**HEADQUARTERS AIR FORCE MATERIAL
COMMAND CUSTOMER RELATIONSHIP
MANAGEMENT STUDY**

THESIS

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AFIT/GLM/ENS/06-17

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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*

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Damelsa D. White

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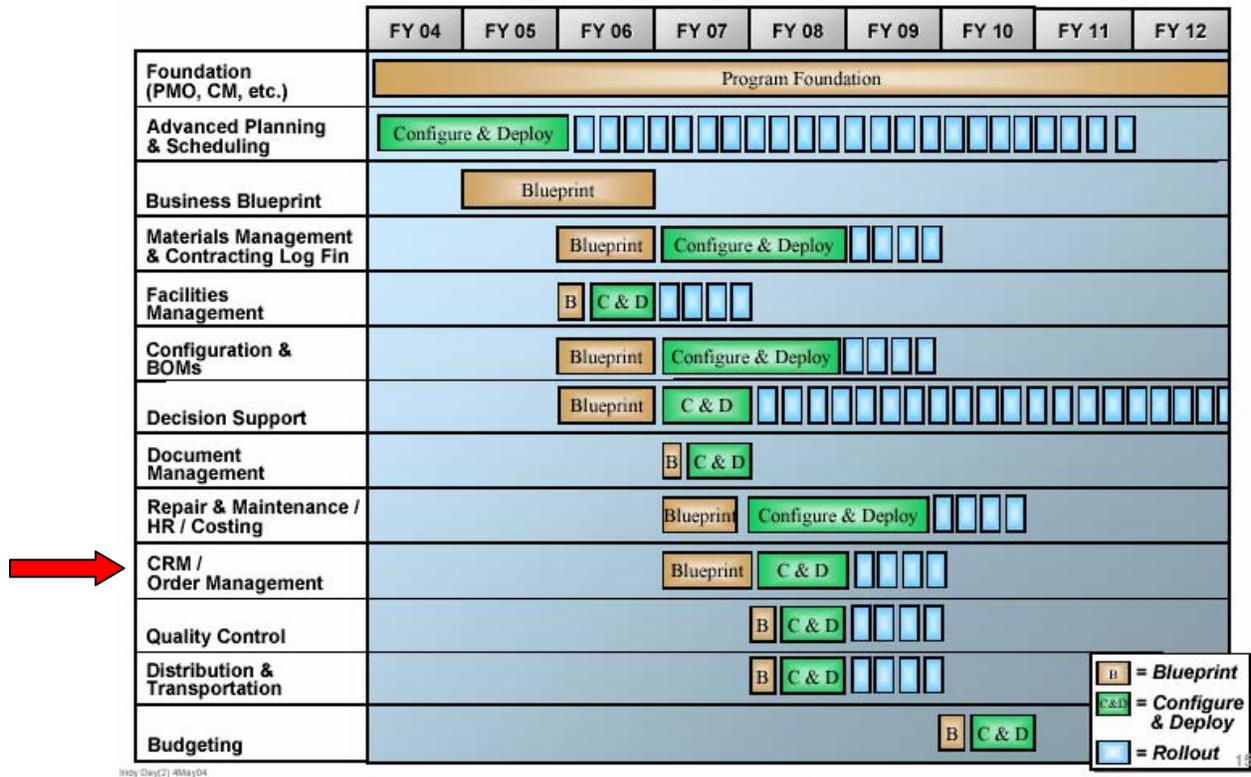
Figure 1. Transition Plan (Deployment Plan, 2005:3)

