V52841	Marine Aviation Logistics Sq 29	Jacksonville, North Carolina	MARINES
M62573	Commanding Officer MCAS	Jacksonville, South Carolina	MARINES
FB5270	18 Logistics Readiness Squadron LGS	Kadena AB, Japan	PACAF
M00318	MCAF/ATCMB	Kaneohe, Hawaii	MARINES
FE3010	81 Supply Squadron LGS	Keesler AFB, Mississippi	AETC
FB3010	81 Supply Squadron LGS	Keesler AFB, Mississippi	AETC
FB4820	85 Supply Squadron LGS	Keflavik NAS, Iceland	USAFE
N63032	US Naval Air Station Sigonella	Keflavik, Iceland	NAVY
FB6432	149 Fighter Wing LGTT	Kelly ANG, Texas	ANG
804247	Space Gateway Support	Kennedy Space Center, Florida	
FB4905	4 AEG	Kenner, Louisiana	
FB6161	123 LS LGTT KY ANG	Kentucky ANG, Kentucky	ANG
FB6241	186 Air Refueling Wing LGS Key Field ANGB	Key Field ANGB, Mississippi	ANG
Z11513	Commanding Officer, USCGC Mohawk	Key West, Florida	COAST GUARD
W80Y1C	PROJ OLR AMCOM DM	Killeen, Texas	ARMY
N68733	Strategic Weapons Facility Atlantic	Kings Bay, Goergia	NAVY
FB6372	173 Logistics Readiness Squadron LGRD	Kingsley Field, Oregon	ANG
FB6311	150 Fighter Wing LGS	Kirtland ANG, New Mexico	ANG
N00102	Receiving Officer, Portsmouth Naval Shipyard	Kittery, Maine	NAVY
FE5284	8 Logistics Readiness Squadron LGS	Kunsan AB, Korea	PACAF
FB5232	DET 1 51 COBB LGSDQ	KwangJu AB, Korea	
FB5853	PACAF RSS Contingency	Kwangju AB, Korea	PACAF
FB3047	37 Logistics Readiness Squadron LGRD	Lackland AFB, Texas	AETC
FB4486	65 Supply Squadron LGS	Lajes Field, Azores	USAFE
EY5974	Northrop Grumman Corp	Lake Charles, Louisianna	
N68335	Naval Air Engineering Station	Lakehurst, New Jersey	NAVY
W15RM6	OFC CCSI ELEC SYS	Lakehurst, New Jersey	
FB4800	1 Logistics Readiness Squadron LGRMR	Langley AFB, Virginia	ACC
FB5801	ACC Regional Supply Squadron	Langley AFB, Virginia	ACC
FB5818	ACC Regional Supply Squadron LGSM	Langley AFB, Virginia	ACC
FB5805	ACC Regional Supply Squadron LGSP	Langley AFB, Virginia	ACC
FB5802	ACC Regional Supply Squadron LGSPF	Langley AFB, Virginia	ACC
FB3099	47 LS LGS	Laughlin AFB, Texas	AETC
N63042	Naval Air Station Lemoore	Lemoore, California	NAVY
H92224	Special Operations Forces Spt Acty	Lexington, Kentucky	AFSOC

W8086B	SR CONCEPT EVALUATION TNG SPT ACTV	Lexington, Kentucky	ARMY
FB6271	155 Air Refueling Wing+B103 Logistics Readiness Squadron	Lincoln ANG, Nebraska	ANG
W81JCD	AR SQ 01 TRP F SVC TRP	Lincoln, Nebraska	ARMY
FB4460	314 Logistics Readiness Squadron	Little Rock AFB, Arizona	AETC
FB6031	189 Airlift Wing LGS	Little Rock ANG, Arkansas	ANG
FB4877	56 Supply Squadron LGS	Luke AFB, Arizona	AETC
FB4814	6 Logistics Readiness Squadron LGRVM	MacDill AFB, Florida	AMC
FE4900	Joint Communications Support Element LGS	MacDill AFB, Florida	
FB3520	US CENTCOM	MacDill AFB, Florida	US CENTCOM
FB6492	115 Fighter Wing LGS WI ANG	Madison, Wisconsin	ANG
FB4626	PMI SBSS LGRDMR	Malmstrom AFB, Montana	AFSPC
W81PLH	SIG CMD GOCO Area Maintenance and Supply Facility	Mannheim, Germany	ARMY
FB6353	179 Airlift Wing LGS	Mansfield ANG, Ohio	ANG
FB4664	452 Logistics Readiness Squadron LGRT	March Air Reserve Base, California	AFRC
FB6042	163 ARG LGS CA ANG	March ARB, California	ANG
M98573	Commander, Supply Chain Mgmt Ctr Code 573	Marine Corps Logistics Base, Albany, Georgia	MARINES
M94700	Commander, Supply Chain Mgmt Ctr Code 884	Marine Corps Logistics Base, Albany, Georgia	MARINES
EY9221	Lockheed Martin Aero Sys	Marrieta, Georgia	
N61034	Naval Air Station Atlanta	Marrieta, Georgia	NAVY
FB6482	167 Airlift Wing LGS MARTINSBURG ANG	Martinsburg ANG, West Virginia	ANG
W81N6G	MD CO AIR AMBL UH 60	Mather, California	ARMY
FB3300	42 MSD SUPPLY	Maxwell AFB, Alabama	AETC
N60201	Receiving Officer, Naval Starion (Mayport)	Mayport, Florida	NAVY
R09112	Marine Aviation Logistics Sq 12	MCAS Iwakuni, Japan	MARINES
R09124	Marine Aviation Logistics Sq MALS 24	MCBH Kaneohe Bay, Hawaii	MARINES
FE4479	62 Supply Squadron LGSDR	McChord AFB, Washington	AMC
FB4479	62 Logistics Readiness Squadron LGRM	McChord AFB, Washington	AMC
FB6151	184 Air Refueling Wing Logistics Readiness Squadron	McConnell AFB, Kansas	AMC
FB4621	22 Logistics Readiness Squadron LGS	McConnell AFB, Kansas	AMC
W81KT7	AD BN 02 BTY A	McConnelsville, Ohio	ARMY
FB6423	134 Air Refueling Wing LGRS	McGhee Tyson ANGB, Tennessee	ANG
FE6302	108 Air Refueling Wing LGS NJ ANG	McGuire AFB, New Jersey	ANG
FB4484	305 Logistics Readiness Squadron LGS	McGuire AFB, New Jersey	AMC
FM4484	305 MEDICAL SUPPORT SQ	McGuire AFB, New Jersey	AMC
FB6401	169 Fighter Wing LGR MCENTIRE ANGS	McIntire ANG, South Carolina	ANG
N00104	Naval Inventory Control Point Mech	Mechanicsburg, Pennsylvania	NAVY
FB6422	164 Airlift Wing LGS TN ANG ~	Memphis, Tennessee	ANG
N61039	Naval Surface Warfare Center (Tennessee)	Memphis, Tennessee	NAVY

Z54000	Commanding Officer, USCG	Miami, Florida	COAST GUARD
EZ8322	Support Systems Asso Inc	Midwest City, Oklahoma	
FB6491	128 Air Refueling Wing LGS	Milwaukee, Wisconsin	ANG
FB6633	934 Logistics Readiness Squadron	Minneapolis ARS, Minnesota	AFRC
FB4528	5 Logistics Readiness Squadron LGRMR	Minot AFB, North Dakota	ACC
FB5205	35 Supply Squadron LGS	Misawa AB, Japan	PACAF
N68212	Naval Air Facility Misawa	Misawa, Japan	NAVY
FB6251	131 Fighter Wing LGTT	Missouri ANG, Missouri	ANG
FB6041	129 Rescue Wing LGS	Moffett Field, California	ANG
809101	NASA Ames Research Center	Moffett Field, California	
W91315	FA BN 02 BTY C DET 1	Monesano, Washington	ARMY
FE6261	120 Fighter Wing LGTT	Montana ANG, Montana	ANG
FB6012	187 Fighter Wing LGS DANNELLY ANG	Monygomery, Alabama	ANG
FB4830	347 Logistics Readiness Squadron LGRTC	Moody AFB, Georgia	ACC
FB5575	496 ABS LGS	Moron AB, Spain	USAFE
FE4897	366 Logistics Readiness Squadron LGSM	Mountain Home AFB, Idaho	ACC
N62507	Naval Air Facility ATSUGI	Mubanchi Oohgami, JAPAN	NAVY
FB6540	156 Airlift Wing Logistics Readiness Squadron PUERTO RICO ANG	Muniz AS ANG, Puerto Rico	ANG
FB6431	136 Airlift Wing Logistics Readiness Squadron LGS CARSWELL FLD	Nas Dallas ANG, Texas	ANG
FB6675	301 Fighter Wing Logistics Readiness Squadron	NAS JRB, Fort Worth, Texas	AFRC
N44321	Aircraft Intermediate Maintenance Detachment	NAS Lemoore, California	NAVY
N44325	Aircraft Intermediate Maintenance Department	NAS Norfolk, Virginia	NAVY
N44326	Aircraft Intermediate Maintenance Detachment	NAS North Island, California	NAVY
FB6637	913 Logistics Readiness Squadron	NAS Willow Grove, Pennsylvannia	AFRC
FB6421	118 Airlift Wing LGS	Nashville ANG, Tennessee	ANG
FB4852	99 Logistics Readiness Squadron LGRMR	Nellis AFB, Nevada	ACC
FB6281	152 Airlift Wing LGS NV ANG	Neveda ANG, Neveda	ANG
W81KDE	AV BN 07 REAR DET	New Century, Kansas	ARMY
N69073	New Cumberland Army Depot	New Cumberland, Pennsylvania	ARMY
FB6302	108 Air Refueling Wing LGS NJ ANG	New Jersey ANG, New Jersey	ANG
FB6171	159 Fighter Wing LGS	New Orleans ANG, Louisiana	ANG
FB6716	926 Fighter Wing Logistics Readiness Squadron	New Orleans, Louisiana	AFRC
FB6322	105 AG LGS NY ANG	Newburgh, New York	ANG
N55555	Marine Aviation Logistics Squadron	Newburgh, New York	MARINES
FB6321	107 Air Refueling Wing LGS	Niagra Falls ANG, New York	ANG
FB6670	914 Airlift Wing LGS	Niagra Falls ARS, New York	AFRC
N00189	Fleet and Industrial Supply Center Norfolk	No	NAVY

