

Archived Articles: 1995 to 2000

Date	Publication	Title	Topic	Author/POC
01/01/2001	Aviation Week	Northrop Grumman positioned to become No. 2 EW player	NG Bid for Sanders/BAE Won	Tony Velocci
09/29/2000	Bloomberg	"Cohen to Review BAE Purchase and Raytheon, Thomson-CSF Venture"	NG Bid for Sanders/BAE Won	n/a
07/18/2000	Federal Contracts Report	BAE Systems to Acquire Lockheed Martin's Aerospace electronics units for \$1.7B	NG Bid for Sanders/BAE Won	n/a
07/14/2000	Aerospace Daily	BAE's \$1.67 billion bid wins Lockheed electronics businesses	NG Bid for Sanders/BAE Won	n/a
07/13/2000	Aviation Now.com	BAE Systems To Buy 3 Lockheed Martin Units for 1.67 Billion	NG Bid for Sanders/BAE Won	Michael Lavitt Lauren Burns Tony Velocci
06/23/2000	Defense Daily International	"Lockheed Martin to Pick Sanders Winner Soon, But Faced with Tough Choices"	NG Bid for Sanders/BAE Won	Vago Muradian
06/16/2000	Bloomberg	BAE Systems Seen Emerging as Lockheed Unit Winner	NG Bid for Sanders/BAE Won	Josh Fineman
05/30/2000	Federal Contracts Report	Export Controls: Albright Announces 17 Reforms to Enhance US Defense Industry Cooperation with Allies	TransAtlantic	Marty Matthews
05/29/2000	Barron's	Military & Industry: It's a Complex Story	Misc/Defense Stocks/Defense Policy	Jim McTague
05/29/2000	Aviation Week	BAE Systems Bid Unsettling to Many	NG Bid for Sanders/BAE Won	Tony Velocci Philip Klass
05/25/2000	Aerospace Daily	New export control regime detailed	TransAtlantic	n/a
05/25/2000	Daily Report for Executives (BNA Publication)	Export Controls: Albright Announces Reforms to Enhance US Defense Industry Cooperation with Allies	M&A	Martha Matthews
05/22/2000	Aerospace Daily	Dead in the Water?	Transatlantic	n/a
05/22/2000	Reuters	Pentagon urged to help boost arms makers' profits	Misc/Defense Stocks/Defense Policy	Jim Wolf
05/17/2000	Aerospace Daily	"European, US industries benefit from UK arms package"	Misc/Defense Stocks/Defense Policy	n/a
05/12/2000	Defense Daily	A New Model for National Security	Misc/Defense Stocks/Defense Policy	Jim McAleese
05/01/2000	Aerospace America (AIAA)	Commentary: The Military-Financial Complex	Misc.	Jim McAleese
04/24/2000	Bloomberg	"Study should be wake-up to wall street, Pentagon's DeLeon says"	Misc.	Tony Capaccio
04/17/2000	Aerospace Daily	Alenia Links with EADS in 50-50 joint venture (pp. 82-84)	M&A	Lauren Burns??
