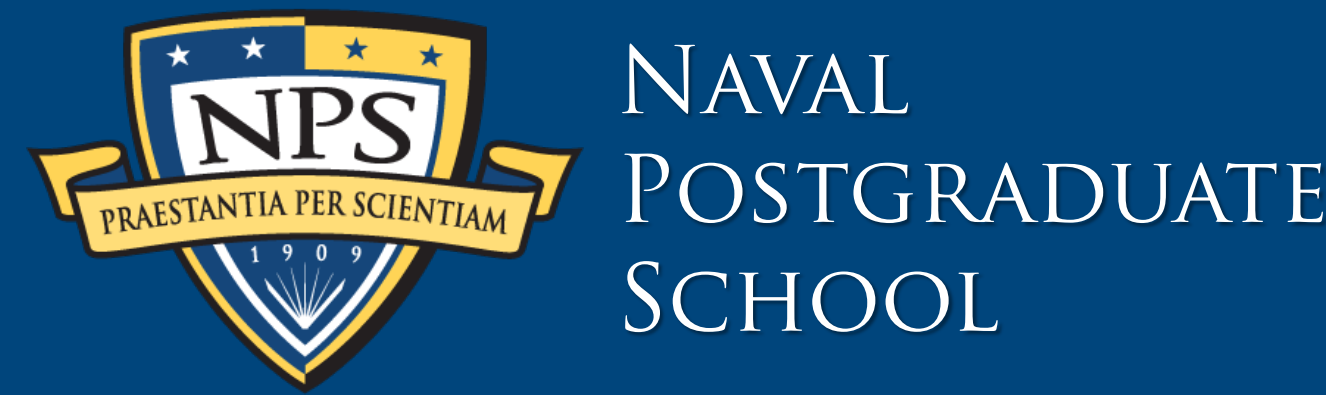


Assessment of the Indo-Pacific Command Area of Responsibility Commercial Support Environment to Support Warfighting Capabilities



Abstract

The Indo-Pacific’s contested logistics environment exposes major uncertainty in the Department of Defense’s ability to rely on commercial support to sustain distributed Marine Corps operations, especially in the Philippines , the theater’s most fragile and operationally critical node. This study aligns publicly available contracting data with doctrinal warfighting functions to assess vendor presence, functional capacity, and command and control. Data from FPDS-NG, USAspending, SAM.gov, micro-purchase logs, and Marine Corps requirements show a strong but geographically concentrated sustainment market, moderate transportation capacity dependent on a few chokepoints, and an almost nonexistent commercial C2 capability. These patterns indicate that commercial networks can support steady-state activity near major hubs but cannot independently sustain distributed stand-in forces under gray-zone pressure. The results highlight the need for expanded vendor engagement, strengthened bilateral logistics mechanisms, diversified logistics pathways, and preserved organic C2 capabilities to mitigate functional and geographic vulnerabilities.