ZC1019	Commander, Maintenance and Logisitcs Command Atlantic (MLCLANT)	Norfolk, Virginia	COAST GUARD
N57012	Commander, Naval Air Force Atlantic	Norfolk, Virginia	NAVY
N55646	Constru Battalion Maintenance UT 202	Norfolk, Virginia	NAVY
V43504	Explosive Ordinanace Disposal	Norfolk, Virginia	NAVY
N40025	Mid Atlantic Regional Maintenance Center	Norfolk, Virginia	NAVY
N39146	NAV Computer and Telecommunications	Norfolk, Virginia	NAVY
N00188	Naval Air Station Norfolk	Norfolk, Virginia	NAVY
N62688	Naval Air Station Supply Dept	Norfolk, Virginia	NAVY
Q96305	Unidyne Corportation	Norfolk, Virginia	
W24MBS	AV CO D AUG AASF	North Canton, Ohio	ARMY
N44329	Receiving Officer, NAS (Oak Harbor)	Oak Harbor, Washington	NAVY
FM4600	55 MDSS SGSL	Offutt AFB, Nebraska	ACC
FB4600	55 MSG LDDSD SUPPLY MAT	Offutt AFB, Nebraska	ACC
MMFAG4	Commanging Officer Maintenance Flight	Okinawa, Japan	MARINES
R09136	Marine Aviation Logistics Sq 36	Okinawa, Japan	MARINES
FB6562	137 Logistics Readiness Squadron LGS	Oklahoma ANG, Oklahoma	ANG
EY3110	Northrop Grumman Tech Services	Oklahoma City, Oklahoma	
N46773	Naval Air Systems Command	Orange Park, Florida	NAVY
FB5294	51 Supply Squadron LGSDR	Osan AB, Korea	PACAF
FE6202	102 Fighter Wing LGS OTIS ANGB	Otis ANGB, Massachussetts	ANG
FB6202	102 Fighter Wing Logistics Readiness Squadron	Otis ANGB, Massuchusetts	ANG
FB2520	45 LRF LGS	Patrick AFB, Florida	AFSPC
N00019	NAVAL AIR SYSTEMS COMMAND	Patuxent River, Maryland	NAVY
N00421	Naval Air Warfare Center Air Division	Patuxent River, Maryland	NAVY
FB6291	157 Air Refueling Wing LGS PEASE ANG	Pease ANG, New Hampshire	ANG
N00204	Naval Air Station Pensacola	Pensacola, Florida	NAVY
FB6122	182 Airlift Wing LGS IL ANG	Peoria ANG, Illinois	ANG
FB2502	21 Logistics Readiness Squadron LGRS	Peterson AFB, Colorado	AFSPC
FB2505	PMI LGRS	Peterson AFB, Colorado	AFSPC
FB2500	21SW LGRS	Peterson Field, Colorado	AFSPC
W61LQA	USPFO SPT SECTION	Pheonix, Arizona	ARMY
SC0200	Defense Supply Center Philidelphia	Philidelphia, Pennsylvania	
N00383	Naval Inventory Control Point	Philidelphia, Pennsylvania	NAVY
N65540	Naval Ship Systems Engineering Station	Philidelphia, Pennsylvania	NAVY
FB6021	161 Air Refueling Wing Logistics Readiness Squadron LGSD SKY HARBOR	Phoenix ANG, Arizona	ANG
W90EJF	AV CO E DET 1 REAR	Pineville, Lousiana	ARMY
FB6381	171 Air Refueling Wing LGS	Pittsburg ANG, Pennsylvania	ANG
FB6712	911 Airlift Wing LGS	Pittsburg Joint Air Reserve Station, Pennsylvania	AFRC
N0429A	NCOMAEWINGPAC Point Mugu	Point Mugu NAWS, California	NAVY
N53855	FLEET LOGISTICS SUPPORT SQUADRON 55	Point Mugu, California	NAVY
N63126	Naval Air Warfare Center Weapons Division (Point Mugu)	Point Mugu, California	NAVY
FB4488	43 LOGS LGS	Pope AFB, North Carolina	AMC

FB6371	142 LS LGS OR ANG	Portland ANG, Oregon	ANG
N00181	Norfolk Naval Shipyard	Portsmouth, New Hamsphere	NAVY
Z11508	Portsmouth Naval Shipyard	Portsmouth, New Hamsphere	COAST GUARD
M93022	Commanding General	Quantico, Virginia	MARINES
V55616	Marine Helicopter Squadron HMX 1	Quantico, Virginia	MARINES
FB6391	143 Airlift Wing LGTT RI ANG	Quonset Air, Rhode Island	ANG
FB4524	DET 1 9 OG LGS COS	RAF Akrotiri, Cyprus	
FE5505	424 ABS LGS	RAF Fairford, United Kingdom	USAFE
FB5578	48 Fighter Wing Logistics Readiness Squadron	RAF Lakenheath, UK	USAFE
FB5518	100 LG LGS	RAF Mildenhall, UK	USAFE
FB5508	421 ABS LF LG	RAF Mildenhall, UK	USAFE
FB5612	435 Air Base Wing Logistics Readiness Sq	Ramstein AB, Germany	USAFE
FB5613	435 Logistics Readiness Squadron CIRF C130	Ramstein AB, Germany	USAFE
FB5607	86 MMS LGS	Ramstein AB, Germany	USAFE
FB4401	723 AMS LGS	Ramstein, Germany	USAFE
FB3089	12 Logistics Readiness Squadron LGRDC	Randolph AFB, Texas	AETC
W90BWX	Aviation Missile Research, Development, and Engineering Center	Redstone Arsenal, Alabama	ARMY
W81YUF	PEO AVN	Redstone Arsenal, Alabama	ARMY
W81RFK	PEO TAC MSL	Redstone Arsenal, Alabama	ARMY
W80Q7X	PR W0WF US Army Garrison Redstone	Redstone Arsenal, Alabama	ARMY
W58H0Z	AVN SPT OFC, HQ, USA AVN	Restone Arsenal, Alabama	ARMY
W8009B	FLD OFC PM ITTS Redstone	Restone Arsenal, Alabama	ARMY
W81NLE	USA SMDC KWAJALEIN ATOLL	Richmond, California	ARMY
FB6356	121 Air Refueling Wing LS	Rickenbacker ANG, Ohio	ANG
FB6101	116 Air Control Wing Logistics Readiness Squadron LGRS	Robins AFB, Georgia	ACC
W52H09	TACOM Rock Island	Rock Island, Illinois	ARMY
W9046W	XR W4GG Tank and Automotive Command (TACOM)	Rock Island, Illinois	ARMY
FB6252	139 LG LGS	Rosecrans Memorial Airport, St Joseph, Missouri	ANG
N62863	US Naval Station Rota Spain	Rota AB, Spain	NAVY
FB4409	725 AMSS LGS	Rota NAS, Spain	USAFE
W914KM	FA BN 02 BTY A MLRS	Sabetha, Kansas	ARMY
EZ1746	Boeing Aerospace	San Antonio, Texas	
Z34301	Commanding Officer, USCG Pacarea Taclet	San Diego, California	COAST GUARD
N00244	Fleet and Industrial Supply Center San Diego	San Diego, California	NAVY
R09111	Marine Aviation Logistics Sq 11	San Diego, California	MARINES
R09116	Marine Aviation Logistics Sq 16	San Diego, California	MARINES
N00246	Naval Air Station North Island	San Diego, California	NAVY
N65888	Naval Aviation Depot (San Diego)	San Diego, California	NAVY
N70240	Naval Computer and Telecommunication Station NON NIF	San Diego, California	NAVY
N00242	Navy Region Southwest	San Diego, California	NAVY

N66001	Space and Naval Warfare Systems Center	San Diego, California	NAVY
M67865	Traffic Management Office Code 5KF3 MCAS	San Diego, California	MARINES
W81R1C	Aviation Maintenance CO C	Savanah, Georgia	ARMY
FE6103	Combat Readiness Training Center LGS	Savannah IAP, Georgia	ANG
W81A12	AV BN 02 D C0 AVUM~	Schofield BKS, Hawaii	ARMY
WX3JJY	PR 0045 CS HHC HHC SUST BDE	Schofoeld BKS, Hawaii	ARMY
WX3J3N	SR 0725 CS BN HQ Support CO	Schofoeld BKS, Hawaii	ARMY
FB6121	126 Air Refueling Wing LGS	Scott AFB, Illinois	ANG
FB4407	375 Logistics Readiness Squadron TSI Supply	Scott AFB, Illinois	AMC
FB5886	AMC Regional Supply Squadron Contingency	Scott AFB, Illinois	AMC
EZ8018	Boeing Aircraft and Missile Site	Seattle, Washington	
FB6221	127 WG Logistics Readiness Squadron	Selfridge ANG, Michigan	ANG
	Sembach, Germany (USAFE RSS)	Sembach, Germany	USAFE
N68753	Naval Air Pacific Repair Activity	Sembawang, Singapore	NAVY
FB4809	4 Logistics Readiness Squadron LGRDCI	Seymour-Johnson AFB, North Carolina	ACC
FB4803	20 Logistics Readiness Squadron LGSCF	Shaw AFB, South Carolina	ACC
FM4803	20 MG MGAL	Shaw AFB, South Carolina	ACC
954609	LCI Base Supply Center	Shaw AFB, South Carolina	ACC
FB3020	82 LS LGSS	Sheppard AFB, Texas	AETC
N61112	Navy Fleet Support Office Sigonella	Sigonella Sicily, Italy	NAVY
N62995	US Naval Air Station Keflavik	Sigonella, Italy	NAVY
N68660	Naval Computer and Telecom Station	Silverdale, Washington	NAVY
FB4808	612 ABS LGS	Soto Cano AB, Honduras	
FB5621	52 Fighter Wing LGS	Spangdalem AB, Germany	USAFE
FB4403	726 AMS MXAS	Spangdalem AB, Germany	USAFE
FB6352	178 FG LGS BECKLEY MAP	Sprigfield ANG, Ohio	ANG
FB6123	183 Fighter Wing LGTT ILANG CAP ARPT	Springfield ANG, Illinois	ANG
W90E3J	1107 MO Air Space Missile Defense REAR	Springfield, Missouri	ARMY
W58M0C	Air Space Missile Defense Rear (Jones Ave)	Springfield, Missouri	ARMY
W58MZJ	Air Space Missile Defense Rear, (N.Freemont)	Springfield, Missouri	ARMY
EY1205	Boeing Aircraft and Missiles St Louis	St Louis, Missouri	
FB6231	133 Airlift Wing Logistics Readiness Squadron	St Paul ANG, Minnesota	ANG
SC3202	Defense Distribution Depot San Joaquin	Stockton, California	
FE6323	109 Airlift Wing LGS	Stratton ANGB, New York	ANG
FB6325	106 LG LGTT NY ANG	Suffolk ANG, New York	ANG
FB5261	Det 2 607 MMS LGS	Suwon AB, Korea	PACAF
FB5895	MF USAF COS	Taszar, Hungary	USAFE
FB6131	181 FG LGS	Terre Haute ANG, Illinois	ANG
FB2507	821 Support Squadron LGS	Thule AB, Greenland	
FY4837	552 MOS MXOUG	Tinker AFB, Oklahoma	ACC
W91B2B	PR W1V5 Astronaut High School	Titusville, Florida	

