#### Guns & Growth: The Economic Consequences of Defense Buildups

Ethan Ilzetzki

London School of Economics

April 2025

#### **Main Conclusions**

Short term fiscal multipliers in the 0.6 - 1 range.

• But can be even larger under "ideal" circumstances.

Military buildups should be mostly debt financed

• Withing credible medium-run fiscal frameworks

Long run effects can be large:

- Learning by doing: TFP  $\uparrow \frac{1}{3}\%$  per 1% increase in spending.
- Public R&D: similar gains

Devil in the details of procurement

• EU: Less imports; better European coordination

% of GDP targets are counter-productive

# **Historical Perspectives**

### **US Civil War**



• Infrastructure: telegraph, railroads.

- Industry: ships, weapons, mass production, scientific management
- Currency reform, income tax.

Photo: NARA College Park. Readings: Beard & Beard (1927), Howard (1978), Wilson (2006)

#### **Bismark and Kaiserreich**



- Industrial policy: railroad expansion, state support for heavy industry, tariffs on industrial imports.
- State support helps create Krupp (Steel) BASF (chemicals) and Siemens (electrical engineering)
- Banking: Reformed to aid industry.

Photo: Krupp, 1964. http://www.preussen-chronik.de. Readings: Kennedy (1987), Berghahn (2005)

### World War II



- Massive productivity gains.
- Atomic energy, synthetic rubber, radar

Photo: https://www.thehenryford.org/. Readings: Herman (2012), Klein (2013), Field (2002), references in Ilzetzki (2024)

#### **Cost Reductions in Aircraft Production**



Decline in price of average model. Source: Ilzetzki (2024)

#### **Massive Quality Improvements**

B-17 Bomber



B-29 Bomber



Speed: 462 km/h Range: 3,219 km Bomb load: 3600 kg Speed: 575 km/h Range: 5,230 km Bomb load: 9000 kg

Source: US Air Force

#### **Cold War Era Evidence**

Focus on "guns vs. butter" (Payne & Sahu 1993 for a review)

Benoit (1973, 1978): positive correlation defense spending & growth; Subsequent literature: estimates all over the place (Ram, 1995; Alptekin & Levine, 2012; Yesilyurt & Yesilyurt, 2019; Dunne & Smith, 2020)

Barro & Sala-i Martin (2003): positive but not stat. sig.

#### The Elusive Peace Dividend: US



US Military Expenditure and GDP Growth

#### The Elusive Peace Dividend: EU



EU Military Expenditure and GDP Growth

#### The Elusive Peace Dividend: US & EU



US and EU Military Expenditure and GDP Growth

**Fiscal Multiplier** 

#### **Fiscal Multipliers: Time Series**



Source: Ramey & Zubairy (2018), Antolin-Diaz & Surico (2025); see also Perotti (2014).

## Factors determining size of fiscal multiplier

| Factor          | Source  |
|-----------------|---|
| Degree of slack | Ramey & Zubairy (2018) vs. Auerbach & Gorodnichenko (2012, 2013), Nakamura & Steinsson (2014), Born <i>et al.</i> (2024)  |
| Monetary stance | Christiano et al. (2011), Ilzetzki et al. (2013), Nakamura & Steinsson (2014)   |
| Trade openness  | llzetzki <i>et al.</i> (2013)   |
| Debt financing? | Debt: Baxter & King (1993), Nakamura & Steinsson (2014),<br>Chodorow-Reich (2019), Angeletos <i>et al.</i> (2024)<br>Tax: Angeletos <i>et al.</i> (2023), Bianchi <i>et al.</i> (2023b),<br>Bianchi <i>et al.</i> (2023a) |

#### EU Case: ECB response is key

- Inflation targeting central bank
- + Phillips curve logic
- + not at the ZLB =
- Zero multiplier

#### **Debate I: Time Series vs. Cross-Sectional**

Time series multipliers typically  $\leq$  1: guns vs. butter.