Mixed-Methods Design

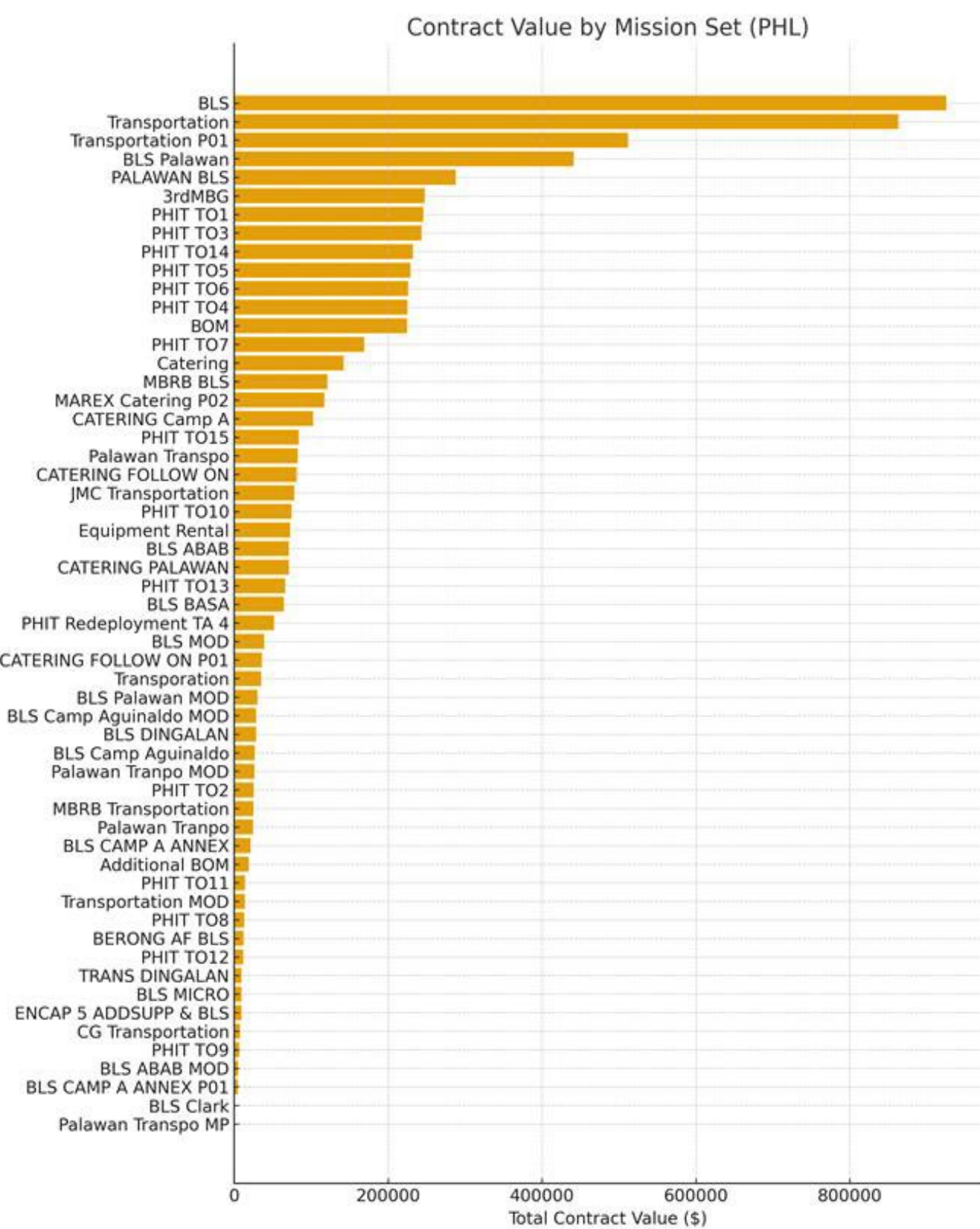
1. Doctrinal & Policy Baseline
- Reviewed joint logistics doctrine, Force Design guidance, contested logistics publications, FAR/DFARS, GAO reports, and bilateral logistics agreements (e.g., ACSA) to establish expected commercial support roles in the Indo-Pacific.
2. Data Acquisition & Coding
- Collected federal procurement records from FPDS-NG, USAspending, SAM.gov, plus Marine Corps micro-purchase and SF-44 logs (FY21-FY25). Filtered by geography (INDOPACOM/Philippines), NAICS, PSC codes, and service component. Mapped contracts to Sustainment, Movement & Maneuver, and Command & Control using PSC/NAICS crosswalks aligned with joint warfighting functions.
3. Indicator Development
- Created operational indicators reflecting commercial support capacity:
- Vendor presence & diversity
 - Obligated funding
 - Contract type distribution
 - Geographic access & proximity to EDCA sites
 - Functional redundancy
4. Analytical Synthesis
- Integrated doctrinal expectations with coded data to assess capacity, vulnerability, and resilience. Interpreted pattern under a gray-zone scenario involving PRC coercion, chokepoint distribution, and degraded access.

Results & Impact

Sustainment: Strong vendor base near Manila, Clark, and Cebu, but limited capacity near EDCA sites. Reliable in steady-state, weak at the operational edge.

Movement & Maneuver: Moderate commercial transport, but dependent on a few chokepoints (Manila, Subic, Clark, Cebu). Disruption at any node significantly degrades mobility.

Command & Control: Commercial C2 capability is almost nonexistent; no viable support for tactical or resilient communications. C2 must remain organic or joint.



Overall Impact

Commercial support enables routine operations but cannot sustain distributed stand-in forces under gray-zone pressure. Geographic gaps, chokepoint dependency, and lack of C2 resilience require redundancy, prepositioning, and strengthened bilateral mechanisms.

Future Research

- Map Commercial capacity with GIS tools to assess vendor proximity, last-mile sustainment, and EDCA site supportability.
- Engage Philippine industry directly (surveys/interviews) to identify capabilities not visible in federal contracting data.
- Evaluate infrastructure resilience: ports, inter-island transport, and telecommunications, to understand performance under gray-zone disruption.



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