W2561V	XR W0ML USA Depot Tobyhanna	Tobyhanna Army Depot, Pennsylvania	ARMY
FB6355	180 Fighter Wing LGS	Toledo ANG, Ohio	ANG
FB6152	190 Air Refueling Wing LGTT	Topeka, Kansas	AFRC
FB4427	60 Supply Squadron LGS AC PARTS STORE	Travis AFB, California	AMC
EY9901	Raytheon Co	Tucson, Arizona	
FB6563	138 Fighter Wing LGS OK ANG	Tulsa ANG, Oklahoma	ANG
FB6022	162 Fighter Wing Logistics Readiness Squadron	Tuscon ANG, Arizona	ANG
M35100	Supply Officer	Twenty Nine Palms, California	
FB4819	325 MSG LRDS	Tyndall AFB, Florida	AETC
FB7000	10 MSG LGRMS	USAFA, Colorado	USAFA
FB6441	151 Air Refueling Wing LGS UT ANGB	Utah ANG, Utah	ANG
FE3029	71 LS LGS	Vance AFB, Oklahoma	AETC
FB3029	71st Trainnig Wing	Vance AFB, Oklahoma	AETC
FE4610	30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California	AFSPC
FB4610	30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California	AFSPC
FE6656	910 Logistics Readiness Squadron, UNIT 32	Vienna, Ohio	ANG
N42239	Fleet Area Control and Surveillance	Virginia Beach	NAVY
N60191	Naval Air Station Oceana	Virginia Beach, Virginia	NAVY
N45534	Surface Combat Systems Center	Wallops Island, Virginia	NAVY
Q99100	Semcor Inc	Warminster, Pennsylvania	
EY9638	Support Systems Asso Inc	Warner Robins, Georgia	
FB4613	90 Logistics Readiness Squadron LGRM	Warren AFB, Wyoming	AFSPC
W91ATM	Army Tank and Automotive Command (TACOM) GARRISON OFC	Warren, Michigan	ARMY
W56HZX	HQ US ARMY TACOM	Warren, Michigan	ARMY
NASA	NASA	Wasington, D.C	
N00167	Naval Surface Warfare Center (Maryland)	West Bethesda, Maryland	NAVY
FB6606	439 LSS LGTT	Westover ARB, Massachusetts	AFRC
FB4625	509 Logistics Readiness Squadron LGRD	Whiteman AFB, Missouri	ACC
FB6382	111 Fighter Wing LGTT PA ANG	Willow Grove ANG, Pennsylvania	ANG
N00158	Naval Air Station JRB	Willow Grove, Pennsylvania	NAVY
N09172	Patrol Squadron 64 VP 64	Willow Grove, Pennsylvania	NAVY
FB6081	166 Airlift Wing LGS	Wilmington ANG, Deleware	ANG
W11M92	1109 GROTON CT AVCRAD	Windsor Locks, Connecticut	ARMY
W11UWB	USPFO PB CT ARNG	Windsor Locks, Connecticut	ARMY
FB4880	ACC Regional Supply Squadron CMBCC	Wright-Patterson AFB, California	ACC
FB6481	130 Airlift Wing LGS	Yeager ANG, West Virginia	ANG
N40084	Naval Fac Engineering Command Far East	Yokosuka, Japan	NAVY
N62758	Naval Ship Repair Facility	Yokosuka, Japan	NAVY
FE5209	374 Airlift Wing LGS	Yokota AB, Japaan	PACAF
FB5209	374 Airlift Wing LGS	Yokota AB, Japan	PACAF
N00109	Atlantic Ordinance Command	Yorktown, Virginia	NAVY

V30666	Naval Coastal Warfare Sq 25	Yorktown, Virginia	NAVY
FB6656	910 Logistics Readiness Squadron	Youngstown ANG, Ohio	ANG
M00880	Commanding Officer, Marine Air Control Squadron	Yuma, Arizona	MARINES
R57082	MALS 13 Rear Supply	Yuma, Arizona	MARINES
M62974	Receiving Officer, MCAS (Yuma)	Yuma, Arizona	MARINES
FB4860	478 EOS CO FF MANT		
FB4826	49 MMG LSGP		ACC
W81JF7	CTR USA CECOM RDE		ARMY
	Dallas Voorhies		
R55660	Marine Aviation Logistics Sq 26		MARINES
N83447	NAS JRB Fort Worth		NAVY
N61035	NAS JRB New Orleans		NAVY
N61033	NAS JRB Willow Grove		NAVY
NAVAIR	NAVAIR		NAVY
V0031A	Naval Special Warfare Group Two		NAVY

Appendix J. More Recent, High Frequency, Deployed Location Customers

More Recent, High Frequency, Deployed Location			
DODAAC	**Customer ID**	**Location**	**Command**
FB5814	816 ESOG A4	Bagram AB, Afghanistan	ACC
FB5860	332d Air Expeditionary Wing	Balad AB, Iraq	CENTAF
FB4804	379 Expeditionary Logistics Readiness Squadron Chief of Supply	Al Udeid, Qatar	CENTAF
FB4872	2 Supply Deployed	Diego Garcia	PACAF

Appendix K. More Recent, High Frequency, Non-Deployed Location Customers

More Recent, High Frequency, Non-Deployed Location			
DODAAC	**Customer ID**	**Location**	**Command**
FB4852	99 Logistics Readiness Squadron LGRMR	Nellis AFB, Nevada	ACC
FB4809	4 Logistics Readiness Squadron LGRDCI	Seymour-Johnson AFB, North Carolina	ACC
FB4877	355 Supply Squadron LGSCDR	Davis Mothan AFB, Arizona	ACC
FB4800	1 Logistics Readiness Squadron LGRMR	Langley AFB, Virginia	ACC
FB4661	7 Logistics Readiness Squadron LGR	Dyess AFB, Texas	ACC
FB4608	2 Logistics Readiness Squadron LGRD	Barksdale AFB, Louisiana	ACC
FE4897	366 Logistics Readiness Squadron LGSM	Mountain Home AFB, Idaho	ACC
FB4690	28 Supply Squadron LGSCDR	Ellsworth AFB, South Dakota	ACC
FB4855	27 Logistics Readiness Squadron LGRMR	Cannon AFB, New Mexico	ACC
FB4830	347 Logistics Readiness Squadron LGRTC	Moody AFB, Georgia	ACC
FB4528	5 Logistics Readiness Squadron LGRMR	Minot AFB, North Dakota	ACC
FB4625	509 Logistics Readiness Squadron LGRD	Whiteman AFB, Missouri	ACC
FB4600	55 MSG LDDSD SUPPLY MAT	Offutt AFB, Nebraska	ACC
FB4803	20 Logistics Readiness Squadron LGSCF	Shaw AFB, South Carolina	ACC
FB4877	56 Supply Squadron LGS	Luke AFB, Arizona	AETC
FB4419	97 Supply Squadron LGS	Altus AFB, Oklahoma	AETC
FB4460	314 Logistics Readiness Squadron	Little Rock AFB, Arizona	AETC
FB4819	325 MSG LRDS	Tyndall AFB, Florida	AETC
FB3047	37 Logistics Readiness Squadron LGRD	Lackland AFB, Texas	AETC
FB6675	301 Fighter Wing Logistics Readiness Squadron	NAS JRB, Fort Worth, Texas	AFRC
FB6703	94 LG LGS	Dobbins ARB, Georgia	AFRC
FB4654	434 LSS LGS	Grissom ARB, Indiana	AFRC
FB4417	16 Logistics Readiness Squadron LGSA	Hulbert Field, Florida	AFSOC
FB4626	PMI SBSS LGRDMR	Malmstrom AFB, Montana	AFSPC
FB4610	30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California	AFSPC
FB4613	90 Logistics Readiness Squadron LGRM	Warren AFB, Wyoming	AFSPC
FB4427	60 Supply Squadron LGS AC PARTS STORE	Travis AFB, California	AMC
FB4488	43 LOGS LGS	Pope AFB, North Carolina	AMC
FB4497	436 Logistics Readiness Squadron LGRSP	Dover AFB, Deleware	AMC
FB4621	22 Logistics Readiness Squadron LGS	McConnell AFB, Kansas	AMC
FB4620	92 Logistics Readiness Squadron LGS	Fairchild AFB, Washington	AMC
FB4407	375 Logistics Readiness Squadron TSI Supply	Scott AFB, Illinois	AMC
FB6091	125 Fighter Wing LGS FL ANG	Florida ANG, Florida	ANG
FB6530	154 WG Logistics Readiness Squadron	Hickam ANG, Hawaii	ANG
FB6352	178 FG LGS BECKLEY MAP	Sprigfield ANG, Ohio	ANG
FB6322	105 AG LGS NY ANG	Newburgh, New York	ANG
FB6432	149 Fighter Wing LGTT	Kelly ANG, Texas	ANG
FB6061	140 LS LGS BUCKLEY ANG	Buckley ANG, Colorado	ANG