**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).

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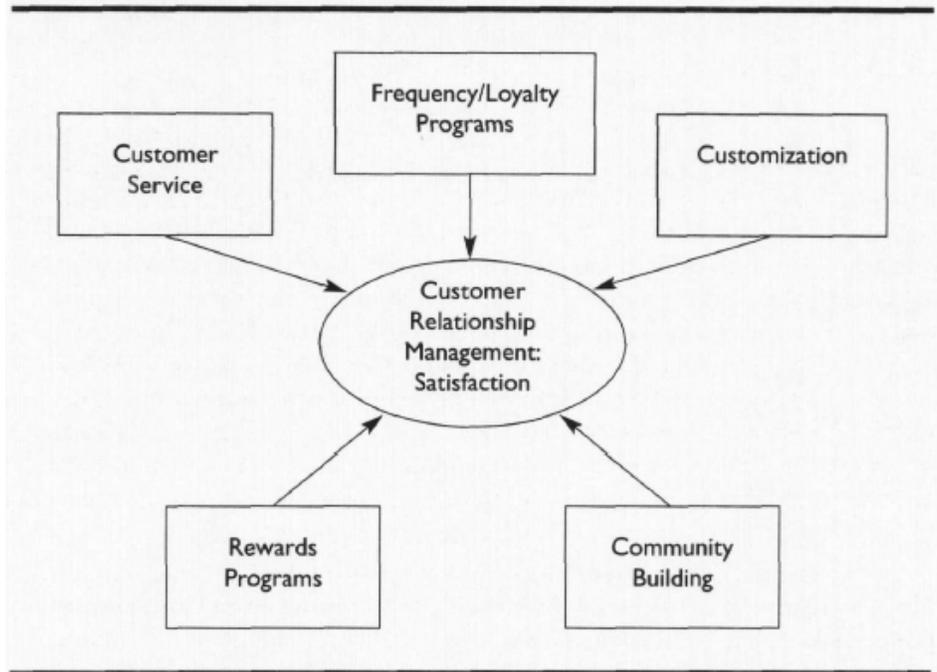
Figure 2. Customer Retention Programs (Winer, 2001:98)

### *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.
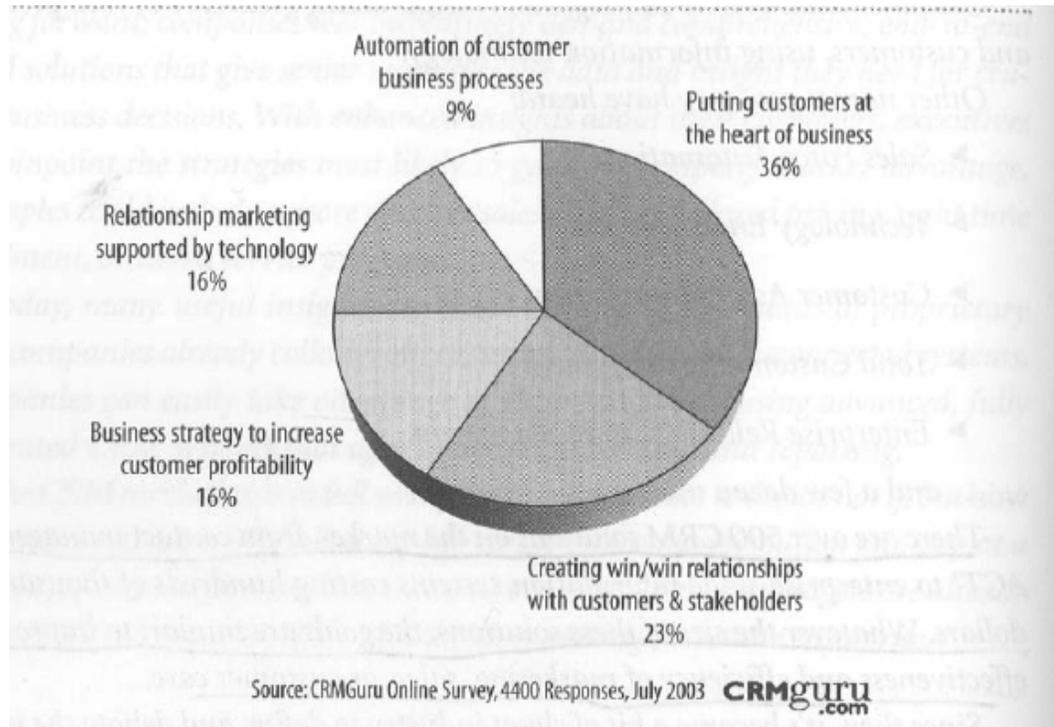


Figure 3. "What is CRM?" online survey results (Greenberg, 2004:36)