01/25/2000	Boston Globe	Running Defense - Pentagon's Gansler seen key to revival of Raytheon	Misc.	Ross Kerber
01/10/2000	Federal Times	Lowest Price is Poor Criterion for IT Purchases	Information Technology	Jim McAleese
12/14/1999	National Public Radio	Show: All Things Considered (UAE wants Lockheed Martin Warplanes)	Misc.	Steve Inskeep

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12/01/1999	Aerospace Daily Extra: Quarterly Aerospace Financial Results	Third quarter better for second tier companies than primes	Misc.	n/a
11/08/1999	Washington Post	Wall Street Takes Aim at Lockheed Martin: The Nation's largest defense contractor takes a hit from wrathful investors	LM	Peter Behr
11/01/1999	Aerospace Daily	"Teets, Blackwell leave Lockheed Martin"	LM	Jason Bates
10/30/1999	Washington Post	2 Top Lockheed Martin Executives Step Down	LM	Peter Behr Sri Ramakrishnan
10/26/1999	Bloomberg	US Says Trans-Atlantic Defense Mergers Now Unlikely	TransAtlantic	Tony Capaccio
10/25/1999	Wall Street Journal (Central Edition)	Lockheed Martin to Delay Profit Report on 3rd Quarter in Effort to Restate Data	LM	Jeff Cole Anne Marie Squeo
10/18/1999	Aerospace Daily	The Future of Europe	TransAtlantic	n/a
10/18/1999	Aviation Week	Franco-German Merger will spur Airbus overhaul - Aerospatiale Matra/DASA accord sets the stage for further transatlantic consolidation moves (pp. 26-27)	TransAtlantic	John D. Morrocco Pierre Sparaco
10/15/1999	Aerospace Daily	"DASA, Aerospatiale -Matra would be third largest aerospace company pp. 83,86"	TransAtlantic	Jason Bates
10/14/1999	Aerospace Daily	"Analysts: Raytheon recovery will take time (pp. 75,78)"	Misc.	Jason Bates
10/14/1999	The Daily Deal.com	Pentagon's Merger Policy Evolving	TransAtlantic	Charles Sisk
09/28/1999	Aerospace Daily	"Lockheed Martin will but business lines, replace sector organization"	LM	Jason Bates
09/17/1999	Bloomberg	"US Must issue Defense merger guidance, report says"	TransAtlantic	n/a
07/24/1999	Toronto Star	"Defence companies go on offensive - 10,000 Canadian jobs at stake as US tightens arms rules"	Misc.	Rob Ferguson
07/07/1999	Bloomberg	US Says it encourages transatlantic defense mergers	TransAtlantic	n/a
07/05/1999	Aviation Week	More Divestitures due in consolidation wake (pp.36-37)	TransAtlantic	Tony Velocci
07/02/1999	Wall Street Journal	"Court Negates Award Against Pentagon in General Dynamics, Boeing Lawsuit"	A-12	Nancy Fonti
07/01/1999	National Defense	Inside Track: Pentagon Lobbies for Broader Base of Suppliers	Transatlantic	Sandra Erwin
06/28/1999	Aerospace Daily	Possible Lockheed Martin moves could ripple through industry (pp. 468-9)	LM	Jason Bates
06/09/1999	Aerospace Daily	"Military, consolidation issues take spotlight for Paris Air Show (pp. 366-367)"	TransAtlantic	Jason Bates

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06/08/1999	Aerospace Daily	"AlliedSignal in \$13.79 billion deal for Honeywell, (pp. 359, 362-3)"	M&A	Jason Bates
06/08/1999	Washington Post	AlliedSignal to buy Honeywell: Companies Stock Soars on News of \$15 Billion Deal	M&A	Tim Smart
06/07/1999	Defense Daily	Roche: DoD needs to do more to preserve competition (pp. 3-7)	M&A	Vago Muradian
