

# Making the Kessel Run: Re-Insourcing Software Development in the U.S. Air Force



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## Research Question

Why and how did the Air Force stand up the Kessel Run organization to internally develop software in lieu of the traditional method of procurement by contracting ?



## Literature

- Make or Buy?
- Competencies & Competitive Advantage
- (Transaction) Costs
- OMB Circular A-76
- DoD Directive 1100.4
- Government-Wide Category Management Guidance



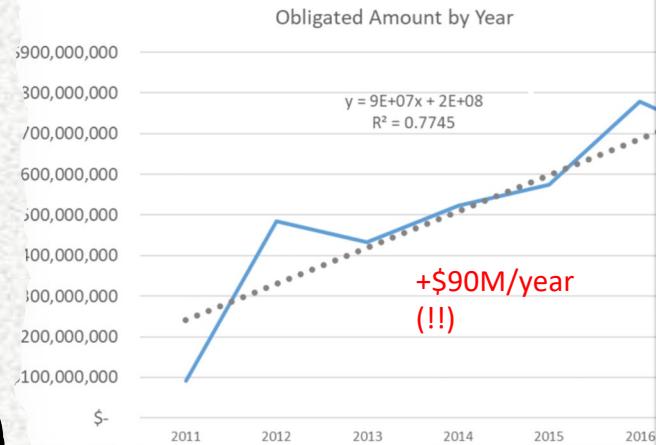
## Research Approach

- Explanatory case study (Yin, 2018)
- Good for “why” and “how” questions (like ours)
- Triangulated data
  - Information from Kessel Run
  - Information from 3d parties
  - Interviews with Kessel Run key personnel



## Why make the Kessel Run?

- Software development spending?
- Failed AOC 10.2 project?
- Improve software development speed & agility?
- Capability development?





I wasn't afraid or ashamed to share my opinions. Kessel Run was one of the most productive experiences of my career. Psychological safety is key in an organization that values diversity.



## Making the Kessel Run



“It’s the ship that made the Kessel Run in less than twelve parsecs...She’s fast enough for you, old man.”

– Han Solo, Star Wars: A New Hope





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