FB6511	113 Fighter Wing LGS	Andrews AFB, Maryland	ANG
FB5270	18 Logistics Readiness Squadron LGS	Kadena AB, Japan	PACAF
FB5000	3 Logistics Readiness Squadron/LGSDR	Elmendorf AFB, Alaska	PACAF
FB5205	35 Supply Squadron LGS	Misawa AB, Japan	PACAF
FB5294	51 Supply Squadron LGSDR	Osan AB, Korea	PACAF
FB5240	36 Supply Squadron LGS	Anderson AFB, Guam	PACAF
FB5004	354 Logistics Readiness Squadron LGRD	Eielson AFB, Alaska	PACAF
FB5578	48 Fighter Wing Logistics Readiness Squadron	RAF Lakenheath, UK	USAFE
FB5621	52 Fighter Wing LGS	Spangdalem AB, Germany	USAFE
FB5682	31 Fighter Wing LGS	Aviano AB, Italy	USAFE
FB5518	100 LG LGS	RAF Mildenhall, UK	USAFE
FB5612	435 Air Base Wing Logistics Readiness Sq	Ramstein AB, Germany	USAFE

Appendix L. More Recent, Medium Frequency, Deployed Location Customers

More Recent, Medium Frequency, Deployed Location			
DODAAC	**Customer ID**	**Location**	**Command**
FB4811	ACC Deployed Regional Supply Squadron	Al Dhafra AB, UAE	ACC
FB5804	376 Air Expeditionary Wing	Ganci AB, Bishkek, Kyrgyzstan	CENTAF
FB5820	386 Expeditionary Logistics Squadron Chief of Supply	Ali Al Salem AB, Kuwait	CENTAF
FB5832	407 AEG ELRS	Tallil AB, Iraq	

Appendix M. More Recent, Medium Frequency, Non-Deployed Location Customers

More Recent, Medium Frequency, Non-Deployed Location			
DODAAC	**Customer ID**	**Location**	**Command**
FB4801	49 Supply Squadron LGSCDR	Holloman AFB, New Mexico	ACC
FB4686	9 SDS SDSMM	Beale AFB, California	ACC
FB5801	ACC Regional Supply Squadron	Langley AFB, Virginia	ACC
FB6101	116 Air Control Wing Logistics Readiness Squadron LGRS	Robins AFB, Georgia	ACC
FB3010	81 Supply Squadron LGS	Keesler AFB, Mississippi	AETC
FB3020	82 LS LGSS	Sheppard AFB, Texas	AETC
FB3022	14 MSG/LGR	Columbus AFB, Mississippi	AETC
FB3099	47 LS LGS	Laughlin AFB, Texas	AETC
FB4664	452 Logistics Readiness Squadron LGRT	March Air Reserve Base, California	AFRC
FB6648	482 Logistics Readiness Squadron LGR	Homestead Air Reserve Base, Florida	AFRC
FB6152	190 Air Refueling Wing LGTT	Topeka, Kansas	AFRC
FB6716	926 Fighter Wing Logistics Readiness Squadron	New Orleans, Louisiana	AFRC
FB2520	45 LRF LGS	Patrick AFB, Florida	AFSPC
FB2500	21SW LGRS	Peterson Field, Colorado	AFSPC
FB4814	6 Logistics Readiness Squadron LGRVM	MacDill AFB, Florida	AMC
FB4418	437 LOGISTICS READ SQD	Charleston AFB, South Carolina	AMC
FB4425	89 Supply Squadron LGS	Andrews AFB, Maryland	AMC
FB4484	305 Logistics Readiness Squadron LGS	McGuire AFB, New Jersey	AMC
FB4659	319 Supply Squadron LGSCF PARTS STORE	Grand Forks AFB, North Dakota	AMC
FB4479	62 Logistics Readiness Squadron LGRM	McChord AFB, Washington	AMC
FB6251	131 Fighter Wing LGTT	Missouri ANG, Missouri	ANG
FB6411	114 Fighter Wing LS SD ANG	Foss Fld, South Dakota	ANG
FB6044	144 Fighter Wing LGS MATL DIST	Fresno ANG, California	ANG
FB6121	126 Air Refueling Wing LGS	Scott AFB, Illinois	ANG
FB6491	128 Air Refueling Wing LGS	Milwaukee, Wisconsin	ANG
FB6141	132 Fighter Wing LGT	Des Moines ANG, Iowa	ANG
FB6171	159 Fighter Wing LGS	New Orleans ANG, Louisiana	ANG
FB6131	181 FG LGS	Terre Haute ANG, Illinois	ANG
FB6355	180 Fighter Wing LGS	Toledo ANG, Ohio	ANG
FB6021	161 Air Refueling Wing Logistics Readiness Squadron LGSD SKY HARBOR	Phoenix ANG, Arizona	ANG
FB6461	192 Fighter Wing LGS RICHMOND IAP	Byrd ANG, Virginia	ANG
FB6112	124 Fighter Wing LGS ID ANGB	Boise ANG, Idaho	ANG
FB6303	177 Fighter Wing Logistics Readiness Squadron	Atlantic City ANG, New Jersey	ANG
FB6492	115 Fighter Wing LGS WI ANG	Madison, Wisconsin	ANG
FB6291	157 Air Refueling Wing LGS PEASE ANG	Pease ANG, New Hampshire	ANG
FB6521	168 LG LGS AK ANG	Eielson ANG, Alaska	ANG
FB6563	138 Fighter Wing LGS OK ANG	Tulsa ANG, Oklahoma	ANG
FB6181	101 Air Refueling Wing LGS ME ANG	Bangor ANG, Maine	ANG
FB6422	164 Airlift Wing LGS TN ANG ~	Memphis, Tennessee	ANG

FB6031	189 Airlift Wing LGS	Little Rock ANG, Arkansas	ANG
FB6520	176 WG Logistics Readiness Squadron BASE SUPPLY	Anchorage ANG, Alaska	ANG
FB6221	127 WG Logistics Readiness Squadron	Selfridge ANG, Michigan	ANG
FB6042	163 ARG LGS CA ANG	March ARB, California	ANG
FB6123	183 Fighter Wing LGTT ILANG CAP ARPT	Springfield ANG, Illinois	ANG
FB6431	136 Airlift Wing Logistics Readiness Squadron LGS CARSWELL FLD	Nas Dallas ANG, Texas	ANG
FB6102	165 LG LGTT GA ANG	Georgia ANG, Georgia	ANG
FB6381	171 Air Refueling Wing LGS	Pittsburg ANG, Pennsylvania	ANG
FB6302	108 Air Refueling Wing LGS NJ ANG	New Jersey ANG, New Jersey	ANG
FB6540	156 Airlift Wing Logistics Readiness Squadron PUERTO RICO ANG	Muniz AS ANG, Puerto Rico	ANG
FB6401	169 Fighter Wing LGR MCENTIRE ANGS	McIntire ANG, South Carolina	ANG
FB6324	174 Fighter Wing LGS	Hancock Fld ANG, New York	ANG
FB6071	103 Fighter Wing LGS CT ANG	Connecticut ANG, Connecticut	ANG
FB6331	145 Airlift Wing LGTT	Charlotte-Douglas ANG, North Carolina	ANG
FB6271	155 Air Refueling Wing+B103 Logistics Readiness Squadron	Lincoln ANG, Nebraska	ANG
FB6032	188 Fighter Wing LGS EBBING ANG	Fort Smith ANG, Arkansas	ANG
FB6161	123 LS LGTT KY ANG	Kentucky ANG, Kentucky	ANG
FB6371	142 LS LGS OR ANG	Portland ANG, Oregon	ANG
FB6421	118 Airlift Wing LGS	Nashville ANG, Tennessee	ANG
FB6281	152 Airlift Wing LGS NV ANG	Neveda ANG, Neveda	ANG
FB6372	173 Logistics Readiness Squadron LGRD	Kingsley Field, Oregon	ANG
FB6382	111 Fighter Wing LGTT PA ANG	Willow Grove ANG, Pennsylvania	ANG
FB6011	117 Air Refueling Wing LGS	Birmingham ANG, Alabama	ANG
FB6012	187 Fighter Wing LGS DANNELLY ANG	Monygomery, Alabama	ANG
FB6481	130 Airlift Wing LGS	Yeager ANG, West Virginia	ANG
R09808	Marine Aviation Logistics Sq 39	Camp Pendleton, California	MARINES
R55660	Marine Aviation Logistics Sq 26		MARINES
N0429A	NCOMAEWINGPAC Point Mugu	Point Mugu NAWS, California	NAVY
N00104	Naval Inventory Control Point Mech	Mechanicsburg, Pennsylvania	NAVY
FE5284	8 Logistics Readiness Squadron LGS	Kunsan AB, Korea	PACAF
FB5260	15 LRD LGRD	Hickam AFB, Hawaii	PACAF
FB5209	374 Airlift Wing LGS	Yokota AB, Japan	PACAF
FB4820	85 Supply Squadron LGS	Keflavik NAS, Iceland	USAFE
FB5685	39 Supply Squadron LGS	Incirlik AB, Turkey	USAFE
FB5613	435 Logistics Readiness Squadron CIRF C130	Ramstein AB, Germany	USAFE
	FMS	FMS	
FB5232	DET 1 51 COBB LGSDQ	KwangJu AB, Korea	
FB4808	612 ABS LGS	Soto Cano AB, Honduras	