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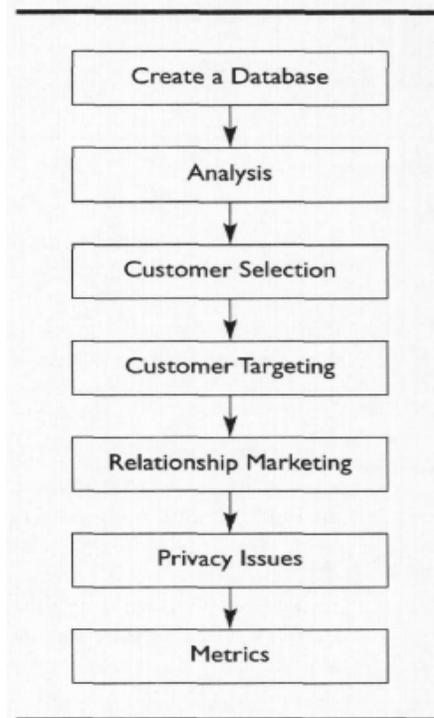
Figure 4. CRM Model (Winer, 2001:91)

### *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.

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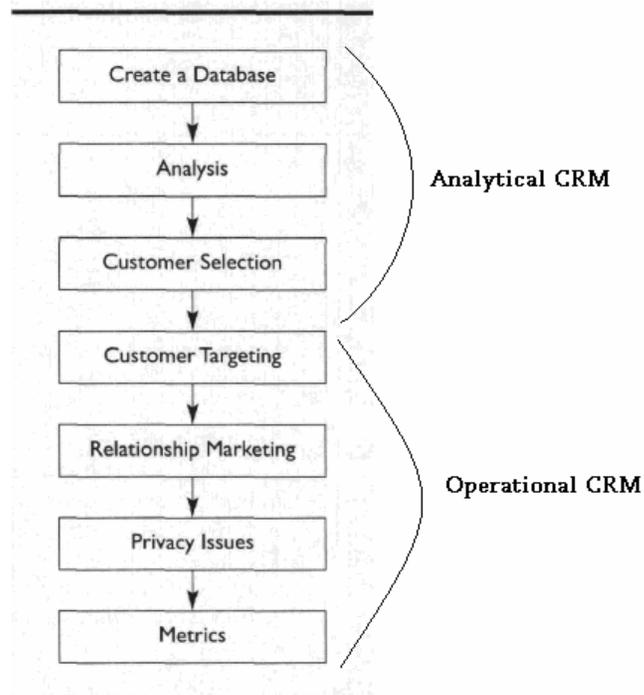
Figure 5. Modified CRM Model

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).
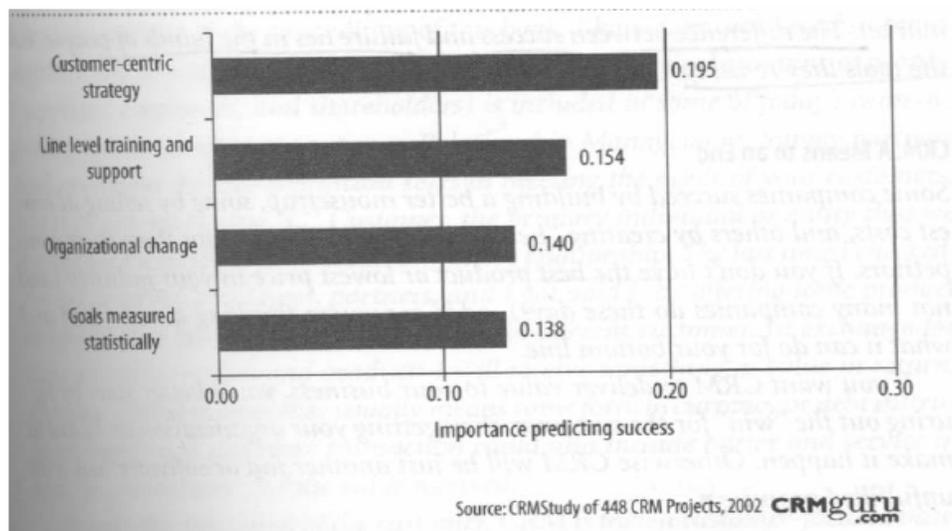


