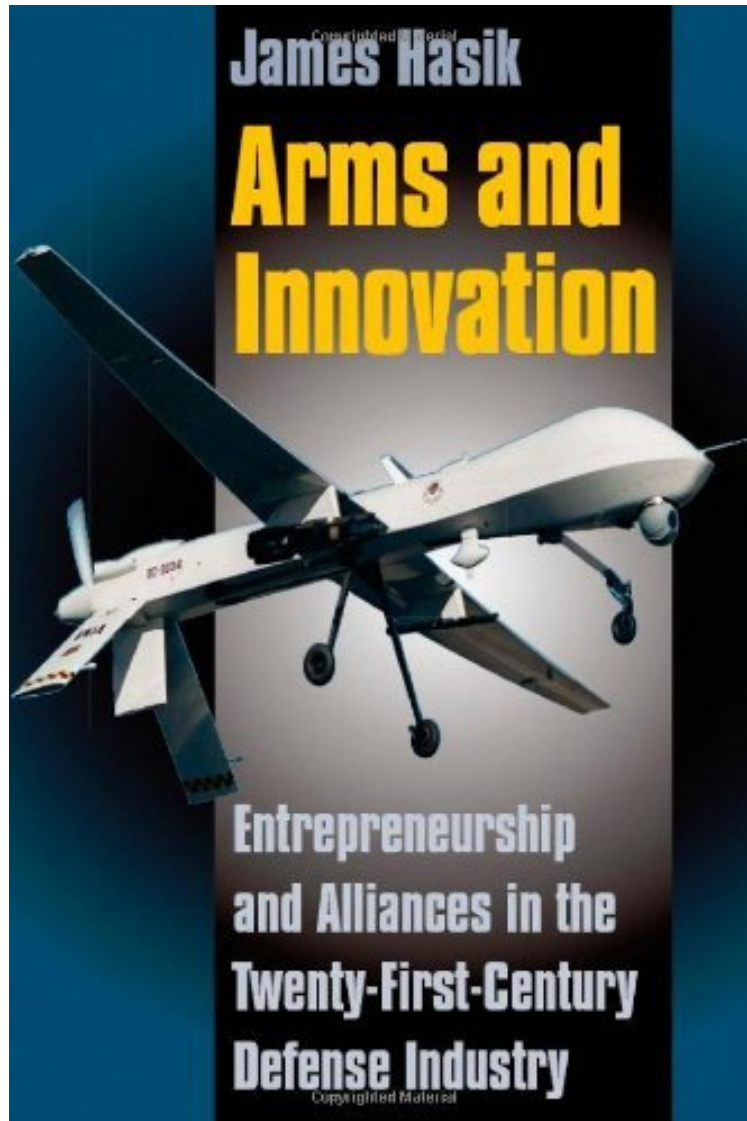


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Arms and Innovation: Entrepreneurship and Alliances in the Twenty-First Century Defense Industry

James Hasik

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James Hasik : Arms and Innovation: Entrepreneurship and Alliances in the Twenty-First Century Defense Industry before purchasing it in order to gauge whether or not it would be worth my time, and all praised Arms and Innovation: Entrepreneurship and Alliances in the Twenty-First Century Defense Industry:

1 of 1 people found the following review helpful. Innovation Without Massive System Overhaul By DWFAnalysts have, for decades, understood the non-market conditions of defense development and procurement, firstly because

