This study would not have been possible without the considerable assistance of numerous Department of Defense (DoD) and Air Force officials, defense contractors, and individuals connected to the commercial transport aircraft and electronics industries. We would especially like to acknowledge the many helpful comments and suggestions we received from Michael Vangel (Boeing McDonnell Aircraft and Missile Systems) and Richard Charles (Georgia State University). Invaluable comments were provided by the formal reviewers of this report: Christopher J. Bowie (Northrop Grumman Corporation) and Frank Camm of RAND. Camm’s contribution to our analysis of commercial business practices and their applicability to DoD was particularly important. The authors of course remain responsible for any errors in fact or interpretation.

Finally, we would also like to acknowledge two RAND colleagues without whose continuing support we could not have completed this study: Natalie Crawford, RAND Vice President and Director of Project AIR FORCE (PAF), and Robert Roll, Director of the PAF Resource Management Program.