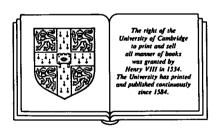
Concorde and dissent

Explaining high technology project failures in Britain and France

ELLIOT J. FELDMAN

Harvard University



CAMBRIDGE UNIVERSITY PRESS

Cambridge London New York New Rochelle Melbourne Sydney

Contents

List of tables, figures, and maps	page ix
Preface	хi
Acknowledgments	xiv
1 Compare or contrast? Britain, France,	
and civil aviation	1
French superiority and British failure	3
A critical assessment of French superiority and	
British failure	12
Reappraising the stereotypes	15
2 The Parisian white elephant	19
Centralized rational planning	20
Participation and consultation	41
Present gain for later sacrifice	43
A final assessment	46
3 The imperial white elephant hunt	49
Basic issues	52
The third London airport case	60
Aftermath	75
Conclusion	78
4 The albatross	83
The Concorde tale	87
Concorde in service	107

viii Contents

Concorde's final days	111
Planning for the supersonic age	116
5 Political instability and high	
technology	121
Compare or contrast	124
Explanations	130
Uniqueness	142
Judging processes and results	144
Related consequences	148
An ideal policy process?	150
Summary and conclusion	154
Epilogue	163
Methodological appendix: Comparative	
politics and case studies	165
The utility of case studies	165
Comparison without cases	166
The problem of equivalence	166
Two white elephants and one albatross	169
Notes	171
Select bibliography	185
Index	198