Appendix N. More Recent, Low Frequency, Deployed Location Customers

More Recent, Low Frequency, Deployed Location			
DODAAC	**Customer ID**	**Location**	**Command**
FB5807	ACC Deployed Chief of Supply	Djibouit, Africa	ACC
FB5881	Expeditionary Operations Group COS	Bagram AB, Afghanistan	ACC
FB4455	317 AEG	Al Udied AB, Qatar	ACC
FB4412	92 LRS Air Refueling Wing Deployed	Moron AB, Spain	AMC
W91RXU	XR 0238 AV CO F Maintenance EAC	Balad AB, Iraq	ARMY
W91ASE	PR 0155 MD DET EPID SVC TM LD	Balad AB, Iraq	ARMY
W91TKR	XR 0016 SC BN CPS AREA SIG BN	Mosul AB, Iraq	ARMY
W91EBA	XR 0603 CS Battalion CO A FWD	Taji AB, Iraq	ARMY
W9126A	SR 0228 CS BN CO C Med	Al Taqqadum AB, Iraq	ARMY
W91D0W	XR 0092 EN BN Combat Heavy	Camp Liberty Bagdad, Iraq	ARMY
W91DQV	XR 0123 AV BN 04 CO B ASLT HEL	Balad AB, Iraq	ARMY
N48610	Helicopter Combat Support Special	Balad AB, Iraq	NAVY
FB4454	DET 1 730 AMC FSP	Diego Garcia	PACAF
FB5879	AMC Deployed Chief of Supply	Incirlik AB, Turkey	USAFE
FB5830	401 EABG SUPPLY	Bosnia Herzegovenia	USAFE
FB5833	506 Expeditionary Logistics Readiness Squadron Chief of Supply	Kirkuk AB, Iraq	
FB4835	WRM PREPOSITION PROG	Thumrait AB, Oman	
FB5806	Deployed Chief of Supply	Kandahar, Afghanistan	
FB5874	60 SUPPLY DEPLOYED	Al Mubarak AB, Kuwait	

Appendix O. More Recent, Low Frequency, Non-Deployed Location Customers

More Recent, Low Frequency, Non-Deployed			
DODAAC	**Customer ID**	**Location**	**Command**
FB7037	48 IS LGS	Beale AFB, California	ACC
FM4801	49 MG SGSL	Holloman AFB, New Mexico	ACC
FB4826	49 MMG LSGP		ACC
FB4802	49 MMSS LSGPAR	Holloman AFB, New Mexico	ACC
FM4600	55 MDSS SGSL	Offutt AFB, Nebraska	ACC
FY4837	552 MOS MXOUG	Tinker AFB, Oklahoma	ACC
FB5818	ACC Regional Supply Squadron LGSM	Langley AFB, Virginia	ACC
954609	LCI Base Supply Center	Shaw AFB, South Carolina	ACC
FE3010	81 Supply Squadron LGS	Keesler AFB, Mississippi	AETC
FB3089	12 Logistics Readiness Squadron LGRDC	Randolph AFB, Texas	AETC
FB3030	17 LS LGS	Goodfellow, AFB, Texas	AETC
FB3300	42 MSD SUPPLY	Maxwell AFB, Alabama	AETC
FB3029	71st Trainnig Wing	Vance AFB, Oklahoma	AETC
FB6606	439 LSS LGTT	Westover ARB, Massachusetts	AFRC
FB6605	440 Airlift Wing LGS	General Mitchell Air Reserve Station, Wisconsin	AFRC
FB6670	914 Airlift Wing LGS	Niagra Falls ARS, New York	AFRC
FB6633	934 Logistics Readiness Squadron	Minneapolis ARS, Minnesota	AFRC
FB6543	SMI ChristChurch	ChristChurch, New Zealand	AFRC
W912115	Special Operations Dir AMCOM	Fort Eustis, Virginia	AFSOC
H92224	Special Operations Forces Spt Acty	Lexington, Kentucky	AFSOC
FE4610	30 Logistics Readiness Squadron LGRDMS	Vandenburg AFB, California	AFSPC
FB2502	21 Logistics Readiness Squadron LGRS	Peterson AFB, Colorado	AFSPC
FB2505	PMI LGRS	Peterson AFB, Colorado	AFSPC
FE4479	62 Supply Squadron LGSDR	McChord AFB, Washington	AMC
FB6471	141 LS LGS	Fairchild AFB, Washington	AMC
FB6151	184 Air Refueling Wing Logistics Readiness Squadron	McConnell AFB, Kansas	AMC
FM4484	305 MEDICAL SUPPORT SQ	McGuire AFB, New Jersey	AMC
FM4418	437 MDG SGSL	Charleston AFB, North Carolina	AMC
FB5886	AMC Regional Supply Squadron Contingency	Scott AFB, Illinois	AMC
FB5848	Grandfolks Deployed Supply Squadron	Grand Forks AFB, North Dakota	AMC
FB6202	102 Fighter Wing Logistics Readiness Squadron	Otis ANGB, Massuchusetts	ANG
FE6302	108 Air Refueling Wing LGS NJ ANG	McGuire AFB, New Jersey	ANG
FE6261	120 Fighter Wing LGTT	Montana ANG, Montana	ANG
FB6562	137 Logistics Readiness Squadron LGS	Oklahoma ANG, Oklahoma	ANG
FE6493	LGS Volk Field Combat Readiness Training Center	Camp Douglas, Wisconsin	ANG
FE6202	102 Fighter Wing LGS OTIS ANGB	Otis ANGB, Massachussetts	ANG
FB6201	104 Fighter Wing LGS BARNES ANGB	Barnes ANGB, Massachusetts	ANG
FB6325	106 LG LGTT NY ANG	Suffolk ANG, New York	ANG

FB6321	107 Air Refueling Wing LGS	Niagra Falls ANG, New York	ANG
FE6323	109 Airlift Wing LGS	Stratton ANGB, New York	ANG
FB6222	110 FG LGS	Battle Creek ANG, Michigan	ANG
FB6341	119 Fighter Wing LGS HECTOR FIELD	Hector Fld ANG, North Dakota	ANG
FB6261	120 Fighter Wing LGTT MT ANG	Great Falls ANG, Montana	ANG
FB6356	121 Air Refueling Wing LS	Rickenbacker ANG, Ohio	ANG
FB6132	122 Fighter Wing LGTT INANG	Bear Field Ft Wayne ANG, Indiana	ANG
FB6231	133 Airlift Wing Logistics Readiness Squadron	St Paul ANG, Minnesota	ANG
FB6423	134 Air Refueling Wing LGRS	McGhee Tyson ANGB, Tennessee	ANG
FB6252	139 LG LGS	Rosecrans Memorial Airport, St Joseph, Missouri	ANG
FB6391	143 Airlift Wing LGTT RI ANG	Quonset Air, Rhode Island	ANG
FB6433	147 Fighter Wing Logistics Readiness Squadron	Ellington ANG, Texas	ANG
FB6232	148 Fighter Wing LGS	Buluth ANG, Minnesota	ANG
FB6311	150 Fighter Wing LGS	Kirtland ANG, New Mexico	ANG
FB6441	151 Air Refueling Wing LGS UT ANGB	Utah ANG, Utah	ANG
FB6501	153 Airlift Wing LGTT CHEYENNE MAP	Cheyenne ANG, Wyoming	ANG
FB6022	162 Fighter Wing Logistics Readiness Squadron	Tuscon ANG, Arizona	ANG
FB6081	166 Airlift Wing LGS	Wilmington ANG, Deleware	ANG
FB6482	167 Airlift Wing LGS MARTINSBURG ANG	Martinsburg ANG, West Virginia	ANG
FB6242	172 Airlift Wing LGS	Jackson, Mississippi	ANG
FB6191	175 LS LGS WARFIELD ANG	Baltimore ANG, Maryland	ANG
FB6353	179 Airlift Wing LGS	Mansfield ANG, Ohio	ANG
FB6122	182 Airlift Wing LGS IL ANG	Peoria ANG, Illinois	ANG
FB6241	186 Air Refueling Wing LGS Key Field ANGB	Key Field ANGB, Mississippi	ANG
FB6656	910 Logistics Readiness Squadron	Youngstown ANG, Ohio	ANG
FB6223	Alpena Combat Readiness Training Center LGS	Alpena, Michigan	ANG
FB6103	Combat Readiness Training Center LGS	Garden City, Georgia	ANG
FB6243	Gulfport Combat Readiness Training Center LGS	Gulfport, Mississippi	ANG
W81DHY	1-11TH Aviation BN	Fort Rucker, Alabama	ARMY
W90809	2nd Infantry Airbourne Division	Fort Bragg, North Carolina	ARMY
W810WB	PEO ASMD	Huntsville, Alabama	ARMY
W90E3J	1107 MO Air Space Missile Defense REAR	Springfield, Missouri	ARMY
W11M92	1109 GROTON CT AVCRAD	Windsor Locks, Connecticut	ARMY
W58M0C	Air Space Missile Defense Rear (Jones Ave)	Springfield, Missouri	ARMY
W81JCD	AR SQ 01 TRP F SVC TRP	Lincoln, Nebraska	ARMY
W90BB4	AV BN 01 CO B SUP REAR	Brooksville, Florida	ARMY
W80QGZ	AV BN 01 CO F AVN MAIT	Fort Campbell, Kentucky	ARMY
W81LFF	AV BN 02 CO D SOAR ABN	Fort Campbell, Kentucky	ARMY
W81A12	AV BN 02 D C0 AVUM~	Schofield BKS, Hawaii	ARMY

