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Institut de Recherche et de Communication sur l'Europe  
*Le Think Tank des dynamiques européennes*

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## DINER du 6 février – Mr ROWNTREE

intervention en français et en anglais

Monsieur le Directeur, mesdames, messieurs, chers amis,  
Dear Director, dear madam, dear sirs, dear friends

Merci de vos présences pour ce nouveau dîner thématique de l'IRCE consacré à la défense et à l'industrie. Nous excuserons les très nombreuses regrets de personnes et personnalités d'horizons et domaines variés qui auraient aimé se joindre à ce dîner.

Thanks for your coming and your interest to this new dinner of IRCE dedicated to defence and industry and notably during this period of Holidays. We received many apologize of many persons and personalities who would have pleased to participate, and notably through Europe.

L'Europe est finalement le sujet dont les citoyens et les pays parlent le plus, sauf qu'ils n'ont pas toujours les mêmes lunettes. L'Europe ne signifie pas forcément marcher tous à l'unisson dans tous les domaines. Comme vous le savez, l'I.R.C.E. cherche à identifier, faire valoir et partager de façon indépendante ce qui semble être « bon pour l'Europe », notamment dans des domaines de la gouvernance, de la défense, de l'économie, de l'énergie et des transports dans une approche constructive, sans nous substituer aux initiatives efficaces.

Europe is finally the most shared subject between citizen and countries even if then dont have the same glasses. Europe doesnt mean always walking together in the same way in all subjects. As you know, IRCE try to identify and share in an independant situation, what we call ton be « good for Euorpe », notably in the domain of governance, defence, economy, energy, transports in a constructive approach, without taking place of effectives structures.



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Dans son rôle de prospective, de communication, de formation, d'information et de facilitation à la fois stratégique et opérationnelle, l'I.R.C.E. cherchons à comprendre ce que sont les différentes facettes de l'identité européenne, en valorisant les identités de chacun dans une approche commune, pour faire que nos différences soient plutôt des forces et pour réussir à créer un style de leadership européen porteur de sens.

In its rule of prospective, communication, training, information and facilitation, both strategic and operationnal, IRCE ty to undestand what are the differents faces of european identity to give value to each one in an commun approach, to make that our differencies became forces in an european meaningful leadership

Today, we will have the honor to hear Mr Tim ROWNTREE, director of the organisme Conjoint en Matière d'armement (OCCAR) who will speak about  
**« OCCAR, a model for european and international cooperation programs »**

a so interesting subject and proposal in this time of news reflexion and decision on European defence, in whic we are working

Please notice that our debates are origial, transparents, opened, kind, constructives and « off the record ». Mr ROWNTREE will speak to us after the main course and you have the opportunity to discuss among you during the starter and the main course.

\* \* \*

starter

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Mr Director,

Tank you for your coming and to have accepted to discuss with us about a very important subject

May I speak a new time with few words of introduction

You are the head of a structure which was created many years ago with leadership of France and which can be considered as a vector of European integration.

Your nomination was in accordance with your biography

.....

Since its beginning, when the fist director invited me to join, after having worked on an european cost based management, OCCAR manage now many different programs for and with many different countries wich try to work together with their own identities and needs.

When we worked with your team in 2013 about the best models for cooperation programs, we discovered a particular structural position and a particular view about program management and business model which not shared by all and we considered to be interesting to share as a model for Europe but not only in this period you need to find a new deal to consolidate and go ahead.

Mr Director, I give you this time the voice and thank you a new time for your being here and answer to our many questions in the second part of our dinner.

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MAIN COURSE

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Questions related to the study :

- 1) Where are the winning cards, the limits, bridles of an industrial cooperation , which are your strengths and weaknesses to take part to a cooperation ?
  - 2) How is it possible to compose with or to solve the black points ?
  - 3) Is it better to share or to harmonize the competences or the partners ? Must partners have initially, specific or common skills ?
  - 4) Which are the best economic models for initial manufacturing and for maintenance ?
  - 5) Must the national or European institutions have a particular rôle ?
  - 6) Is it possible to imagine that cooperation in defence about manufacturing and/or maintenance can be as economically efficient as in civilian sector ? Why ?
  - 7) On your mind, is there a reasonable number of partners to respect to succeed in a cooperation program ?
  - 8) Considering the 1400M program, about configuration management, and to avoid the former gap between the French and the German TRANSALL, must we compose or not with identities and multidomestic aspect ?
  - 9) Can you more explain the GLOBAL BALANCE PRINCIPLE which is not well considered, notably in France
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- 10) You mentioned that OCCAR was not a industrial organisation but an international and is not part of European institutions, is there really an advantage ?



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- 11) You considered that the best management was with a strong prime contractor when the French DGA still accept all possibilities, what are your impress on that ?
- 12) Can you confirm you could accept a mix-subcontracting system with a « bonus » if the prime contractor of a country make effort to choose subcontractors in other countries sothat to afford a certain consideration to SME for others countries.
- 13) How do you consider the European defence fund for acquisition
- 14 ) You leave OCCAR at the end of this month, which could be three main topics you keep from OCCAR, if you would get a magique tool, which could be three wishes.. perhaps a message for your successor and four Europe
- 15 ) What are the differences beetween Tornado and Eurofighter Programs and OCCAR management program ?
- 16 ) Did you remark an different attitude and skills of different countries and do you consider it can be a strengh rather a wekness ? With wich country and companies, is it esaer to work ? Could be possible to accept countries like United States, Canada, India, Russia or China ?
- 17) Is it easier to manage a Navy, an land or an airforce program ?
- 18) Are you closer to UE or to NATO ?
- 19) Is it necessary to change the attitude and the style of French leadership ?
- 20) What about your relations with NSPA, SIMMAD, and what could be the future
- 21) 15 dec 2015, you signed a revised guidance document with the Chief Executive of the European Defense Agency (EDA), what is the result today ? Dont you consider EDA could be more involved on research and on MRO management ?



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22) About A400M, do you consider that a such commercial program is a good way ?

23) The DGA step by step succeed to put risk management in strategical reflexion, upstream from management program, did you remark it and is it the case in other countries ? Are you working on cybersecurity ?

24) Why working in cooperation when it's easier to work alone ?

25) MBDA and its program are often considered as a model. What is your opinion and are you agree to consider that the new synergy between Nexter and KMW can succeed even if it's not common product ?

26) OCCAR is positioned like DGA with initial approval but why not about MRO ?

27) What your messages about obsolescences and configuration

28) With english people, we learned objectif cost, open book and risk shared ,

29 ) Which is your best program ?

30) What about the risk on spare parts with the 3D impression ?

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- Partenaires
- TOMBOLA
- Proposition Membre d'honneur
- Programme
- groupes de travail
- revues

Bonne fin de soirée et à bientôt