

The « European by design » concept

The European Union and its members are economically strong on paper, but will they remain so? The Covid crisis or the war in neighboring Ukraine, provoking Europe's rearmament, or even the madness of US tariffs, must not be alibis for reaction. In developing its four pillars of general policy: its strategy, its identity, its structure, and its decision-making process, and especially in times of the anticipated or unanticipated realities of recovery plans, it is appropriate to implement new concepts: segmentation, interweaving, dependence within interdependence, notably through the concept of "European by design," a sort of "good for Europe" standard in search of intelligence, solidarity, and a certain autonomy, well beyond economic and industrial, united in diversity in a non-exhaustive list.

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Better than something vague or purely technical, which politicians do not even understand, it is, as with the concept of the Buy European Act, about thinking differently in order to act differently, about first asking the right questions upstream across the EU, or even Europe, about what we know how to

do or at what cost, price, quality, timeframe, performance, before any initial consideration of sovereignty often blocking any common reflection, certainly with different realities between the large countries and the others that are more dependent.

Without necessarily thinking about capacity autonomy, it is about thinking about European eco-design, particularly in terms of cost, deadlines, performance, quality, value analysis, interoperability, interchangeability, and maintenance. It is about recognizing existing or potential gaps in knowledge and know-how, thinking about economies of scale, and segmenting manufacturing to avoid fragmentation with possible cross-purchasing, which some countries are doing by creating bilateral alliances within the EU, which is nevertheless protected by the single market and joint defence assistance.

Before manufacturing solely for one's own needs, it is a matter of being able to imagine what a common base and specificities could be that are recognized and achievable for all. It is about learning the needs of others before crystallizing one's own at home and then testing them on others; it is about designing a scalable concept. It is about knowing whether a French or German solution is needed for Europe or a solution that can eventually integrate the skills and specific demands of

other countries in a scalable way, knowing who will initially take the hot or cold part of the engine, with the direct and indirect impacts on maintenance.

It also means promoting existing national solutions before, conversely, imagining only sometimes more expensive partnerships under the pretext of co-financing and before purchasing from outside. It means understanding the distinction between cooperation, collaboration, and alliances. It means knowing that one does not always want to be a leader or leader in order to agree to be a cooperator and participate in even more projects.

European by design means designing products from the outset using European technologies whose complementarities can create a competitive advantage unlike anywhere else in the world, in line with each other's strengths and weaknesses. It means knowing how to imagine sovereignty and autonomy in the medium and long term, through a substantial, beneficial global approach and not with a fixed percentage. It means working in concurrent engineering by integrating all stakeholders from the outset, as some trans-European companies could do better.

It is a distributional intelligence in research, innovation or manufacturing without necessarily making a choice with the service, by integrating existing capacities or to double for security, and not only by demand and geographical return of financing. But it is also a public-private financing intelligence also calling on savings or donations with effective management and steering.

European by design means thinking about the state-industry relationship in terms of cost objectives, deadlines, performance, open books, bonuses and penalties, and risk sharing. In the defence industry, it means knowing whether to build a \$10 million tank, a \$100 million fighter jet, a \$200 million transport aircraft, a missile, or a drone, thanks to a European planning observatory, from identifying the need to withdrawing it from service. In energy and the environment, for example, it means considering both nuclear power plants and small reactors within an energy mix often linked to national policies and creating value through sustainable elements. In space, it means considering Ariane, but also micro-launchers and, above all, satellites with partnerships.

European by design means having the possibility of entering into bilateral or trilateral economic, trade, or defence

agreements without jeopardizing the external membrane or the major strategic agreements that may already exist with structures outside the EU, where it is also possible to operate by design.

It means not severing the ties of almost all Member States with their major partner, the United States, while maintaining a strong, respected, and respectable identity, and limiting any possible interference that could destabilize the system, under the pretext of a drift toward independence, as we hear at certain conferences in France and Europe.

It is the creation of possible harmonized, non-fragmented European markets, such as for cyber security, it is creating champions who know how to maintain links with national or European subcontractors. It is knowing how to nurture start-ups and scale-ups while maintaining a link with Europe, it is creating intelligent competition within the EU but especially in export by knowing how to present one or more complementary products, it is now talking about societal return internally rather than offsets, it is the creation of an export label with interchangeable maintenance. It is building with confidence a database accessible to companies to fulfill their counterpart obligations with support for

SMEs to find local partners, while maintaining the link with the manufacturer.

In healthcare, thinking European by design means, for example, planning, if possible, for harmonization of packaging and dosages, as has been done in other sectors, and allowing those who are not moving to benefit from it through better implementation of the single market.

Regarding the budget, efforts can be better distributed between the priorities of each Member State with an impact on the general budget and its distribution, if possible also in return for solidarity.

Regarding integration, it means becoming aware of the rights and responsibilities, but also of the identity of the new member state, which will be added, in diversity, to the general policy, which may also sometimes be revised, with a necessary interdependence between the governance of institutions and member states, where it does not necessarily seem possible to harmonize everything in the name of values and where there is undoubtedly a lack of true diplomacy under the guise of a common defence formalized through NATO.