

After receipt of proposals, discussions based on the individual contractor's approach and perspective on the factors could include tailoring contractual incentives appropriate for that offeror and its potential relationship with the government. One example might be the prospective tailoring of incentives to improve performance of the potential offeror in an area identified as weak, but necessary for the success of the delivery, through evaluation of past contractor performance.

Individual contract arrangements might differ among contractors. The integrity of the source selection process, however,

must be maintained. Discussions may not impart a unique advantage or provide insight to another's proposal or approach. The goal is to enable the offeror to provide the best possible proposal and for the government to improve the probability of the successful delivery of the requirement.

As part of the award, the terms and conditions of the successful offeror's contract could address tailoring the incentives through an "incentive adjustment plan" laid out in the successful offeror's proposal. During the subsequent period of performance, this post-award tailoring could address improvements to the

incentives that were applied, based upon changes in the factors affecting the business relationship.

In summary, *Factor Collaboration*<sup>SM</sup>, as part of a comprehensive examination and understanding of the business case, can facilitate the gathering of critical information necessary to the construction of a successful business relationship.

**Editor's Note:** The author welcomes questions and comments about this article. Contact him at **WILLIAM.S.KAPLAN@saic.com**.

## DSMC PUBLISHES LONG-AWAITED HISTORY OF U.S. WEAPONS ACQUISITION

# ARMING THE EAGLE

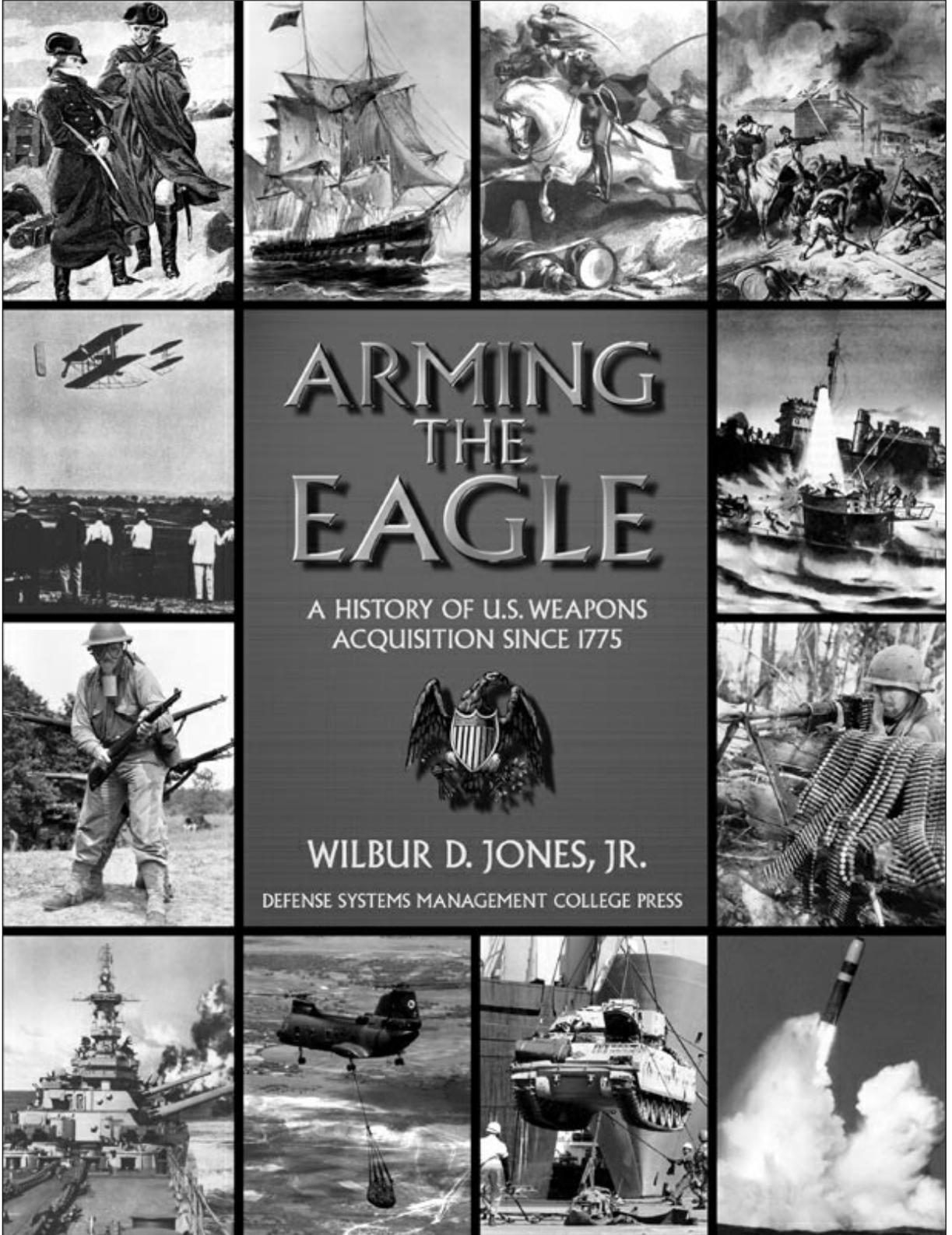
**R**etired DSMC professor Wilbur D. Jones Jr., signs copies of his book, *Arming the Eagle: A History of U.S. Weapons Acquisition Since 1775*, during a recent visit to Scott Hall, DSMC main campus, Fort Belvoir, Va. *Arming the Eagle* is a series of essays, or snapshots, of various periods in the country's military history. The essays tell the story of how U.S. weapons were developed and produced, what notable managers and organizations were involved, and which weapons from those periods significantly impacted national conflicts. The book may be ordered from DSMC and the Government Printing Office. Call DSN 655-2151 or (703) 805-2151 for price and ordering information.