Cross sectional multipliers typically  $\geq$  1: guns **and** butter.

Chodorow-Reich (2019); Wilson (2012); Nakamura & Steinsson (2014); Auerbach et al. (2020); ?

Ramey (2019): Time series gives us general equilibrium response.

Chodorow-Reich (2019): Cross sectional gives us "pure"/"controlled" response.

#### Debate II: Are multipliers higher with slack?



Auerbach & Gorodnichenko (2012, 2013): Yes (VAR)

#### Debate II: Are multipliers higher with slack?



Owyang et al. (2013); Ramey & Zubairy (2018): No (using military spending); Blue: High unemployment; Red: low

# **Defense Finance**

#### Military spending and optimal taxation

Optimal taxation models call for:

- Borrowing to finance temporary wars
- Increase taxes for permanent buildups
- Typical duration of a buildup: 5 years (Marzian & Trebesch, 2025)
- And defense buildups tend to be front-loaded
  - Durable procurement at first and maintenance costs later

Optimal policy (Vietnam war sized shock):

• Increase taxes by 0.2% of GDP if r - g = 3%

Ramey & Zubairy (2018): Past US buildups financed by

- 50% borrowing
- 30% endogenous revenue growth
- 20% tax increases

#### Financing in the Average US Military Buildup







Ratio of cumulative deficit to cumulative spending



# Defense Buildups & Productivity

Learning by Doing

#### Wright (1936): Inter-war aircraft



### Searle (1945): WWII ships



# **Declining prices of solar panels**



#### **Induced innovation**

**Directed technological change**: Direction of technological change affected by relative factor prices. Rothbarth (1946), Habakkuk (1962), Wright (1978), Jones (2003), Allen (2009), Acemoglu & Restrepo (2018, 2019)

**Induced Innovation**: Innovation spurred because of key input price Hickman (1957), Fellner (1961, 1971), Romer (1987), Popp (2002), Newell *et al.* (1999)

**Medium term cycles and scarring effects**: Benigno & Fornaro (2018), Anzoategui *et al.* (2019)

# Ilzetzki (2024), Learning by Necessity: A synthesis

I present a theory of induced innovation where costly **high utilization** leads to **technology adoption** 

**Theory**: With convex costs to utilization, high demand will induce innovation and more so when utilization is high

**Empirical**: Evidence from WWII aircraft production that demand induces TFP growth, and more so when utilization is high.

- Causal evidence
- Distinct from economies of scale.
- Suggests active learning.
- Still can't separate "demand" from "learning".

#### Learning by Necessity Theory in a Nutshell



#### **Production by Broad Aircraft Type**

Monthly Number of Planes per Production Line



#### **TFP Response**

TFP Controlled for Capital Utilization



Local projections response of log output per hour worked to 1% shock to aircraft demand, instrumented with the ("leave one out") production of broad aircraft of the same broad type. Includes month and plant × model (production line) fixed effects, 6 monthly lags of output. 90% and 95% Newey-West standard errors shaded. First stage F-stat at 12-month horizon = 30.

#### **TFP Response to Demand**

High vs. Low Capital Utilization Plants



Local projections response of TFP to 1% shock to aircraft demand interacted with a dummy =1 if plant had above-median initial capacity utilization. These are instrumented with the ("leave one out") production of broad aircraft of the same broad type and its interaction with the capital utilization dummy. Includes month and plant×model (production line) fixed effects, 6 monthly lags of output. 90% and 95% standard errors shaded. F-stat at 12-month horizon = 15.

#### **Mechanisms**

The historical narrative points to several channels through which TFP may have increased.

- Improved production methods: Most notably move from job-shop to production line methods
- 2. Greater reliance on production outsourcing 💿
- 3. Labor relations reduced absenteeism and turnover 💽

#### Public R&D

#### Public R&D Support: An intellectual history

Arrow (1962) gave an early, comprehensive, analysis of the multitude market failures causing insufficient R&D.