W81KDE	AV BN 07 REAR DET	New Century, Kansas	ARMY
W90EJF	AV CO E DET 1 REAR	Pineville, Lousiana	ARMY
W90KEX	AV DST SPT MNT CO F	Fort Rucker, Alabama	ARMY
W81MPM	AV SQ 04 F TROOP AVUM	Fort Lewis, Washington	ARMY
W81E2A	AVN SPT OFC, HQ, USA AVN	Fort Lewis, Washington	ARMY
W58H0Z	AVN SPT OFC, HQ, USA AVN	Restone Arsenal, Alabama	ARMY
W90CTK	Combat Equip Base Afloat	Goose Creek, South Carolina	ARMY
W45N7V	Corpus Christi Army Depot SRA	Corpus Christi, Texas	ARMY
W813LX	CS BN DET HOME	Fort Campbell, Kentucky	ARMY
W81JF7	CTR USA CECOM RDE		ARMY
W90Y1D	Director of Plans, Training, Mobilization and Security Aviation Division	Fort Polk, Louisiana	ARMY
W914KM	FA BN 02 BTY A MLRS	Sabetha, Kansas	ARMY
W91315	FA BN 02 BTY C DET 1	Monesano, Washington	ARMY
W81N6G	MD CO AIR AMBL UH 60	Mather, California	ARMY
W80QJK	National Training Center (NTC) Rotation Supply Support Activity (SSA)	Fort Irwin, California	ARMY
W81RFK	PEO TAC MSL	Redstone Arsenal, Alabama	ARMY
W91BHY	PR 0158 AV CO CO D HOME DET	Fort Sheridan, Illinois	ARMY
W906TP	PR W0DA Combat Equipment Base AFLOAT	Goose Creek, South Carolina	ARMY
W91312	QM BN HHD WATER	Brooksville, Florida	ARMY
W80PCJ	RGT SOATC ATDA	Fort Campbell, Kentucky	ARMY
W80N5C	RGT HHC SP OP AV RG	Fort Campbell, Kentucky	ARMY
W81PLH	SIG CMD GOCO Area Maintenance and Supply Facility	Mannheim, Germany	ARMY
W8086B	SR CONCEPT EVALUATION TNG SPT ACTV	Lexington, Kentucky	ARMY
W26RX3	Stk Rec Acct Mission	Fort Eustis, Virginia	ARMY
W33SMY	Supply and Maintenance	Fort Gordon, Georgia	ARMY
W52H09	TACOM Rock Island	Rock Island, Illinois	ARMY
W81AGJ	USA ELE CDR STF MFO	El Gorah Sinai Israel	ARMY
W45QML	USA Garrison Fort Bliss	Fort Bliss, Texas	ARMY
W15GK8	USA HQ COMM ELECT CMD	Fort Monmouth, New Jersey	ARMY
W81NLE	USA SMDC KWAJALEIN ATOLL	Richmond, California	ARMY
W81R7D	USA THEATER SPT CMD IRWIN	Fort Irwin, California	ARMY
W11UWB	USPFO PB CT ARNG	Windsor Locks, Connecticut	ARMY
W61LQA	USPFO SPT SECTION	Pheonix, Arizona	ARMY
W90YWF	XR 0040 SC BN TTSB	Fort Huachuca, Arizona	ARMY
W9131S (redo)	XR 0160 AV CO CO F	Fort Campbell, Kentucky	ARMY
W9131R	XR 0160 AV CO CO F	Fort Campbell, Kentucky	ARMY
W90YCU	XR 0302 SC Battalion E CO	Fort Belvoir, Virginia	ARMY
W2561V	XR W0ML USA Depot Tobyhanna	Tobyhanna Army Depot, Pennsylvania	ARMY
W81UPH	XRT0115 OD CO AUG CSMS	Draper, Utah	ARMY
W917U75	XU 0041 IN BN 01 RIFLE CO B	For Deployment Only	ARMY
W91K24	XU 0123 AV CO COMPANY C	For Deployment Only	ARMY
ZC1019	Commander, Maintenance and Logisitcs Command Atlantic (MLCLANT)	Norfolk, Virginia	COAST GUARD
Z50100	Commanding Officer, Aircraft Repair and Supply Center	Elizabeth City, North Carolina	COAST GUARD

Z54000	Commanding Officer, USCG	Miami, Florida	COAST GUARD
Z11513	Commanding Officer, USCGC Mohawk	Key West, Florida	COAST GUARD
Z32480	OIC, USCG Communications Station	Forestdale, Massachusetts	COAST GUARD
Z11508	Portsmouth Naval Shipyard	Portsmouth, New Hamsphere	COAST GUARD
M98573	Commander, Supply Chain Mgmt Ctr Code 573	Marine Corps Logistics Base, Albany, Georgia	MARINES
M94700	Commander, Supply Chain Mgmt Ctr Code 884	Marine Corps Logistics Base, Albany, Georgia	MARINES
M93022	Commanding General	Quantico, Virginia	MARINES
M62573	Commanding Officer MCAS	Jacksonville, South Carolina	MARINES
M60169	Commanding Officer TMO	Beaufort, South Carolina	MARINES
M00880	Commanding Officer, Marine Air Control Squadron	Yuma, Arizona	MARINES
R57082	MALS 13 Rear Supply	Yuma, Arizona	MARINES
R09111	Marine Aviation Logistics Sq 11	San Diego, California	MARINES
R09112	Marine Aviation Logistics Sq 12	MCAS Iwakuni, Japan	MARINES
R09116	Marine Aviation Logistics Sq 16	San Diego, California	MARINES
V52841	Marine Aviation Logistics Sq 29	Jacksonville, North Carolina	MARINES
V09131	Marine Aviation Logistics Sq 31	Beaufort, South Carolina	MARINES
R09136	Marine Aviation Logistics Sq 36	Okinawa, Japan	MARINES
R09124	Marine Aviation Logistics Sq MALS 24	MCBH Kaneohe Bay, Hawaii	MARINES
N55555	Marine Aviation Logistics Squadron	Newburgh, New York	MARINES
M00318	MCAF/ATCMB	Kaneohe, Hawaii	MARINES
MMFAG8	OIC SMU	Camp Pendleton, California	MARINES
M62974	Receiving Officer, MCAS (Yuma)	Yuma, Arizona	MARINES
N44317	Aircraft Intermediate Maintenance Detachment	Fallon, Neveda	NAVY
N44326	Aircraft Intermediate Maintenance Detachment	NAS North Island, California	NAVY
N44321	Aircraft Intermediate Maintenance Detachment	NAS Lemoore, California	NAVY
N00109	Atlantic Ordinance Command	Yorktown, Virginia	NAVY
N57012	Commander, Naval Air Force Atlantic	Norfolk, Virginia	NAVY
V52955	COMSEACONWINGLANT	Jacksonville, Forida	NAVY
N55646	Constru Battalion Maintenance UT 202	Norfolk, Virginia	NAVY
N62604	Department of the Navy	Gulfport, Mississippi	NAVY
V43504	Explosive Ordinanace Disposal	Norfolk, Virginia	NAVY
N00244	Fleet and Industrial Supply Center San Diego	San Diego, California	NAVY
N53855	FLEET LOGISTICS SUPPORT SQUADRON 55	Point Mugu, California	NAVY
N39787	FLIGHT PUBS AIR TEST EVALUATN VX 31	China Lake, California	NAVY
N40025	Mid Atlantic Regional Maintenance Center	Norfolk, Virginia	NAVY
N61035	NAS JRB New Orleans		NAVY
N61033	NAS JRB Willow Grove		NAVY
NAVAIR	NAVAIR		NAVY

N62507	Naval Air Facility ATSUGI	Mubanchi Oohgami, JAPAN	NAVY
N68212	Naval Air Facility Misawa	Misawa, Japan	NAVY
N61036	Naval Air Reserve	Fort Worth, Texas	NAVY
N68971	Naval Air Station AOM	Fallon, Neveda	NAVY
N61034	Naval Air Station Atlanta	Marrieta, Georgia	NAVY
N00207	Naval Air Station Jacksonville	Jacksonville, Florida	NAVY
N00188	Naval Air Station Norfolk	Norfolk, Virginia	NAVY
N00246	Naval Air Station North Island	San Diego, California	NAVY
N60191	Naval Air Station Oceana	Virginia Beach, Virginia	NAVY
N62688	Naval Air Station Supply Dept	Norfolk, Virginia	NAVY
N00019	NAVAL AIR SYSTEMS COMMAND	Patuxent River, Maryland	NAVY
N00421	Naval Air Warfare Center Air Division	Patuxent River, Maryland	NAVY
N60530	Naval Air Warfare Center Weapons Division (China Lake)	China Lake, California	NAVY
N63126	Naval Air Warfare Center Weapons Division (Point Mugu)	Point Mugu, California	NAVY
N65923	Naval Aviation Depot (Cherry Point)	Cherry Point, North Carolina	NAVY
N65886	Naval Aviation Depot (Jacksonville)	Jacksonville, Florida	NAVY
N65888	Naval Aviation Depot (San Diego)	San Diego, California	NAVY
V30666	Naval Coastal Warfare Sq 25	Yorktown, Virginia	NAVY
N40084	Naval Fac Engineering Command Far East	Yokosuka, Japan	NAVY
N00383	Naval Inventory Control Point	Philidelphia, Pennsylvania	NAVY
N00166	Naval ir Facility Code 70	Andrews AFB, Maryland	NAVY
N65540	Naval Ship Systems Engineering Station	Philidelphia, Pennsylvania	NAVY
V0031A	Naval Special Warfare Group Two		NAVY
N53991	Naval Special Warfare Unit Two	APO AE 09107-0000	NAVY
N00167	Naval Surface Warfare Center (Maryland)	West Bethesda, Maryland	NAVY
N61112	Navy Fleet Support Office Sigonella	Sigonella Sicily, Italy	NAVY
N4523A	Puget Sound Naval Shipyard and Intermaintenance Facility	Bremerton, Washington	NAVY
N60087	Receiving Officer, NAS (Brunswick)	Brunswick, Maine	NAVY
N44329	Receiving Officer, NAS (Oak Harbor)	Oak Harbor, Washington	NAVY
N00102	Receiving Officer, Portsmouth Naval Shipyard	Kittery, Maine	NAVY
N0763A	Recruit Training Command NTC	Great Lakes, Illinois	NAVY
N66001	Space and Naval Warfare Systems Center	San Diego, California	NAVY
N22196	USNS SAN JOSE (T AFS 7)	FPO AP 96678-4045	NAVY
R21297	USS ABRAHAM LINCOLN (CVN 72)	FPO AP 96612-2872	NAVY
R21387	USS ANTIETAM (CG 54)	FPO AP 96660-1174	NAVY
V21879	USS BATAAN (LHD 5)	FPO AE 09554-1567	NAVY
R05840	USS BLUE RIDGE (LCC 19)	FPO AP 96628-3300	NAVY
R20993	USS CARL VINSON (CVN 70)	FPO AP 96629-2840	NAVY
V03369	USS DWIGHT D EISENHOWER (CVN 69)	FPO AE 09532-2830	NAVY
V21236	USS ELROD (FFG 55)	FPO AE 09568-1509	NAVY
R20865	USS FRANK CABLE (AS 40)	FPO AP 96657-2615	NAVY
V21656	USS HUE CITY (CG 66)	FPO AA 34091-1186	NAVY
V03367	USS JOHN F KENNEDY (CV 67)	FPO AA 34095-2800	NAVY
R03363	USS KITTY HAWK (CV 63)	FPO AP 96634-2770	NAVY