Figure 6.  The drivers of CRM Success (Greenberg, 2004:37)

*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.
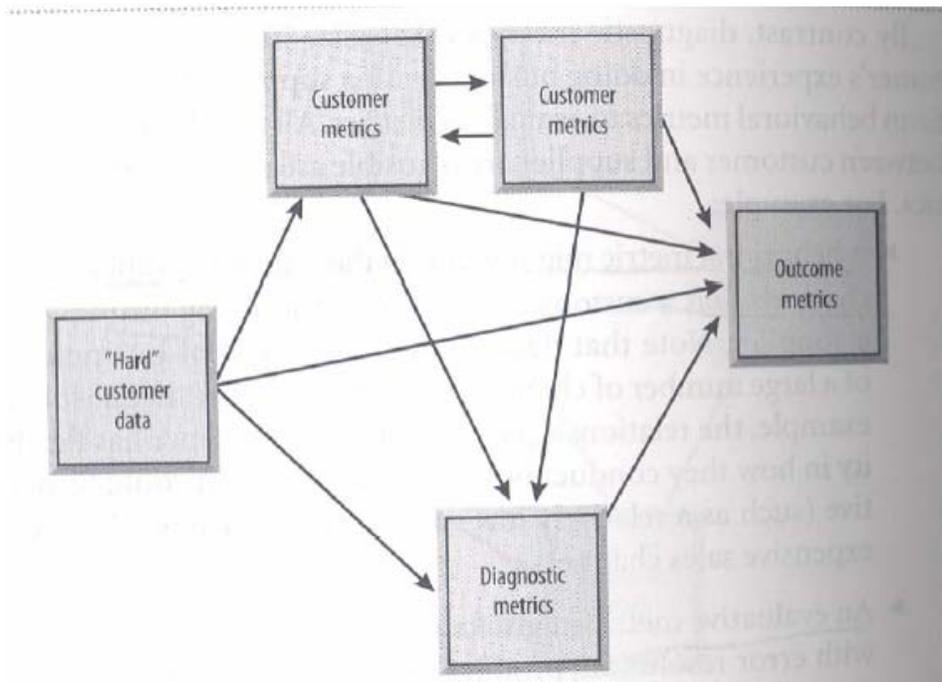


Figure 7. Relationship between Metrics (Greenberg, 2004:556)

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.
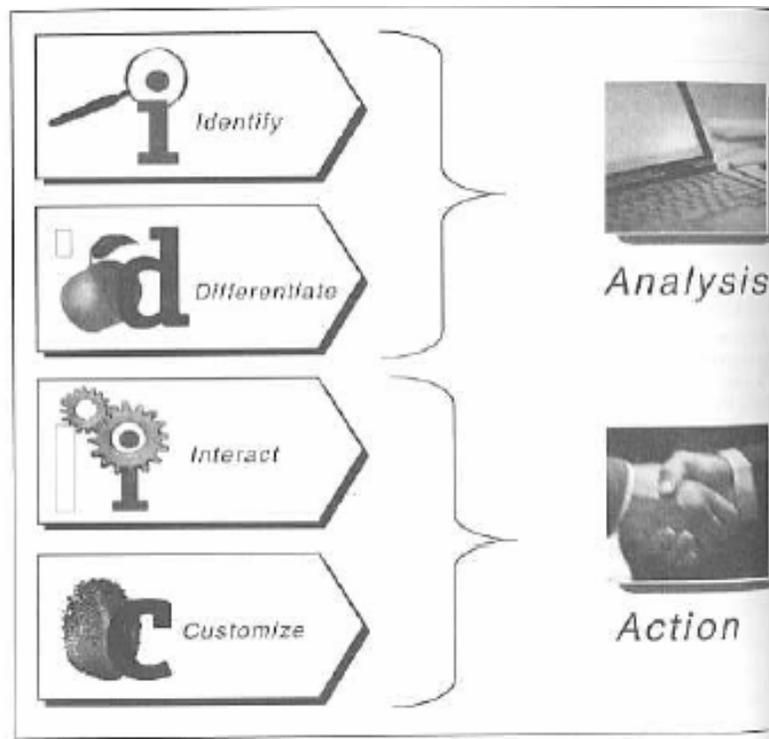