Bush (1945) drew lessons from WWII R&D for the design of peacetime public infrastructure to support R&D

Endogenous growth literature previously reviewed

Modern view that R&D support should be **undirected** and supported through **tax policy.** 

#### Why public support for R&D?

Arrow (1962), Mowery (2010) give a list of market failures:

- Knowledge is non-rival and can be disseminated at near zero-cost (public good)
  - Property rights could be created, but many forms of knowledge are non-patent-able.
- Production of knowledge is risky and is under-provided absent complete insurance markets.
- human capital is fungible
- fixed costs to knowledge production

# The prominence of mission-oriented public R&D



■ Non-Defense Mission-Oriented R&D ■ Non-Mission-Oriented R&D ■ Defense Mission-Oriented R&D

#### Is Defense Special?

The Arms-race nature of military R&D may make it uniquely suited to invest in frontier & general purpose technologies.

Being 20<sup>th</sup> country in green technology makes contribution to climate goals.

Being 20<sup>th</sup> country in military technology isn't even in the race.

#### **Procuring Innovation**

European defense procurement more concentrated than US, which reaches far smaller firms.

• Spillovers to civilian use technologies more likely in small firms (Mowery, 2010).

US practice of "dual sourcing" increases knowledge sharing.

Howell *et al.* (2021) open competitions for procurement are more successful and reach firms that are smaller, younger, and more technology-oriented.

#### **Recent Evidence**

Large multipliers on public R&D spending: Antolin-Diaz & Surico (2025), Fieldhouse & Mertens (2023)

#### The economic spillovers and benefits to R&D:

Moretti *et al.* (2019): government funded military R&D crowds in in private R&D. Myers & Lanahan (2022): DoE funded patents lead to 3 × private-sector patents. Gross & Sampat (2023): long-lasting effects. Kantor & Whalley (2023): NASA spurred employment in high-tech sectors. Dyevre (2023).

**Spin-offs or spin ons?**: Feiglin (2020) warns that the cold war was unique in the extent of "spinoffs" and the 21<sup>st</sup> century is more suitable for "spin-ons"

**ROI on Public R&D**: Jones & Summers (2022) 67%; Fieldhouse & Mertens (2023) 300% (!)

#### Gross & Sampat (2023)



FIGURE 1. GOVERNMENT-FUNDED SHARE OF US PATENTS, 1920 TO 2000



FIGURE 2. GEOGRAPHY OF OSRD-FUNDED INVENTION IN WORLD WAR II

#### Antolin-Diaz & Surico (2025)



#### Fieldhouse & Mertens (2023)

Figure 6: Government R&D Capital And TFP Following an Increase in R&D Appropriations



**Industrial Policy** 

#### **Industrial Policy: An intellectual history**

Long history of the use of industrial policy for mercantilist and military purposes

**Post-war "big push" literature**: Rosenstein-Rodan (1943), Hirschman (1958)

Lost credibility in the late 20th century

**Revived literature**: Liu (2019), Lane (2022). Juhász *et al.* (2024) for a review.

## **Industrial Policy: Criticism**

Potential political capture

- Particularly acute in the case of military spending?
- Military-industrial complex
- More research needed

Government picking "winners"

- Juhász et al. (2024): Bigger problem is "letting go of losers".
- So depends on procurement process
- Liu (2019) gives new methodology to allocate spending based on **distortion centrality**.

#### Procurement considerations

#### How to Spend It?

Dual-use firms maximize private sector spin offs

- and "spin ons" (Feiglin, 2020)
- Antithetical to German post-War model

Dual-sourcing

• Across borders?