Pictured from left: DSMC contract employee Kevin Parr; Jones; Army Sgt. 1st Class Frances Battle.



# ARMING THE

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# THE EAGLE

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## CHAPTER 1

A Tribute to Sheer Determination: The Role of Acquisition in the American Revolution, 1775-1783

## CHAPTER 2

Barbary Pirates and Other Naval Wars: Ship Acquisition in National Maritime Defense, 1794-1815

## CHAPTER 3

Camels, pontoons, and interchangeable parts: Military Enterprise and Antebellum Acquisition, 1815-1865

## CHAPTER 4

Inventive Genius and New Appliances of War: Technology and the Union Army, 1861-1865

## CHAPTER 5

All-steam, all-steel: White Squadron to Great White Fleet: America Acquires a New Navy, 1878-1909

## CHAPTER 6

The "Army's Dark Ages" and "Root's Reforms: To Sustain the Armaments Industry, 1865-1918

## CHAPTER 7

Spruce, Dope, and Fordism: The Flying Coffin; America Acquires an Air Arm: Wright Brothers Through the Great War, 1903-1941

## CHAPTER 8

Depreciation, Deficiencies, and Disarmament: Pacifism and Acquisition Between the Wars, 1919-1941

## CHAPTER 9

"It Will be an Industrial Miracle"; War Department Economic Mobilization and Munitions Acquisition, 1939-1945

## CHAPTER 10

Liberators, Mustangs, and "Enola Gay"; America Acquires Army Air Power for World War II, 1940-1945

## CHAPTER 11

Whatever It Takes: Counterpunching the U-Boats: The Acquisition Process that Won the Battle of the Atlantic, 1939-1945

## CHAPTER 12

Korean and Cold Wars; Military-Industrial Complex: Acquisition for Strategic Planning in the Nuclear Age, 1945-1964

## CHAPTER 13

"Horror Stories" of Toilet Seats and Coffeepots: Reforming Acquisition after Vietnam, 1964-1989

## CHAPTER 14

"The Come-as-You-Are" War: Force Modernization, Preparedness, and Logistics Support in the Persian Gulf, 1990-1991

## CHAPTER 15

Sluggers, Tank Plinkers, and Scud Busters: Generational Mix in the Ultimate Proving Ground, 1980-1991

## CHAPTER 16

Whither Arsenal Ships and Joint Strike Fighters: High-Tech Systems for the 21st Century, 1993 to the Present

## APPENDIX

"Fifi" Flies: Classics That Won the War Still Thrill