Figure 8. IDIC: Analysis and Action (Peppers and Rogers, 2004:70)

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.
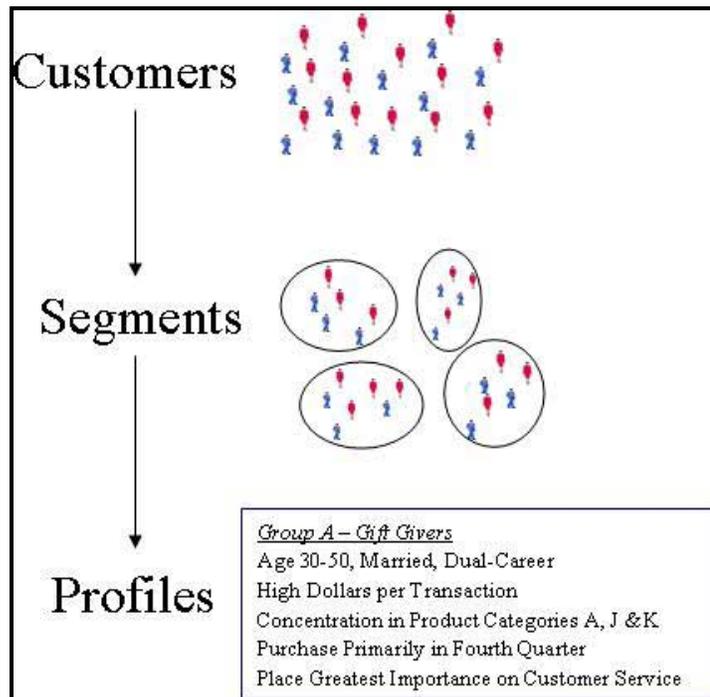


Figure 9. Customer Segmentation (InfoWorks)

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).

**Analyze and manage information**
- Identify users of data
- Routine or ad hoc
- Trend and exceptions identification
- Best Practices and enterprise improvement initiatives

**Make appropriate information available**
- Technical help, training
- Electronic routing to users of data
- Push and pull data
- Policies and procedures
- Alerts, status, …
- Lessons Learned and current initiatives library

**Collect information**
- Systems generated data
- Manual inputs
- PSCM, customers and others

- Centrally managed source from which users get the information they want, when they want it, in useful format
- Confidence that decisions are based upon credible information
- Single point of access enabled by portal technology, connected to systems of record
- Reduced information fragmentation

- Informed customer;
- Better decisions

➢Service Level Reqs
➢Asset/Forecast Data (ERP, APS)
➢ Customer Orders and Delivery Status (ERP)
➢Supply/Demand Plans (APS)

