



I.R.C.E.

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

Biography François CHARLES

François CHARLES is an economist, expert in strategy, management and geopolitics, particularly in the defence, industry, energy and international relations sectors, with global skills that are important for the general policy of organisations.

A former armaments officer, he began his career in the army in the FRG (13th RDP then 6th RD) and then in the Central Service of Industrial Affairs of the Directorate General of Armaments. In particular, he is in charge of the policy of trade counterparties (offsets) and investments, industrial strategy in Europe for land business, Economic Intelligence in relation to Services with a pre-Martre report and cooperation in Europe and Asia with numerous trips. He participated in the launch of OCCAR, followed interministerial actions in favour of European research, piloted actions for fair industrial return in Europe and within the framework of NATO's ACCS programme and participated in certain international standardisation work.

After a stint in audit and cost analysis, notably as co-author of a report on the reduction of costs of French and European armaments programmes (CHEAr), and of a Franco-German harmonisation trial, he returned to international affairs to launch the export strategy unit. He also accompanied a parliamentary mission on the effects of privatization in Latin America.

Following a first unpaid leave with a first private experience in auditing at Arthur Andersen and strategy and management consulting, he resumed his career in the service of the State as head of strategy, transformation and preparation of the future of the Aeronautical Maintenance Service with significant advances on the economic models of the Tiger and A400M maintenance programs. He participates in the DGA's Economic Intelligence Committee, the new DGA export strategic plan and the report on the future of the French aeronautics industry. and launched a European Military Aeronautical Maintenance Club (MAME), a thesis and a chair on European maintenance business models. Finally, he was appointed risk manager of programmes as well as in charge of eco-design actions.

Since 2009, also trained in human resources, he has become a consultant, coach and trainer in strategy, economic intelligence and management for large groups but also SMEs and local authorities, remaining involved in strategic thinking circles and action ideas clubs and taking over certain political animation activities. He chairs NOVIAL INSTITUTE & CONSULTING SAS and leads a team of consultants, particularly in consulting on European projects.

After having been familiar with European mechanisms since 1992 and having worked for the European Convention, he relaunched the Institute for Research and Communication on Europe (I.R.C.E.) in 2012 in the form of an independent and generalist Think and Do Tank acting on public policies but also on ecosystems on many subjects such as governance, defence, security, international relations, the economy, digital technology,

I.R.C.E. – Institut de recherche et de Communication sur l'Europe – Association de loi 1901

Siège : Maison de l'Europe de Paris 77 avenue de Versailles 75016 PARIS – siret 789 170 818 00031

Adresse de gestion : 12 rue du Port 21130 Les Maillys – 9499Z

Tel : 00 33 (0)9 78 28 80 47 – www.irce-oing.eu – contact@irce-oing.eu



I.R.C.E.

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

energy and transport. He is registered as an authorised lobbyist in the Transparency Register of the European Institutions.

François CHARLES is an alumnus of ESCP Business School (Master's degree in audit and consulting (finance-management), and now a Senior Fellow of the school, holder of a DESS in defence, law, geostrategy and industrial dynamics from the University of Paris II and IHEDN Paris, and an alumnus of the Ecole Supérieure d'Administration de l'Armement (ESAA) and of higher military education. He has long helped the family farm, teaching on various topics of operation and organizational development for nearly 20 years in many schools and universities. He gives conferences and publishes numerous articles on the economy, including defence and armaments, geopolitics, European policies, intelligence, strategy and management, certain websites, some national and regional newspapers and magazines of the grandes écoles. He also maintains a philosophical blog, is passionate about history and science and is a singer on the Sinatra repertoire.

Conferences: Defense and armament policies in France and Europe, EU diplomatic policies, legal and economic functioning of the EU, major strategic and commercial agreements,

Numerous articles on the IRCE website: governance, economy, industry, defense, energy, digital

Numerous articles published in the national and regional press: see La Tribune, Les Echos.fr; The Journal du Palais

Articles in national journals:

- The Tiger helicopter MCO: a unifying example (RDN national defence magazine)
- The three pillars of economic intelligence in the service of national defence (RDN)
- The leverage effect of the human approach in crisis management – (Les cahiers de la sécurité – Institut national des hautes études de sécurité et de Justice - INHESJ)
- The defence industry in China (review of armaments)
- The defence industry in Japan (review of armaments)
- The defence industry in Korea (review of armaments)
- Oil and Geopolitics (ESCP-EAP Magazine)
- The additional logistical cost of conflicts (Centre d'Etudes d'Histoire de Défense - CEHD)
- "The grouping of regions: what for? " Journal of Mining Engineers

I.R.C.E. – Institut de recherche et de Communication sur l'Europe – Association de loi 1901

Siège : Maison de l'Europe de Paris 77 avenue de Versailles 75016 PARIS – siret 789 170 818 00031

Adresse de gestion : 12 rue du Port 21130 Les Maillys – 9499Z

Tel : 00 33 (0)9 78 28 80 47 – www.irce-oing.eu – contact@irce-oing.eu



I.R.C.E.

Institut de Recherche et de Communication sur l'Europe

Le Think Tank des dynamiques européennes

- "What's new in the East - who are we talking about?" (IHEDN Magazine)

Ouvrages :

- «Les fabliaux du management – *penser autrement pour agir autrement* » - juin 2003 - éditions Chiron
- « Rétrospectives politiques nationales et locales 2012 » - janvier 2013– Dictus Publishing
- " Recueil de management" - nombreux tomes Editions Vie
- "politique Générale des organisations" - Editions Vie
- « Politiques européennes" - nombreux tomes - Dictus Publishing
- " OTAN 2030" et "78 propositions pour la défense" - Dictus publishing
- " Regards sur la crise en Ukraine" - Dictus Publishing
- " les Rêves européens" - Dictus Publishing
- « Un programme politique social, écologique et semi-libéral » mars 2013 – Dictus Publishing
- " recueil de poésies - nombreux tomes - Editions Muse

I.R.C.E. – Institut de recherche et de Communication sur l'Europe – Association de loi 1901

Siège : Maison de l'Europe de Paris 77 avenue de Versailles 75016 PARIS – siret 789 170 818 00031

Adresse de gestion : 12 rue du Port 21130 Les Maillys – 9499Z

Tel : 00 33 (0)9 78 28 80 47 – www.irce-oing.eu – contact@irce-oing.eu