Support for SMEs

• US procures from far smaller firms than EU on average

"Open" procurement competitions (Howell et al., 2021)

#### EU procurement far too fragmented

# Learning by Importing

70% of EU defense procurement imported

Far too high for advanced economy

But imports can be used strategically. Case in point: Poland

- Military spending  $\uparrow$  to 4.8% of GDP in 2025
- Most material imported from US and S. Korea, but
- Technology import from servicing the equipment
- Poland plans to produce 820/1000 S. Korean Black Panther tanks in the Military Automotive Works in Poznań.
- Contract for joint Korean-Polish joint venture to design next generation of tanks

#### **References I**

- ACEMOGLU, DARON, & RESTREPO, PASCUAL. 2018. The Race between Man and Machine: Implications of Technology for Growth, Factor Shares, and Employment. *The American Economic Review*, **108**(6), 1488–1542.
- ACEMOGLU, DARON, & RESTREPO, PASCUAL. 2019. Automation and New Tasks: How Technology Displaces and Reinstates Labor. *The Journal of Economic Perspectives*, **33**(2), 3–30.
- ALLEN, ROBERT C. 2009. The British Industrial Revolution in Global Perspective. Cambridge, England: Cambridge University Press.
- ALPTEKIN, AYNUR, & LEVINE, PAUL. 2012. Military expenditure and economic growth: A meta-analysis. European Journal of Political Economy, 28(4), 636–650.
- ANGELETOS, GEORGE-MARIOS, COLLARD, FABRICE, & DELLAS, HARRIS. 2023. Public Debt as Private Liquidity: Optimal Policy. *Journal of Political Economy*, **131**(11), 3233–3264.
- ANGELETOS, GEORGEÂMARIOS, LIAN, CHEN, & WOLF, CHRISTIAN K. 2024. Can Deficits Finance Themselves? Econometrica, 92(5), 1351–1390.
- ANTOLIN-DIAZ, JUAN, & SURICO, PAOLO. 2025. The Long-Run Effects of Government Spending. *American Economic Review*, forthcoming.
- ANZOATEGUI, DIEGO, COMIN, DIEGO, GERTLER, MARK, & MARTINEZ, JOSEBA. 2019. Endogenous technology adoption and R&D as sources of business cycle persistence. *American Economic Journal: Macroeconomics*, 11(3), 67–110.
- ARROW, KENNETH. 1962. Economic Welfare and the Allocation of Resources for Invention. Princeton University Press. Pages 609–626.
- AUERBACH, ALAN J., & GORODNICHENKO, YURIY. 2012. Measuring the Output Responses to Fiscal Policy. American Economic Journal: Economic Policy, 4(2), 1–27.
- AUERBACH, ALAN J, & GORODNICHENKO, YURIY. 2013. Fiscal multipliers in recession and expansion. Pages 63–98 of: Fiscal policy after the financial crisis. University of Chicago Press.
- AUERBACH, ALAN J, GORODNICHENKO, YURIY, & MURPHY, DANIEL. 2020. Local Fiscal Multipliers and Fiscal Spillovers in the USA. *IMF Economic Review*, **68**(1), 195–229.

BARRO, ROBERT J., & SALA-I MARTIN, XAVIER I. 2003. Economic Growth, Second Edition. Boston, MA: MIT Press.