05/28/1999	Aerospace Daily	"Northrop Grumman to Acquire Ryan Aeronautical for \$140 million (pp. 313, 316)"	M&A	Jason Bates
05/17/1999	Washington Post	Tallying for Government Gains - Federal Audits of Computer Benefits Loom Large for Gore pg. 5-6	Information Technology	Peter Behr
04/01/1999	Defence Procurement Analysis Spring Issue	Committed to co-operation	TransAtlantic	Jim McAleese
04/01/1999	Aerospace America (AIAA)	Commentary: Fortress Europe and Big 3?or Global 2?	TransAtlantic	Jim McAleese
03/29/1999	Federal Times	Commentary: Congress May Tie Strings to IT Fund Request (page 15)	Information Technology	Jim McAleese
03/29/1999	Federal Computer Week	Op-Ed: Best Value is Key to Securing Federal IT	Information Technology	Jim McAleese
03/22/1999	Business Week International Edition	The Pentagon has a little transatlantic merger list - It may be O.K. defense deals - with a favored few	TransAtlantic	Stan Crock
03/22/1999	Federal Computer Week	"AT&T's big gamble: Watching its dominance erode, AT&T bets a new strategy can pay off big in the unpredictable federal telecom market (pp.1,41)"	Information Technology	Brad Bass
02/22/1999	Aerospace Daily	Analysts: GD bid for Newport News may not die in anti-trust review (pp. 266-267)	GD/NNS 1st Attempt	n/a
02/22/1999	Federal Contracts Report	General Dynamics bids \$1.4B for Newport News Shipbuilding (pp.247-249)	(pp.247-249) GD/NNS 1st Attempt	n/a
02/20/1999	Washington Post	Battle over a Va. Shipyard - General Dynamics Bid Likely to Face Tough Review	GD/NNS 1st Attempt	Tim Smart
02/15/1999	Federal Contracts Report	Lockheed Martin-British Aerospace Venture Wins \$146M Award for stealth Vehicle Study	Lockheed Martin/BAE/Tracer	n/a
01/25/1999	Federal Contracts Report	"British Aerospace to acquire GEC Marconi defense for 13.3B, creating world's third largest defense firm; DASA calls deal 'Obstacle' to European Integration (pp. 101-102)"	BAE / GEC	Robert M. Cowen
01/25/1999	Aviation Week	Higher-Stakes Game Awaits U.S. Players (p. 34)	BAE / GEC	Tony Velocci

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01/25/1999	Federal Contracts Report	"British Aerospace to acquire GEC Marconi defense for 13.3B, creating world's third largest defense firm; DASA calls deal 'Obstacle' to European Integration (pp. 101-102)"	BAE / GEC	Robert M. Cowen
01/21/1999	Aerospace Daily	Analysts: BAE's next step could be more important than GEC deal (p. 99)	BAE / GEC	n/a
01/20/1999	Washington Post	British Aerospace to Buy Marconi: Deal to Form 3rd Largest Defense Firm (p. F3)	BAE / GEC	n/a
01/20/1999	Defense Daily	GEC to Merger Defense Unit with BAE; Move angers DASA (pp. 1-4)	BAE / GEC	Vago Muradian
01/19/1999	Bloomberg	BAE buys GEC's Marconi Defense Arm for 7.8 Bln Pounds (internet)	BAE / GEC	n/a
01/01/1999	Washington Post	"Changes in Europe may bring US Defense deal (Business D1, D3)"	BAE / GEC	Tim Smart
12/22/1998	Bloomberg	"Pentagon Says it would accept mergers of US, UK companies (printed of AOL news)"	BAE / GEC	Tony Capaccio
12/01/1998	National Defense (publication of NDIA)	Business Beat: Defense industry posed for round of consolidation (p. 12)	M&A	Sandra Erwin
10/14/1998	Defense Daily	Legal Battle over Sacramento ALC Work Heats Up	Lawsuit: Pemco Aeroplex v. USAF Dispute	David Atkinson
