



ZenithGroup

Supply Chain Collaboration

Supply Chain Collaboration & the Defence Strategic Review 2023

The Defence Strategic Review 2023 (DSR23) recognises a deteriorating strategic environment and sets a transformation agenda for the Australian Defence ecosystem. The Australian Government has accepted the bulk of recommendations and is implementing them through a phased program of capability, workforce and acquisition reform [NATIONAL DEFENCE - DEFENCE STRATEGIC REVIEW](#).

What this means for SMEs

DSR23 shifts emphasis toward **speed to capability, readiness and interoperability**. As a result, SMEs should reassess positioning, partnerships and compliance posture to remain competitive in Defence supply chains.

ZenithGroup-Defence: relevance by design

ZenithGroup-Defence provides **flexible, responsive, and multi-disciplinary** supply chain support to Australian and international Primes, Sub-Primes, and Tier-1/2 enterprises—linking proven local capability with surge capacity and schedule certainty.

Purpose

Deliver wide-ranging capability, manufacture high-quality products, provide excellent service, and unlock under-utilised capacity and skill across our SME network.

The challenge

Defence programs are:

- **Complex** (multi-tiered compliance, export controls)
- **Demanding** (tight tolerances, rigorous QA and security)
- **Rapidly changing** (evolving requirements, obsolescence, tech refresh)

SMEs are often constrained by:

- **Time** to engage long sales cycles
- **Investment** required for accreditation and tooling
- **Patience** for gate reviews and assurance activities
- **Resources** for sustained capability growth

20
23

SUPPLY CHAIN COLLABORATION
BROAD CAPABILITY
DEPTH OF EXPERIENCE
DEFENCE AND INDUSTRY PROVEN



ZenithGroup

Supply Chain Collaboration

Our solution

ZenithGroup-Defence offers:

- **A mature collaboration model** that aggregates accredited SME capability
- **A capability multiplier** across fabrication, machining, NDT, coatings, assembly and QA
- **Flexible manufacturing** (make-to-print, rapid turn, surge)
- **Risk reduction** through dual-sourcing, schedule buffers, QA gates, and transparent performance metrics

Why now

DSR23 prioritises **timely capability acquisition**, especially for strategically urgent or lower-complexity projects, shifting from “perfect-later” to “credible-now” solutions. Suppliers who can **mobilise fast, meet standards, and demonstrate delivery assurance** will win.

Market context

The Government has signalled Defence funding at around **2.3% of GDP** over the forward years, with detailed costs subject to capability decisions flowing from [Defence Budget 2024–25 \(Department of Defence\)](#). For industry, this means sustained demand—paired with sharper expectations on speed, value and accountability.

Competition

DSR23 clarifies that **Australian Industry Content (AIC)** must be **balanced against timely capability acquisition**, not pursued as an end in itself. This gives Primes latitude to source globally when schedule risk is high. Australian SMEs remain highly competitive when they **demonstrate compliance, delivery speed, and sovereign sustainment value**.

Business model

Grow ZenithGroup-Defence into the **most efficient, flexible and reliable** supply chain partner—making us the **partner of choice** for Primes and major projects seeking schedule certainty and sovereign sustainment pathways.

20
23

SUPPLY CHAIN COLLABORATION
BROAD CAPABILITY
DEPTH OF EXPERIENCE
DEFENCE AND INDUSTRY PROVEN



ZenithGroup

Supply Chain Collaboration

Team

The founders commenced intensive collaboration in 2020 and bring deep Defence/industry experience:

- [Steven Ullness](#) — General Manager, Sales & Marketing
- [Mark Wood](#) — General Manager

Industry advisors & alliances

- **ODIS (Office of Defence Industry Support):** guidance, pathways and readiness support for SMEs.
- **Global Victoria:** trade facilitation and market access via an extensive international office network.
- **Manufacturing Industry Skills Alliance (MISA):** co-designed training pipelines (apprenticeships, micro-credentials) enabling Defence-ready, accredited skills, faster time-to-productivity, and a QA-first culture across our network.

Track record (selected)

- **Aerospace programs** (details under NDA)
- **LAND 121** — heavy transport supply (Rheinmetall)
- **LAND 400 Phase 2** — support to Rheinmetall Electronics (RME)
- **SEA 5000 — Hunter** — DH36 ballistic steel plates (DST)
- **AIR 2025 Phase 6 — JORN** (BAE Systems)
- **LAND — Howitzer sustainment** (CASG)

20
23

SUPPLY CHAIN COLLABORATION
BROAD CAPABILITY
DEPTH OF EXPERIENCE
DEFENCE AND INDUSTRY PROVEN