#### **References II**

- BAXTER, MARIANNE, & KING, ROBERT G. 1993. Fiscal policy in general equilibrium. The American Economic Review, 315–334.
- BEARD, CHARLES A., & BEARD, MARY R. 1927. The Rise of American Civilization. The Macmillan Company.
- BENIGNO, GIANLUCA, & FORNARO, LUCA. 2018. Stagnation traps. The Review of Economic Studies, 85(3), 1425–1470.
- BENOIT, EMILE. 1973. Defence and Economic Growth in Developing Countries. Boston, MA: D. C. Heath.
- BENOIT, EMILE. 1978. Growth and Defense in Developing Countries. Economic Development and Cultural Change, 26(2), 271–280.
- BERGHAHN, VOLKER ROLF. 2005. Imperial Germany, 1871-1918: economy, society, culture, and politics. Berghahn Books.
- BIANCHI, FRANCESCO, FACCINI, RENATO, & MELOSI, LEONARDO. 2023a. A Fiscal Theory of Persistent Inflation\*. The Quarterly Journal of Economics, 138(4), 2127–2179.
- BIANCHI, JAVIER, OTTONELLO, PABLO, & PRESNO, IGNACIO. 2023b. Fiscal Stimulus under Sovereign Risk. Journal of Political Economy, 131(9), 2328–2369.
- BORN, BENJAMIN, DÂASCANIO, FRANCESCO, MÂŒLLER, GERNOT J., & PFEIFER, JOHANNES. 2024. Mr. Keynes Meets the Classics: Government Spending and the Real Exchange Rate. *Journal of Political Economy*, **132**(5), 1642–1683.
- BUSH, VANNEVAR. 1945. Science, the Endless Frontier. Princeton University Press.
- CHODOROW-REICH, GABRIEL. 2019. Geographic Cross-Sectional Fiscal Spending Multipliers: What Have We Learned? American Economic Journal: Economic Policy, **11**(2), 1–34.
- CHRISTIANO, LAWRENCE, EICHENBAUM, MARTIN, & REBELO, SERGIO. 2011. When Is the Government Spending Multiplier Large? *Journal of Political Economy*, **119**(1), 78–121.
- DUNNE, J. PAUL, & SMITH, RON P. 2020. Military Expenditure, Investment and Growth. Defence and Peace Economics, 31(6), 601–614.
- DYEVRE, ARNAUD. 2023. Public R&D spillovers and productivity growth. Tech. rept. Working Paper.

#### **References III**

- FEIGLIN, GUY. 2020. New developments affecting military industries. Pages 89–104 of: HADDAD, SASSON, FEDLON, TOMER, & EVEN, SAMUEL (eds), The Israeli defense indusry and US assitance. INSS, University of Tel Aviv.
- FELLNER, WILLIAM. 1961. Two Propositions in the Theory of Induced Innovations. The Economic Journal, 71(282), 305–308.
- FELLNER, WILLIAM. 1971. Empirical Support for the Theory of Induced Innovations. The Quarterly Journal of Economics, 85(4), 580–604.
- FIELD, ALEXANDER J. 2002. The Economic Consequences of U.S. Mobilization for the Second World War. New Haven, CT: Yale University Press.
- FIELDHOUSE, ANDREW J, & MERTENS, KAREL. 2023. The Returns to Government R&D: Evidence from US Appropriations Shocks. Federal Reserve Bank of Dallas, Research Department.
- GROSS, DANIEL P., & SAMPAT, BHAVEN N. 2023. America, Jump-Started: World War II RD and the Takeoff of the US Innovation System. American Economic Review, 113(12), 3323â56.
- HABAKKUK, JOHN. 1962. American and British technology in the nineteenth century: the search for labour-saving inventions. Cambridge, England: Cambridge University Press.
- HERMAN, ARTHUR. 2012. Freedom's Forge: How American Business Produced Victory in World War II. New York, NY: Random House.
- HICKMAN, BERT G. 1957. Capacity, Capacity Utilization, and the Acceleration Principle. Chap. c5590 of: Problems of Capital Formation: Concepts, Measurement, and Controlling Factors. NBER.
- HIRSCHMAN, ALBERT O. 1958. The Strategy of Economic Development. New Haven, Conn.: Yale University Press.
- HOWARD, ROBERT A. 1978. Interchangeable Parts Reexamined: The Private Sector of the American Arms Industry on the Eve of the Civil War. Technology and Culture, 19(4), 633–649.
- HOWELL, SABRINA T, RATHJE, JASON, VAN REENEN, JOHN, & WONG, JUN. 2021 (April). Opening up Military Innovation: Causal ET-ectsolReformstoU.S. DefenseResearch. WorkingPaper28700. NationalBureauofEconomicResearch.
- ILZETZKI, ETHAN. 2024. Learning by necessity: Government demand, capacity constraints, and productivity growth. American economic review.