➢Data Organization Schema
➢Information
➢Lessons

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.
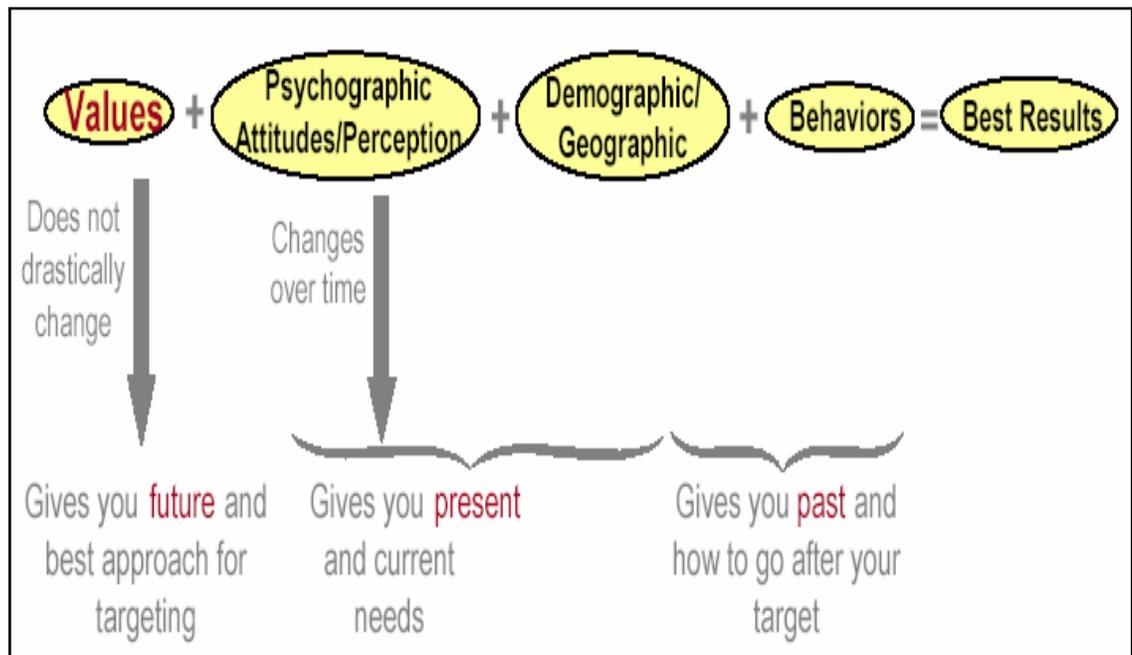


Figure 11. Basic Segmentation Approaches (Luna, 2005)

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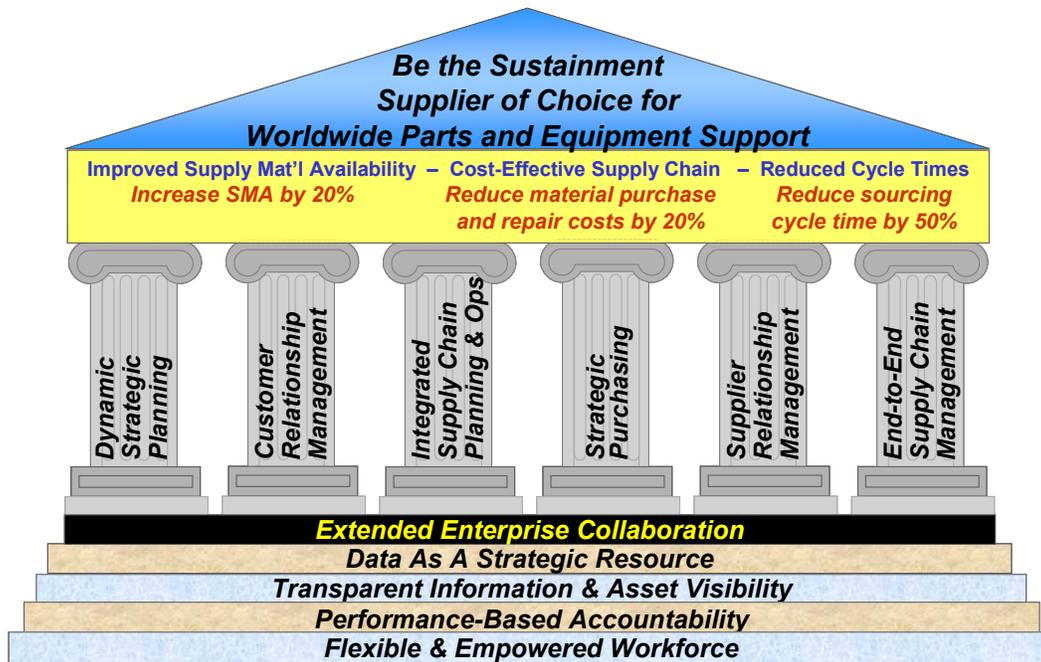
Figure 12.  PSCM Vision, Goals, and Pillars (USAF PSCM Brochure)