10/12/1998	Bloomberg	Raytheon Says 3rd Qtr Profit Lower Than Expected	Misc/Defense Stocks/Defense Policy	n/a
09/03/1998	Aerospace Daily	Aerospace Daily Special Report: Farnborough opens against backdrop of world economic problems	Farnborough 1998	D. Jason Bates
08/18/1998	Washington Post	Northrop's Future Unclear without Lockheed Deal - Firm could seek Another Merger Partner	Failed LM/NG Merger	Tim Smart
07/27/1998	Aerospace Daily	Northrop Grumman denies allegations in shareholders suit (p. 140)	NG	Jason Bates
07/27/1998	Aviation Week	Dashed Merger Resets Clock for Acquisitive Defense Rivals (pp. 23-25)	Failed LM/NG Merger	Tony Velocci
07/21/1998	CNBC Europe	5:15am Europe telephone interview with Jim	LM/NG Merger & Airbus orders	"contact: Rachel Walton, Transport Correspondent"
07/20/1998	Wall Street Journal	"Defense Industry Consolidation may not be over yet - Northrop, Smaller firms think mergers after Lockheed scuttles purchase"	M&A	Fred Biddle
07/18/1998	Fort Worth Star - Telegram	"A tough sell for Northrop - Chief tries to convince investors, employees that company can thrive alone"	Failed LM/NG Merger	Mitchell Shnurman Jim spoke w/ Sarah Lunday
07/18/1998	Washington Times	"Lockheed looks for new path to growth, profits"	Failed LM/NG Merger	Peter Kaplan
07/17/1998	Bloomberg	Northrop Shares expected to fall after Lockheed Drops Purchase	Failed LM/NG Merger	Josh Fineman

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06/01/1998	Spotlight of Finance	Emerging DoD business model is squeezing suppliers (pp. 6-7)	M&A	Jim McAleese
05/01/1998	National Defense	"Privatization of Defense Department Utilities will be easier said than done, says official, (p. 22)"	Privatization	Sandra Erwin
04/22/1998	Aerospace Daily	GEC in agreement to acquire Tracor for \$1.4 billion	BAE / GEC	n/a
04/22/1998	Wall Street Journal	"Britain's GEC to acquire Tracor for \$1.1 Billion (p. A1, A14)"	BAE / GEC	Charles Goldsmith
04/01/1998	Aerospace America (AIAA)	"Acquisition reform: A contractor "squeeze"?"	Acquisition Reform	Jim McAleese
03/09/1998	Business Week	Software Hardball: Not Yet Cleared for Takeover	Computer Assoc. / CSC Attempted Merger	Stan Crock
01/26/1998	Wall Street Journal	"Raytheon Expects \$500 Million Charge, Higher than forecasts, for Revamping"	Raytheon consolidation in defense ops	Jon G. Auerbach
12/29/1997	Business Week	Corporate Couplings: Trustbusters Get Lockheed on Radar (pg. 6 or 8)	Failed LM/NG Merger	Stan Crock
12/22/1997	Aviation Week	Lockheed Martin Deal Enters Crucial Phase	Failed LM/NG Merger	Tony Velocci
12/01/1997	"The Compleat Lawyer (ABA General Practice, Solo & Small Firm Section) Winter issue, Vol. 14, No.1"	Public Contract Law pp. 48-50	Public Contract Law	Jim McAleese
11/24/1997	Defense Daily	"C-130 Crash Survivor Files Suit Against Lockheed Martin, Allison (pg. 6)"	C-130 Crash	Greg Caires
10/14/1997	Wall Street Journal	Federal Procurement Rule Changes	FAR 15	Rodney Ho
10/03/1997	Defense Daily	"House Bill Would Bar DoD from Paying Contractors for Mergers, (pp. 366-367)"	Restructuring/Winstar	Sheila Foote
08/28/1997	Aerospace Daily	GD could still end up with parts of United Defense (p. 313)	M&A Carlyle purchase of UDLP	Jason Bates ??
