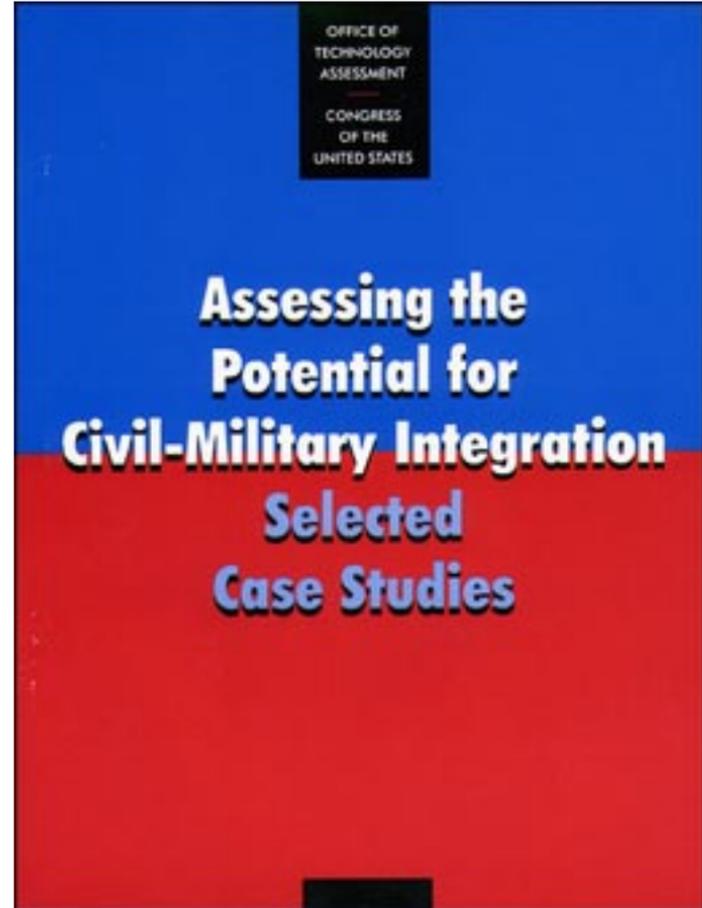


*Assessing the Potential for Civil-Military  
Integration: Selected Case Studies*

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# Foreword

The Office of Technology Assessment, at the request of the Congress, has conducted a series of assessments of the Nation's ability to provide for its future national security technology and industrial needs. In the most recent report, *Assessing the Potential for Civil–Military Integration*, OTA examined the potential for making greater use of common technologies, processes, labor, equipment, material, and/or facilities to meet both defense and commercial needs. This effort, often termed civil–military integration or CMI, is believed by many observers to be an essential element of a successful U.S. national security strategy. OTA's assessment found that greater CMI is possible, and confirmed the potential for cost savings and increased technology transfer as the result of increased integration. The assessment noted that CMI appears essential if defense is to take advantage of many rapidly developing commercial technologies.

This background paper presents material from three of the case studies undertaken during the assessment: flat panel displays, polymeric composites, and shipbuilding. The three cases illustrate both the opportunities and the challenges facing those designing policies to increase the level of CMI. While some military performance requirements create special technical demands, the cases reveal that both commercial and defense needs can often be met with common technologies. Better planning during system design can further reduce the need for different technical solutions to defense problems and reduce market differences between the commercial and defense markets. Acquisition laws and regulations often remain the major inhibitor to increased integration. Some of these laws and regulations have recently been changed; however, as the main report points out, and as these cases illustrate, more changes are needed.

In undertaking the assessment and these case studies, OTA sought information from a broad spectrum of knowledgeable individuals and organizations whose contributions are gratefully acknowledged. As with all OTA studies, the content of this report is the sole responsibility of the Office of Technology Assessment and does not necessarily represent the views of our advisors and reviewers.



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**Note:** OTA appreciates and is grateful for the valuable assistance and thoughtful critiques provided by the advisory panel members. The panel does not, however, necessarily approve, disapprove, or endorse this report. OTA assumes full responsibility for the report and the accuracy of its contents.

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