V21450	USS MONTEREY (CG 61)	FPO AE 09578	NAVY
R03368	USS NIMITZ (CVN 68)	FPO AP 96620-2820	NAVY
R20748	USS PELELIU (LHA 5)	FPO AP 96624-1620	NAVY
R22178	USS RONALD REAGAN (CVN 76)	FPO AP 96616-2876	NAVY
R21657	USS SHILOH (CG 67)	FPO AP 96678-1187	NAVY
R20550	USS TARAWA (LHA 1)	FPO AP 96622-1600	NAVY
FE5209	374 Airlift Wing LGS	Yokota AB, Japaan	PACAF
FB5007	611 Air Support Squadron PMF	Elmendorf AFB, Alaska	PACAF
FM5240	36 MDGP SGSL	Anderson AFB, Guam	PACAF
FB4480	732 AMSS LGS	Elmendorf AFB, Alaska	PACAF
FB4415	734 AMS LGS	Anderson AFB, Guam	PACAF
FB4405	735 AMS LGS	Hickam AFB, Hawaii	PACAF
FB5261	Det 2 607 MMS LGS	Suwon AB, Korea	PACAF
FB5853	PACAF RSS Contingency	Kwangju AB, Korea	PACAF
FB4873	Bear WRM	Albany, Georgia	USAF/IL
FB7000	10 MSG LGRMS	USAFA, Colorado	USAFA
FB5508	421 ABS LF LG	RAF Mildenhall, UK	USAFE
FB5575	496 ABS LGS	Moron AB, Spain	USAFE
FB4486	65 Supply Squadron LGS	Lajes Field, Azores	USAFE
FB4401	723 AMS LGS	Ramstein, Germany	USAFE
FB4409	725 AMSS LGS	Rota NAS, Spain	USAFE
FB4403	726 AMS MXAS	Spangdalem AB, Germany	USAFE
FB4402	728 AMSS LGS	Incirlik AB, Turkey	USAFE
FB5895	MF USAF COS	Taszar, Hungary	USAFE
	Sembach, Germany (USAFE RSS)	Sembach, Germany	USAFE
FB4860	478 EOS CO FF MANT		
FB2507	821 Support Squadron LGS	Thule AB, Greenland	
FB4905	4 AEG	Kenner, Louisiana	
ALEAAJ	Assitant Director Procurement	Auburn, Washington	
EY1205	Boeing Aircraft and Missiles St Louis	St Louis, Missouri	
EY9676	Brown Dayton T Incorporated	Bohemia, New York	
SC3202	Defense Distribution Depot San Joaquin	Stockton, California	
SW314	Defense Reutilization Marketing Office	Jacksonville, Florida	
SC4401	Defense Reutilization Marketing Service NSO	Battle Creeek, Michigan	
SC0200	Defense Supply Center Philidelphia	Philidelphia, Pennsylvania	
7042LU	Department of Homeland Security (DHS) Customer and Border Protection	Jacksonville, Florida	
ALEABF	Homeland Security Excess Prop	Atlanta, Georgia	
FE4900	Joint Communications Support Element LGS	MacDill AFB, Florida	
807478	NASA Johnson Space Center	Houston, Texas	
EY5974	Northrop Grumman Corp	Lake Charles, Louisianna	
EY3110	Northrop Grumman Tech Services	Oklahoma City, Oklahoma	
W91B2B	PR W1V5 Astronaut High School	Titusville, Florida	
R00441	Priority Material Office	Bremerton, Washington	
EY9901	Raytheon Co	Tucson, Arizona	
Q90103	Resource Consultants Inc FISC JAX	Jacksonville, Florida	
Q99100	Semcor Inc	Warminster, Pennsylvania	
804247	Space Gateway Support	Kennedy Space Center, Florida	

M35100	Supply Officer	Twenty Nine Palms, California	
EY9638	Support Systems Asso Inc	Warner Robins, Georgia	
Q96305	Unidyne Corportation	Norfolk, Virginia	
EZ7510	US AF Korean Airlines LTD	Busan Korea	
FB4839	USAF Accountable Co NASITTUQ	Hornell Heights Ontario, Canada	

Appendix P. Less Recent, Low Frequency, Deployed Location Customers

Less Recent, Low Frequency, Deployed			
DODAAC	**Customer ID**	**Location**	**Command**
CN0RJ0	Lesco Inc Bio Integrated Det Sys	Bagram AB, Afghanistan	ACC
FB4668	ACC Deployed Regional Supply Squadron	Thumrait AB, Oman	ACC
FB5808	ACC Logistics Readiness Squadron COS DEPLOYED	Salti AB, Iraq	ACC
FB5834	Deployed Chief of Supply	Baghdad Intl Airport, Iraq	ACC
FE5897	Deployed Chief of Supply, USAF Prepositioning Pgrm	Al Udied AB, Qatar	ACC
W91YZ1	Aviation Regiment (ATK) AH-64 CO	Camp Bondsteel, Kosovo	ARMY
W91PFK	HQ HHC ARCENT ARIFJAN	Camp Arifjan, Kuwait	ARMY
W91XDJ	SR 0238 AV CO F Maintenance EAC	Balad AB, Iraq	ARMY
W91RGS	XR 0267 MP CO Combat Support	Camp Arifjan, Kuwait	ARMY
FB5891	5 EAMS CRX	Kuwait City IAP, Kuwait	CENTAF
M00018	Marine Corps Central Command	Djibouti, Africa	MARINES
FE5832	392 AEG	Tallil AB, Iraq	
FB5888	1 ERS DEPLOYED	Ceiba, Puerto Rico	
FB5844	OL B ODF, USAF Supply Deployed	Chemin Des Bellons 13800 Istres Fr	

Appendix Q. Less Recent, Low Frequency, Non-Deployed Location Customers

Less Recent, Low Frequency, Non-Deployed Location			
DODAAC	**Customer ID**	**Location**	**Command**
FB4880	ACC Regional Supply Squadron CMBCC	Wright-Patterson AFB, California	ACC
FB5802	ACC Regional Supply Squadron LGSPF	Langley AFB, Virginia	ACC
FM4803	20 MG MGAL	Shaw AFB, South Carolina	ACC
FB5805	ACC Regional Supply Squadron LGSP	Langley AFB, Virginia	ACC
FE3029	71 LS LGS	Vance AFB, Oklahoma	AETC
FB6637	913 Logistics Readiness Squadron	NAS Willow Grove, Pennsylvannia	AFRC
FB6712	911 Airlift Wing LGS	Pittsburg Joint Air Reserve Station, Pennsylvania	AFRC
FE4613	90 Logistics Readiness Squadron LGRM	FE Warren AFB, Wyoming	AFSPC
FY9686	HQ AFSPACECOM	Colorado Springs, Colorado	AFSPC
FB6043	146 Airlift Wing LGS Channel Islands	Channel Islands ANGS, California	AMC
FE6103	Combat Readiness Training Center LGS	Savannah IAP, Georgia	ANG
FB6383	193 Special Operations Wing LGS PA ANG	Harrisburg ANG, Pennsylvania	ANG
FE6656	910 Logistics Readiness Squadron, UNIT 32	Vienna, Ohio	ANG
FB6041	129 Rescue Wing LGS	Moffett Field, California	ANG
W24MBS	AV CO D AUG AASF	North Canton, Ohio	ARMY
W8009B	FLD OFC PM ITTS Redstone	Restone Arsenal, Alabama	ARMY
WX3J3N	SR 0725 CS BN HQ Support CO	Schofoeld BKS, Hawaii	ARMY
W36BYW	CS BN CO B FIELD MNT	Fort Bragg, North Carolina	ARMY
W58MZJ	Air Space Missile Defense Rear, (N.Freemont)	Springfield, Missouri	ARMY
W81R1C	Aviation Maintenance CO C	Savanah, Georgia	ARMY
W11M91	1109 GROTON CT AVCRAD MAINT	Groton, Connecticut	ARMY
W81KT7	AD BN 02 BTY A	McConnelsville, Ohio	ARMY
W912UF	AMCOM RESET	Fort Campbell, Kentucky	ARMY
W813LY	CS BN HOME DET	Fort Campbell, Kentucky	ARMY
W22RZ8	Directorate of Base Operations Support Supply	Fort Knox, Kentucky	ARMY
W33FYJ	DOIM Fort McPherson	Forest Park, Georgia	ARMY
W56HZX	HQ US ARMY TACOM	Warren, Michigan	ARMY
W81GNX	Material Support Activity	Fort Belvoir, Virginia	ARMY
W914KU	MD CO AIR AMBL UH 1V	For Deployment Only	ARMY
W91ZKV	MD DET MED TM NEURO	Fort Lewis, Washington	ARMY
N69073	New Cumberland Army Depot	New Cumberland, Pennsylvania	ARMY
WX3JJY	PR 0045 CS HHC HHC SUST BDE	Schofoeld BKS, Hawaii	ARMY
W91QYS	PR 0241 MP DET Law and Order	Fort George G Meade, Maryland	ARMY
W80Q7X	PR W0WF US Army Garrison Redstone	Redstone Arsenal, Alabama	ARMY
W80Y1C	PROJ OLR AMCOM DM	Killeen, Texas	ARMY
W23P47	SC BN STRA SIGNAL BN	Fort Detrick, Maryland	ARMY
W80YDD	SC HHC Rear Detachment	Darmstadt, Germany	ARMY
W918AR	SR 0077 CS CO Maintenance NON DIV	Bagdad Intl, Iraq	ARMY
W91QY5	XR 0443 TC CO HOME DETACHMENT	Great Bend, Kansas	ARMY
W90BWX	Aviation Missile Research, Development, and Engineering Center	Redstone Arsenal, Alabama	ARMY
W90A83	PEO Intelligence, Electronic Warfare &Sensors	Fort Monmouth, New Jersey	ARMY
W91ATM	Army Tank and Automotive Command (TACOM) GARRISON OFC	Warren, Michigan	ARMY