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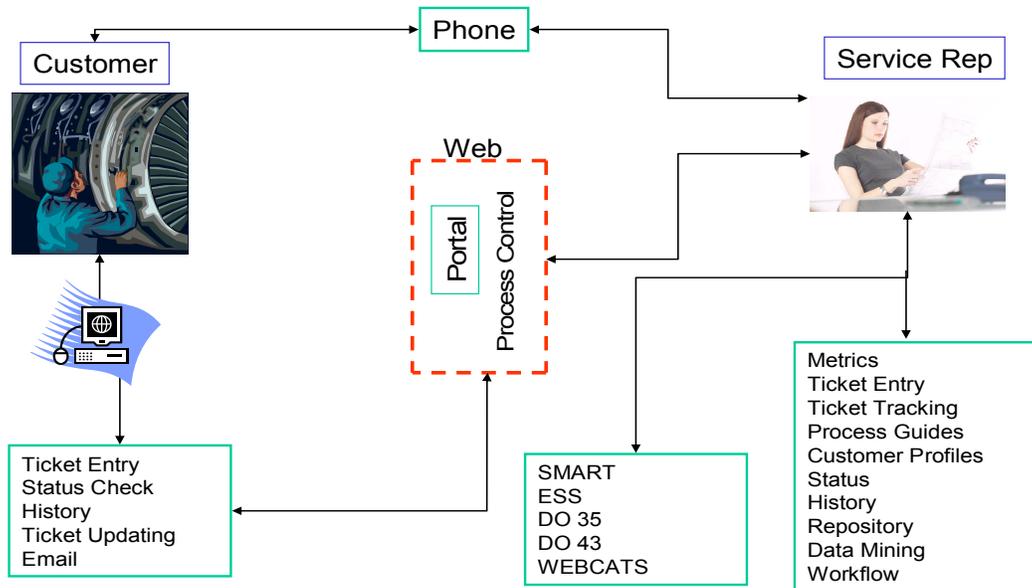
Figure 13. HQ AFMC Customer Service System View (CRM, 2005:12)

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

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| 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 |

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| 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 |
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| 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 |

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| 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 |

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| 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 |

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| 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 |

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| 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 |

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| 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 |

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| 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 |

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|---|---|---|
| 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 | |

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| 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 |

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|---|---|---|---|
| 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 |

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| 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 |

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|---|---|---|---|
| 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 |

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| 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 |

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| 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 | Schofeld BKS, Hawaii | ARMY |
| WX3J3N | SR 0725 CS BN HQ Support CO | Schofeld 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 | |

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|---|---|---|---|
| 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 |

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|---|---|---|---|
| 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 |

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|---|---|---|---|
| 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 |

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|---|---|---|---|
| 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 |

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|---|---|---|---|
| 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 |

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|---|---|---|---|
| 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 |

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| 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 |

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| 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 |

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| 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 |

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| 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

| DODAAC | Customer ID | Location | Command |
|--------|-------------|----------|---------|
| 4 center: **More Recent, High Frequency, Non-Deployed Location** |||||
| 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

| DODAAC | Customer ID | Location | Command |
|--------|-------------|----------|---------|
| **More Recent, Medium Frequency, Non-Deployed Location** | | |
| 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

| 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

| DODAAC | Customer ID | Location | Command |
|---|---|---|---|
| | **More Recent, Low Frequency, Non-Deployed** | | |
| 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 |

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|---|---|---|---|
| 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 | |

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|--------|-----------------------------|-------------------------------|--|
| 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

| DODAAC | Customer ID | Location | Command |
|--------|-------------|----------|---------|
| | Less Recent, Low Frequency, Deployed | | |
| 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

| 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 | Schofeld 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 | Schofeld 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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**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.

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