#### **References IV**

- ILZETZKI, ETHAN, MENDOZA, ENRIQUE G., & VĩGH, CARLOS A. 2013. How big (small?) are fiscal multipliers? Journal of Monetary Economics, 60(2), 239–254.
- JONES, BENJAMIN F., & SUMMERS, LAWRENCE H. 2022. A Calculation of the Social Returns to Innovation. *Pages* 13–59 of: GOOLSBEE, AUSTAN, & JONES, BENJAMIN (eds), *Innovation and Public Policy*. University of Chicago Press.
- JONES, ERIC. 2003. The European Miracle: Environments, Economies and Geopolitics in the History of Europe and Asia. 3 edn. Cambridge University Press.
- JUHÁSZ, RÉKA, LANE, NATHAN, & RODRIK, DANI. 2024. The New Economics of Industrial Policy. Annual Review of Economics.
- KANTOR, SHAWN, & WHALLEY, ALEXANDER T. 2023. *Moonshot: Public R&D and growth*. Tech. rept. National Bureau of Economic Research.
- KENNEDY, PAUL. 1987. The Rise and Fall of the Great Powers. Random House.
- KLEIN, MAURY. 2013. A Call to Arms: Mobilizing America for World War II. Bloomsbury Publishing USA.
- LANE, NATHAN. 2022. Manufacturing Revolutions: Industrial Policy and Industrialisation in South Korea. Manuscript. Oxford University.
- LIU, ERNEST. 2019. Industrial Policies in Production Networks. The Quarterly journal of economics, 134(4), 1883–1948.
- MARZIAN, JOHANNES, & TREBESCH, CHRISTOPH. 2025. *Military Booms: A Macroeconomic History*. Unpublished Manuscript.
- MAZZUCATO, MARINA. 2021. *Mission Economy: A Moonshot Guide to Changing Capitalism*. New York: Harper Business.
- MORETTI, ENRICO, STEINWENDER, CLAUDIA, & VAN REENEN, JOHN. 2019 (November). The Intellectual Spoils of War? Defense RD, Productivity and International Spillovers. Working Paper 26483. National Bureau of Economic Research.
- MOWERY, DAVID C. 2010. Chapter 29 Military RD and Innovation. Pages 1219–1256 of: HALL, BRONWYN H., & ROSENBERG, NATHAN (eds), Handbook of the Economics of Innovation, Volume 2. Handbook of the Economics of Innovation, vol. 2. North-Holland.