government-as-buyer and ultimate legal authority are atypical market constraints, and secondly, because military weapons systems often have no commercial equivalents and may also have several unique component or material requirements, for example a one-off electronic component architecture or an energetic compound with custom behavioral properties. The recent trend of fewer required, or at least procured, systems in the roughly synchronous post-Cold War and precision-munitions eras has more often than not exaggerated the already anomalous defense systems market: the Department of Defense (DoD) generally buys and intends to buy smaller numbers of more capable and complicated ships, manned-aircraft, tanks, munitions, etc. than it had in the past. Advancing technological sophistication and relatively smaller unit buys, in turn, pressure defense systems suppliers' business models, alliances and acquisitions, systems integration competencies, and sub-assembly, component, and material supply chains. Hasik is a defense industry analyst and former naval officer with degrees in history, physics, and business. His first book (co-authored with Michael Rip in 2002) was a well-received, comprehensive examination of GPS and its implications in modern warfare. With *Arms and Innovation*, Hasik continues his insightful analysis of the DoD toolbox via a set of six case studies covering disparate defense system development projects woven into a succinct but overarching analysis of the current international arms industry. The cases examine an air, land, sea, and space system each, a precision guided weapon project, and a mission planning system. The book's foremost merit is in its sober analysis grounded in business economics. Each case covers technological, economic, and operational trade-offs and frames each project within a relevant and timely international business context. For example, Hasik's space system case emphasizes the competencies and alliances of the few firms competing in the satellite business and explores the credible competition for the Space-Based Infrared System Low (SIBRS Low) satellite contract by the 500-employee Spectrum Astro corporation against the established and significantly larger firm, TRW. Hasik's land vehicle case demonstrates how DoD benefited from decades of prior research and development in South Africa on blast-resistant vehicle design, greatly accelerating the Army's and Marine Corps' adaptations for our current wars. As a bonus, Hasik adroitly presents the academically rigorous clearly, and for one accustomed to plowing through the arcane prose of technical reports and academic papers, this is no small gift to the reader. DoD is constantly looking for innovative technologies through its service labs and several science and technology development programs. The enduring challenge is in managing the underlying risk and technology integration into a complex system of systems lifecycle amid competing priorities, operational commitments, and assessments of the future strategic environment. Although this book could be more comprehensive it need not be. Through his case study selection and opening and closing synthetic chapters, Hasik provides a cogent and instructive assessment of innovative technology development and procurement approaches across defense system sectors. *Arms Innovation* suggests opportunities for more nimble defense systems innovation in the future that do not require comprehensive acquisition reforms or iterations of revolutions in military affairs. -review first appeared in the Naval War College Review, Summer 2010

4 of 4 people found the following review helpful. A recommended book By Kemal Burak Codur Although it is relatively easier to find books or journal articles about innovation in other sectors, publications about defense industry are produced much less frequently. For this reason this book is among major sources of information that one can find. The book is about small businesses, but in its last chapter it also includes information applicable to larger enterprises and governments. The main points of emphasis are narrated over 6 case studies. Most of the the case studies are about very recent defense projects, like mine resistant vehicles and unmanned vehicles. Chapter 1 introduces and discusses the main points of emphasis. Each following chapter describes a case study. Last chapter reviews and concludes the main points of emphasis. The case study chapters are easy to read, since they include story of the defense projects. I personally enjoyed reading these chapters. First and last chapters are more concentrated with direct results, thus reading them needs more care. All case studies are from USA. The writer provides detailed information about each project. Some of the information comes from people involved in the projects, so most probably even people familiar with these projects will find the details interesting. The writer provides around 50 to 100 footnotes for each chapter. Actually the foot notes consume almost a quarter of the total page count of the book. Researchers will find these footnotes very valuable, as they direct the reader to the sources containing more detailed information about the subject in consideration. Although the book could contain deeper discussions, the book would be harder to read in that case. I strongly recommend the book to people working in defense industry, government and military officers and all other readers interested in innovation.

2 of 2 people found the following review helpful. Great defense industry strategy book By Matthew As I finish my MBA and looking to go back into the defense industry after a two year hiatus. I found this book thoroughly helpful in understanding business strategy, and how small defense industry businesses position themselves among the larger giants such as the Lockheed Martins and Northrops. It offers a high level overview of how the industry works in terms of contracts. I completely agree with one of the other poster that due to the nature of the industry it's really hard to find books in discussing this type of subject matter and would recommend this book to anyone in the industry who wants to understand the industry from a higher level.

With many of the most important new military systems of the past decade produced by small firms that won competitive government contracts, defense-industry consultant James Hasik argues in *Arms and Innovation* that small

firms have a number of advantages relative to their bigger competitors. Such firms are marked by an entrepreneurial spirit and fewer bureaucratic obstacles, and thus can both be more responsive to changes in the environment and more strategic in their planning. This is demonstrated, Hasik shows, by such innovation in military technologies as those that protect troops from roadside bombs in Iraq and the Predator drones that fly over active war zones and that are crucial to our new war on terror. For all their advantages, small firms also face significant challenges in access to capital and customers. To overcome such problems, they can form alliances either with each other or with larger companies. Hasik traces the trade-offs of such alliances and provides crucial insight into their promises and pitfalls. This ground-breaking study is a significant contribution to understanding both entrepreneurship and alliances, two crucial factors in business generally. It will be of interest to readers in the defense sector as well as the wider business community.

“Arms and Innovation is an important and novel contribution to the literature on how and why innovation in weapons systems takes place and the respective roles of larger and smaller firms. This is an especially important issue at a time when the Pentagon and industry focus is on military transformation.”