08/27/1997	Wall Street Journal	Carlyle beats out Dynamics for United Defense	M&A Carlyle purchase of UDLP	Andy Pasztor
08/13/1997	Wall Street Journal	"General Dynamics, With \$1 Billion Bid, Leads in the Auction for United Defense"	M&A Carlyle purchase of UDLP	Jeff Cole Steven Lipin
07/29/1997	Aerospace Daily	Amendment ending merger cost writeoff not expected in DoD bill (pp. 149-150)	Winstar	n/a
07/08/1997	Aerospace Daily	"Boeing remains optimistic of EU approval (pg. 31, 33)"	Boeing/MDC merger-anti-trust - EC quote	Jason Bates
07/07/1997	Wall Street Journal	Lockheed Deal Likely to Pass Muster	Failed LM/NG Merger	Bruce Orwall (LA) Steven Lipin (NY) John Wilke (Wash)
07/01/1997	National Defense (ADPA/NSIA)	(ADPA/NSIA) Business Beat: Pentagon begins to wrestle with industry consolidation aftermath (p.18)	M&A	Sandra Meadows
06/30/1997	Wall Street Journal	Raytheon Deal with Texas Instruments hinges on chip technology accord	M&A	Jeff Cole Steven
06/12/1997	Aerospace Daily	Boeing to argue case before EC today; Airbus follows Friday (pg. 405A)	Boeing/MDC merger-anti-trust - EC quote	n/a

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06/02/1997	Business Week	Commentary: When Protectionism Wears Camouflage (pg. 60)	Boeing/MDC merger-anti-trust - EC quote	Catherine Yang
05/22/1997	Wall Street Journal	EU Challenges Boeing's Plan to Buy McDonnell	Boeing/MDC merger-anti-trust - EC quote	Jeff Cole
05/08/1997	Aerospace Daily	"Success of Boeing-McDonnell Douglas far from assured, panelists say"	Boeing/MDC merger-anti-trust - EC quote	n/a
05/01/1997	Government Contract Audit Report	Critical Thinking: A Monthly Guest Column-Restructuring Costs and Elimination of the Morris Trust	Restructuring/Winstar	Jim McAleese
04/28/1997	"Federal Contracts Report Vol. 67, No. 17"	Bills to End Morris Trust Tax-Free Spinoffs Could Affect Defense Contractor Restructuring (pp 497-498)	Restructuring/Winstar	n/a
04/14/1997	Wall Street Journal	"Heard on the Street: Loss of Reimbursement Program may threaten Raytheon deals, defense-sector consolidation"	Restructuring/Winstar	William M. Bulkeley
04/14/1997	Washington Post	"Without Protest, a Wellspring Dries Up for Rainmakers (Washington Business Section, page 7)"	Bid protest quote (FAR 15)	Peter Behr
04/07/1997	"Federal Contracts Report Vol. 67, No. 14"	"Ban on DoD Payments for Future Mergers could trigger arguments of unfair competitive advantage related to past payments, attorney say (p. 402)"	Restructuring/Winstar	Marty Matthews
04/01/1997	The Procurement Lawyer (ABA Sec. Of Public Contract Law publication)	Confronting Environmental Pitfalls in Industry Downsizing and DoD Privatization (pp. 3-7)	Outsourcing/ Privatization Env Issues	Jim McAleese
03/17/1997	Aviation Week	Key Downsizing Tool Comes Under Fire	Restructuring/Winstar	Tony Velocci
12/30/1996	National Law Journal	Will Aerospace Merger Put Squeeze on Firms	Boeing/MDC merger-anti-trust - EC quote	Marianne Lavelle
12/01/1996	Contract Management	"Speaking Out: Urgent! Contractors Need to Adapt Strategies Under Propose Competition Rules (pages 30, 44)"	FAR 15	Jim McAleese
11/18/1996	"Federal Contracts Report Vol. 66, No. 19"	Commenters on FAR 15 Proposal Support Objectives Are Concerned Over Specifics (pgs. 485-487)	FAR 15	Melanie Dooley
10/10/1996	"Defense Daily Vol. 193, No. 8"	"ABA, Chamber of Commerce Oppose Acquisition Changes (pg 57-60)"	FAR 15	Vago Muradian
10/03/1996	AIA/NSIA Letter to Dr. Steven Kelman	Subject: Proposal for improving the reliability of contractor past performance information	Misc.	"Signed by Tom Richards, NSIA Pres., & Don Fuqua, AIA Pres."