#### **References V**

- MOWERY, DAVID C, & ROSENBERG, NATHAN. 1991. Technology and the pursuit of economic growth. Cambridge University Press.
- MOWERY, DAVID C., & ROSENBERG, NATHAN. 1999. Paths of Innovation. New York: Oxford University Press.
- MYERS, KYLE R., & LANAHAN, LAUREN. 2022. Estimating Spillovers from Publicly Funded RD: Evidence from the US Department of Energy. American Economic Review, 112(7), 2393â2423.
- NAKAMURA, EMI, & STEINSSON, JÓN. 2014. Fiscal Stimulus in a Monetary Union: Evidence from US Regions. American Economic Review, 104(3), 753–792.
- NEWELL, RICHARD, JAFFE, ADAM, & STAVINS, ROBERT. 1999. The Induced Innovation Hypothesis and Energy-Saving Technological Change. The Quarterly Journal of Economics, 114(3), 941–975.
- OWYANG, MICHAEL T., RAMEY, VALERIE A., & ZUBAIRY, SARAH. 2013. Are Government Spending Multipliers Greater during Periods of Slack? Evidence from Twentieth-Century Historical Data. American Economic Review, 103(3), 129–34.
- PAYNE, JAMES E., & SAHU, ANANDI P. 1993. Defense Spending and Economic Growth. Routledge.
- PEROTTI, ROBERTO. 2014. Defense Government Spending Is Contractionary, Civilian Government Spending Is Expansionary. NBER Working Paper Series, 20179–.
- POPP, DAVID. 2002. Induced Innovation and Energy Prices. American Economic Review, 92(1), 160-180.
- RAM, RATI. 1995. Chapter 10 Defense expenditure and economic growth. Pages 251–274 of: Handbook of Defense Economics, vol. 1. Elsevier B.V.
- RAMEY, VALERIE A. 2019. Ten Years after the Financial Crisis: What Have We Learned from the Renaissance in Fiscal Research? *Journal of Economic Perspectives*, **33**(2), 89–114.
- RAMEY, VALERIE A, & ZUBAIRY, SARAH. 2018. Government spending multipliers in good times and in bad: evidence from US historical data. *Journal of Political Economy*, **126**(2), 850–901.
- ROMER, PAUL M. 1987. Crazy Explanations for the Productivity Slowdown. Pages 163–210 of: NBER Macroeconomics Annual 1987, Volume 2. NBER Chapters. National Bureau of Economic Research, Inc.
- ROSENSTEIN-RODAN, P. N. 1943. Problems of Industrialisation of Eastern and South-Eastern Europe. The Economic Journal, 53(210/211), 202–211.

#### **References VI**

- ROTHBARTH, E. 1946. Causes of the Superior Efficiency of U.S.A. Industry as Compared with British Industry. The Economic Journal, 56(223), 383–390.
- SEARLE, ALLAN D. 1945. Productivity changes in selected wartime shipbuilding programs. *Monthly Labor Review*, 61, 1132–1147.
- WILSON, DANIEL J. 2012. Fiscal Spending Jobs Multipliers: Evidence from the 2009 American Recovery and Reinvestment Act. American Economic Journal: Economic Policy, 4(3), 251–82.
- WILSON, MARK R. 2006. The business of Civil War: Military mobilization and the state, 1861-1865. JHU Press.

WRIGHT, GAVIN. 1978. Political Economy of the Cotton South. W. W. Norton & Company.

- WRIGHT, THEODORE P. 1936. Factors affecting the cost of airplanes. Journal of the aeronautical sciences, 3(4), 122–128.
- YESILYURT, FILIZ, & YESILYURT, M ENSAR. 2019. Meta-analysis, military expenditures and growth. Journal of Peace Research, 56(3), 352–363.

**Additional Figures** 

#### Mass Production Technique Adoption



Number of mass-production methods adopted plotted against log cumulative production 12 months earlier. Both series are residualized from time, plant, and aircraft model fixed effects. Red dots and regression lines are for plants with above median capital utilization at the beginning of the war. Blue dots and lines are for plants and below median utilization. Regression coefficients and standard errors for each subsample reported.

#### Outsourcing

#### Relative Response in High vs. Low Capital Utilization Plants



 $\widehat{}$ 

Local projections response of percent outside production to 1% shock to aircraft demand interacted with a dummy = 1 if plant had above-median initial capacity utilization. These are instrumented with the ("leave one out") production of broad aircraft of the same broad type and its interaction with the capital utilization dummy. Includes month and plant×model (production line) fixed effects, 6 monthly lags of output. 90% and 95% standard errors shaded. F-stat at 12-month horizon = 13

#### **Absenteeism**

Relative Response in High vs. Low Labor Utilization Plants



 $( \sim )$ 

Local projections response of monthly hours lost due to worker absence to 1% shock to aircraft demand interacted with a dummy = 1 if plant had above-median initial capacity utilization. These are instrumented with the ("leave one out") production of broad aircraft of the same broad type and its interaction with the capital utilization dummy. Includes month and plant  $\times$  model (production line) fixed effects, 6 monthly lags of output. 90% and 95% standard errors shaded. F-stat at 12-month horizon = 6.