W9046W	XR W4GG Tank and Automotive Command (TACOM)	Rock Island, Illinois	ARMY
W81YUF	PEO AVN	Redstone Arsenal, Alabama	ARMY
Z52500	Commanding Officer, Engineering Logistics Center	Baltimore, Maryland	COAST GUARD
Z20150	Commanding Officer, USCG Airstation	Clearwater, Florida	COAST GUARD
Z32248	Commanding Officer, CG Communication Station	Belle Chasse, Louisiana	COAST GUARD
Z34301	Commanding Officer, USCG Pacarea Taclet	San Diego, California	COAST GUARD
N09114	Marine Aviation Logistics Sq 14	Cherry Point, North Carolina	MARINES
V09167	Marine Aviation Logistics Sq 26	Jacksonville, North Carolina	MARINES
M94321	Commanding Officer, USMC	Al Asad AB, Iraq	MARINES
MMV420	Commanding Officer, Norway GEO Prep Project	Jacksonville, Florida	MARINES
V55616	Marine Helicopter Squadron HMX 1	Quantico, Virginia	MARINES
MMFAG4	Commanging Officer Maintenance Flight	Okinawa, Japan	MARINES
M00146	Receiving Officer, MCAS (Cherry Point)	Cherry Point, North Carolina	MARINES
M67865	Traffic Management Office Code 5KF3 MCAS	San Diego, California	MARINES
V21853	USS HARRY S TRUMAN (CVN 75)	FPO AE 09524-2875	NAVY
N00158	Naval Air Station JRB	Willow Grove, Pennsylvania	NAVY
N00181	Norfolk Naval Shipyard	Portsmouth, New Hamsphere	NAVY
N45534	Surface Combat Systems Center	Wallops Island, Virginia	NAVY
N68335	Naval Air Engineering Station	Lakehurst, New Jersey	NAVY
N46773	Naval Air Systems Command	Orange Park, Florida	NAVY
N62758	Naval Ship Repair Facility	Yokosuka, Japan	NAVY
N62995	US Naval Air Station Keflavik	Sigonella, Italy	NAVY
R21313	USS JOHN PAUL JONES	FPO AP 96669-1271	NAVY
R20887	USS SAN FRANCISCO (SSB 711)	FPO AP 96678-2391	NAVY
N44325	Aircraft Intermediate Maintenance Department	NAS Norfolk, Virginia	NAVY
N00189	Fleet and Industrial Supply Center Norfolk	No	NAVY
N42239	Fleet Area Control and Surveillance	Virginia Beach	NAVY
N64267	Metrology Technical Library	Corona, California	NAVY
N83447	NAS JRB Fort Worth		NAVY
N39146	NAV Computer and Telecommunications	Norfolk, Virginia	NAVY
N68753	Naval Air Pacific Repair Activity	Sembawang, Singapore	NAVY
N63042	Naval Air Station Lemoore	Lemoore, California	NAVY
N00204	Naval Air Station Pensacola	Pensacola, Florida	NAVY
N68660	Naval Computer and Telecom Station	Silverdale, Washington	NAVY
N70240	Naval Computer and Telecommunication Station NON NIF	San Diego, California	NAVY
N62640	Naval School Explosive Ordinance Disposal	Elglin AFB, California	NAVY
N68316	Naval Submarine Support Facility	Groton, Connecticut	NAVY
N61039	Naval Surface Warfare Center (Tennessee)	Memphis, Tennessee	NAVY
N00242	Navy Region Southwest	San Diego, California	NAVY
N09172	Patrol Squadron 64 VP 64	Willow Grove, Pennsylvania	NAVY
N60201	Receiving Officer, Naval Starion (Mayport)	Mayport, Florida	NAVY
N68733	Strategic Weapons Facility Atlantic	Kings Bay, Goergia	NAVY
N62863	US Naval Station Rota Spain	Rota AB, Spain	NAVY
N63032	US Naval Air Station Sigonella	Keflavik, Iceland	NAVY
V21949	USS DONALD COOK (DDG 75)	FPO AE 09566-1294	NAVY
R21533	USS ESSEX (LHD 2)	FPO AP 96643-1661	NAVY
R22999	USS HOWARD (DDG 83)	FPO AP 96667-1274	NAVY
R21686	USS JOHN S MCCAIN (DDG 56)	FPO AP 96672-1274	NAVY
R07184	USS JUNEAU (LPD 10)	FPO AP 96669-1713	NAVY

V21562	USS TORTUGA (LSD 46)	FPO AE 09588-1734	NAVY
V21103	USS UNDERWOOD (FFG 36)	FPO AA 34093-1491	NAVY
FB3520	US CENTCOM	MacDill AFB, Florida	US CENTCOM
FB5607	86 MMS LGS	Ramstein AB, Germany	USAFE
FE5505	424 ABS LGS	RAF Fairford, United Kingdom	USAFE
EY9221	Lockheed Martin Aero Sys	Marrieta, Georgia	
FE7054	11 Logistics Readiness Squadron LGRS	Bolling AFB, DC	
EY9513	Boeing North America	Fort Walton Beach, Florida	
NASA	NASA	Wasington, D.C	
S0109A	Defence Contract Mgt Agency (DCMA) Aircraft Integrated Maintenance Operations(AIMO)	Enterprise, Alabama	
FB4540	ASOS FOL DET 5	Curacao, Netherland Antilles	
EZ1746	Boeing Aerospace	San Antonio, Texas	
EZ8018	Boeing Aircraft and Missile Site	Seattle, Washington	
N4507A	The Boeing Company	Jacksonville, Florida	
	Dallas Voorhies		
FB5040	611 OSUS LGS	Eareckson AS, Alaska	
SC0900	Defense Supply Center Columbus	Columbus, Ohio	
SW3121	Defense Distribution Depot Albany	Albany, Georgia	
HJ4701	Defense Technical Information Center	Fort Belvoir, Virginia	
FB4524	DET 1 9 OG LGS COS	RAF Akrotiri, Cyprus	
L00139	Honeywell Technology Solutions Inc	Jacksonville, Florida	
809101	NASA Ames Research Center	Moffett Field, California	
W15RM6	OFC CCSI ELEC SYS	Lakehurst, New Jersey	
Q99188	Raytheon Technical Services	Indianapolis, Indiana	
EZ8322	Support Systems Asso Inc	Midwest City, Oklahoma	

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Vita

Captain Damelsa D. White is a 2000 graduate of the United States Air Force Academy, where she majored in Social Sciences. After graduation she was selected as an Assistant Regional Director of Admissions, assigned to California State University, Sacramento, to develop minority officer accession sources to meet projected Air Force needs. Captain White reached over 2,000 students and 404 educators, exceeded minority goal with a 35% application rate, the 2nd highest success rate in the nation. In 2001, she was assigned to the 60th Air Mobility Wing at Travis AFB, CA, where she held the positions of Chief of Plans and Programs. She re-engineered Travis' Installation Deployment Plan, defining processes and procedures to deploy forces. In 2002, she was assigned to the 60th Logistics Readiness Squadron as the Chief of Contingency Plans and Training and was selected as the Logistics Readiness Officer of the Year. During this time, Captain White deployed to Al Udeid AB, Qatar for six months in support of Operations Enduring Freedom and Iraqi Freedom. She served as the Installation Deployment Officer for the largest fighter wing in the CENTCOM theater of operations. Upon her return to Travis AFB, CA in 2003, Capt White was assigned to the 60th Aerial Port squadron as a Duty Officer. She was soon hand-picked to prepare the wing for HQ AMC Initial Response Inspection, which resulted in the Wing receiving an Excellent. Upon completion of this assignment, she was the Flight Commanders of the Passenger Terminal. In September 2004, Captain White entered Graduate School of Engineering and Management, Air Force Institute of Technology. She will be assigned to the Air Force Logistics Management Agency, Gunter AFB, Alabama upon graduation.

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13. SUPPLEMENTARY NOTES

14. ABSTRACT
Because of the lack of product and price differentiation, many organizations consider Customer Relationship Management (CRM) their primary focus. CRM uses information about each customer to make each customer more valuable to the organization, and the organization more valuable to the customer, while decreasing the cost of servicing the customer. However, an organization cannot conform to customer specifications if the needs of the customers as well as what the customer values is not known. As a result, Headquarters (HQ) Air Force Material Command (AFMC) is taking the initiative to gain an understanding of their customers. The purpose of this study is two-fold; the first is to identify HQ AFMC's internal and external customers and secondly, segment these customers based on significant organizational characteristics. This thesis also looks at the approaches private and public sector organizations have taken to segment their customers and discusses possible ways in which HQ AFMC can use segmentation to develop or improve a CRM strategy to more effectively communicate with customers and ultimately improve operational efficiency, decrease costs and improve customer satisfaction. Conducting archival analysis on customer requisition records from HQ AFMC Air Logistic Center Customer Service Centers is used to reveal HQ AFMC customers. A Recency, Frequency, Location (RFL) model was developed and implemented for the purpose of segmenting HQ AFMC customers.

15. SUBJECT TERMS
Customer Relationship Management, Customer Identification, Customer Segmentation, Customer, Air Force Material Command, Quality, Private Sector, Public-Sector, Improvement Implementation, Customer-Focused Business Practices

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