10/01/1996	NSIA News (on-line)	Urgent Need for Contractors to Adapt Strategies under proposed competition rules	FAR 15	Jim McAleese
10/01/1996	Federal Lawyer	Commentary: The Impact of Winstar on Government Contractors	Restructuring/Winstar	Jim McAleese

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09/16/1996	Stream	"Proposed Rewrite of FAR 15 Greeted with Praise, Criticism"	FAR 15	Melanie Dooley
09/01/1996	National DEFENSE	"Business Beat, (p.40)"	Restructuring/Winstar	Jim McAleese
09/01/1996	"The Clause Fall Issue, Vol. VI, Issue II"	Newly proposed rules for FAR 15 (pg. 15)	FAR 15	Jim McAleese
08/19/1996	"Aviation Week Vol. 145, No. 8"	Sea Change Looming For Defense Contracting (pgs 20-21)	FAR 15	Tony Velocci
08/12/1996	"Federal Computer Week Vol. 10, No. 23"	"Radical changes ahead for FAR: Proposals would boost CO's power; expand vendor's info access (pg. 1, cont'd on 64)"	FAR 15	Elana Varon
08/12/1996	"Federal Contracts Report Vol. 66, No. 7"	"Proposed Rewrite of FAR 15 Would Streamline Source Selection Process, Make BAFOs Discretionary, Redefine Technical Leveling (pgs. 135-138)"	FAR 15	Melanie Dooley
08/08/1996	"Defense Daily Vol. 193, No. 8"	New Rules Would Fundamentally Change Acquisition Process	FAR 15	Vago Muradian
07/22/1996	National Law Journal	Payoffs for Layoffs Program is Challenged (p. A10)	Restructuring/Winstar	Marianne Lavelle
07/22/1996	Aviation Week	US Industry in Vigorous Fight Against Proposed Policy Reversal (pp. 30-31)	Restructuring/Winstar	Tony Velocci
07/15/1996	Wall Street Journal	Lawyers Try to apply S&L Ruling in a Wide Variety of Other Suits (p. B8)	Restructuring/Winstar	Edward Felsenthal
07/08/1996	"Federal Contracts Report, Vol. 66, No. 2"	Sen. Harkin to Offer Amendment Barring Payment of Restructuring Costs (p. 24)	Restructuring/Winstar	Melanie Dooley
07/08/1996	"Federal Contracts Report Vol. 66, No. 2"	"Retroactive Repeal of Allowability of Restructuring Costs could trigger Lawsuit in Wake of Winstar, Attorney says (p. 31)"	Restructuring/Winstar	Robert M. Cowen
06/24/1996	"Federal Contracts Report Vol. 65 No. 25"	Exploiting Acquisition Reforms for Profitable New Business Capture (pp. 645-653)	Past performance - 1670 analysis	Jim McAleese
05/06/1996	Defense News	Data Rights Complicate Upgrades	Tech data	Jeff Erlich
04/01/1996	"The Clause -Board of Contract Appeal Assoc. Vol. VI, Issue 1"	Strategic Application of the new DFARS Rule on Rights in Technical Data & Computer Software to Major Defense Acquisition Programs	Tech data	Jim McAleese Hoffman
04/01/1996	"Federal Computer Week Vol. 10 No. 7"	DoD rewrites book on IT buys	DoD 5000 quote	John Monroe
03/26/1996	Defense Daily	Perry Approves New guidelines for Weapons Acquisition	DoD 5000 quote	Sheila Foote
03/20/1996	"The Government Contractor Vol. 38 No. 11 par 133"	DoD Streamlines Its 5000 documents To minimize mandatory guidance and follow commercial practices	DoD 5000 quote	n/a

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03/01/1996	Contract Management - NCMA	Leveraging Technical Data & Computer software in major defense acquisition programs under the new DFARS Final Rule	Tech data	Jim McAleese Newman
02/05/1996	Aviation Week	Liability Issue Clouds Acquisition Reform Initiative	Block changes quote	Tony Velocci
01/23/1996	Aerospace Daily	Profit potential seen in implementing Perry initiative	Block changes quote	n/a
01/01/1996	National Defense - ADPA	"Business Beat, pg. 39"	Block changes quote	Sandra Meadows
12/18/1995	Defense News	DoD Extends Uniform Standards to Existing Production Contracts	Block changes quote	Jeff Erlich
11/06/1995	"Defense News Vol. 10 No. 44"	DoD to Strip Contracts of Strict Specs	Block changes quote	Jeff Erlich