



La force de l'approche globale et l'effet de levier du vecteur humain, créateur de liens

François Charles – 62 years old

Armament Officer, Army Commissioner (Retired)

Economist, administrator, strategy consultant, management consultant, economic and territorial intelligence consultant, innovation consultant, European and international industrial and commercial affairs consultant

- **Founding President of NOVIALCONSULTING & INSTITUTE SAS**, speaker and leader of a team of consultants www.novialgroup.fr - Consulting, coaching and training for general management; strategy, management, intelligence, innovation; industrial, public and commercial affairs, Examples of interventions: general policy (strategy, identity, structure, decision-making), partnerships (cooperation, collaboration, alliances), business intelligence, project development and coordination, including research, facilitation of referencing and support, commercial diplomacy, transmission, transformation, process optimization, risks, corporate memory, individual and collective dynamics, leadership, negotiation, mediation, executive & senior coach & search, transition management.
- **Founding President of the Institute for Research and Communication on Europe (I.R.C.E.)** www.irce-oing.eu A generalist, independent, and public-interest Think Tank association focusing on public dynamics and European ecosystems, including industrial, financial, and legal issues. Conducts studies, research, events, publications, and training. Manages operations and development, leads working groups, manages the website, organizes daily publications, organizes events, conducts conferences, and conducts interviews. Maintains extensive and high-level relationships with governments, ministerial institutions, and diplomats, as well as with professional ecosystems, including defense, industry, energy, agriculture, and finance. Accredited with European institutions. BPIFrance Excellence Relations. Present at numerous industrial trade shows.
- Founding President of ALQUEMIA, an association for water and environmental management in Europe and around the world
- Administrator of associations and SMEs, Member of numerous associations, State and institutional expert
- Project initiator: luxury airline, groundwater replenishment and water needs in agricultural and sensitive areas, promotion of projects including aborted research projects, territorial development of waterways and luxury hotels
- Senior Fellow at ESCP Business School, alumni industry delegate
- former European Commission expert on innovation projects
- Participating professor, speaker, and lecturer: ESCP Europe, Paris II Assas, Arts & Métiers, Sciences Po, IHEDN, CHEAr, NATO, EDC, Institut Catholique, University of Orléans, various economic circles, think tanks, and businesses
- Europe and the world: governance and constitution, defense including armaments, security and international relations, economics and finance, competition, industry, international cooperation, enlargement, research and innovation, history
- Strategy: geopolitics, general organizational policy, economic intelligence, lobbying
- Management: leadership, negotiation, mediation, crises, risks, relationships client, Global Brain Management





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- **Former positions:**

- **General Delegation for Armaments** – former CD, SD, SF, NATO Secret clearances

- **Central Service for Industrial Affairs:** in direct contact with the Director General for Armaments and the cabinet of the Ministry of Defense, industrial strategy and defense partnerships in Europe, including Franco-German and in Asia with travel, control of technology transfers, embassy relations, monographs, panorama, country files and publications, monitoring of fair returns and European industrial returns, imports between Groups and SMEs, monitoring of PCRD programs, NATO industrial projects including ACCS, public procurement information systems and European fair return, import offset policy including initiator of the single window for multi-sector collective management and export for monitoring the impact on SMEs, international aeronautical standardization, economic intelligence and intelligence correspondent

- **International Relations Department:** Creation of an export strategy unit, secretariat of the joint coordination group - parliamentary mission on privatizations and French investments in Latin America

- **Cost Survey Department:** New cost engineering unit - naval audits - international cooperation. Co-speaker of a working group on cost reduction within the framework of the Center for Advanced Armament Studies

- **Aeronautical Maintenance Department:** Independent entity with 4,000 employees. Responsible for strategy and identity, business intelligence, future planning, transformation, participation in discussions on the French and European aeronautics industry, partnerships including the A400M, NH90, and Tiger helicopter, initiator of a European military maintenance club

- **Weapons Systems Department:** Risk management using a global approach from the start of programs with an individual and collective approach, configuration management of major land-based equipment, eco-design

- Army: Federal Republic of Germany: Command, Training, Public Relations

- Arthur Andersen: Audit Manager - Mergers & Acquisitions - Internal Control

- Cap Gemini then Cap Sesa Défense: Deputy CFO, Audit Reporting

- Interim Management: Director General of the Institute for Research and Development in Quality (IRDQ)





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Economist, administrator, strategy consultant, management consultant, economic and territorial intelligence consultant, innovation consultant, European and international industrial and commercial affairs consultant

- **Numerous research works** in strategic analysis, industrial processes, economics and management (list on request)
- **Author of books and articles** on strategy, geopolitics, management, economics, defense, armaments, Europe and international, politics. Publications on books "les Fabliaux du Managent (ed Chiron), including "European policies" Dictus Publishing editions, sites, Les Echos, La Tribune, Defense reviews, Union IHEDN, armaments, Revue des Mines, regional economic presses including Journal du Palais de Bourgogne Franche Comté - Author of the "memo booklets" and the "SPM concept",
- Comprehensive and complementary training:
 - Engineering preparation (ESIEA), international trade (Master 1), administration, management, finance, administration (ESAArmement), ENA prep, law and industrial dynamics (DESS Master 2 Paris Assas), finance - management (ESCP senior then Master 2 Audit & Consulting ESCP Europe): ABC/ABM public sector, financial and asset protection (AXA), PhD student in economics (Paris la Sorbonne): European military MCO business models;
 - Relational techniques including certifications: MBTI (OSIRIS), TMS, Posture, PCM, NLP, AT; commercial communication (MANEX), Higher Studies in International Trade; Functional Analysis and Risks (DGA),
 - Higher Military Education - Intelligence (EIRL), international humanitarian management (Order of Malta)
- Others :
 - Passionate about history, music and singing, cooking, art and book collector,
 - Blog about philosophy, sociology, political science, and poetry.
 - Former President of the Parents' Association of a general and technological high school; established partnerships with local businesses
 - Former citizen assessor of the Disciplinary Committee of the Dijon Prison
 - Former international volunteer for the Order of Malta, manager of the rapid intervention unit

