

# *Conference on Transatlantic Defence Industrial Cooperation*

*Challenges and Prospects*

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*Brussels, Belgium - Friday, 18 July 2003*

## **Summary**

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***“Transatlantic defence industrial cooperation challenges and prospects” : a suggested bibliography***

**BOOKS**

***Guidance to NATO Procurement Authorities - Brussels : NATO, [s. d]. - iv, 32 p.; 30 cm.***

Subject(s): 1. NATO--ARMED FORCES--**PROCUREMENT**

Author: 1. NATO Working Group on Industrial Property \* 496.3 /00256

***Transparency in Defence Policy, Military Budgeting and Procurement - Sofia : Geneva Centre for the Democratic Control of Armed Forces, 2002. 198 p.; 23 cm.- ISBN: 9549109216***

Subject(s):

- EUROPE, SOUTHEASTERN--MILITARY POLICY
- EUROPE, SOUTHEASTERN--ARMED FORCES--DEFENSE SPENDING
- EUROPE, SOUTHEASTERN--ARMED FORCES--**PROCUREMENT**

Authors:

- Tagarev, Todor, ed.
- Geneva Centre for the Democratic Control of Armed Forces (BG)

Notes:

*This book is a result of a workshop organised by the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and the Ministry of Defence of the Republic of Bulgaria in the framework of the Stability Pact for South Eastern Europe, Working Table III, Security and Defence Issues. The workshop under the title 'Transparency in Defence Policy, Military Budgeting and **Procurement**' was held in Sofia, Bulgaria on 17-20 May 2001.*

*'The main underlying assumption of the organizers of the workshop was that transparency and accountability in national defence planning, budgeting and **procurement** may serve in creation of an atmosphere of growing mutual confidence conducive to the rationalisation of the defence and security policies of states in the region and may facilitate regional security cooperation. In sum, it was assumed, such an exchange may help in overcoming recent contradictions and enhance national, as well as regional security and stability.'*

**Getting There : Building Strategic Mobility into ESDP - Paris : European Union Institute for Security Studies, 2002. 45 p.; 30 cm. (Occasional Papers ; 38)**

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Authors:

1. Vlachos-Dengler, Katia
2. European Union Institute for Security Studies (FR)

Subject(s):

1. TRANSPORTATION, MILITARY
2. EU--ESDP

Notes:

*'The commitment to create a credible military capability for Europe lies at the heart of European Security and Defence Policy. Given that the most likely future military engagements for European nations will be outside Europe's borders - due to the absence of a credible strategic threat within Europe - European nations need a broad range of air- and sealift capabilities in order to reach areas of crisis. In order to ensure the ability of the EU to conduct the full range of missions to which it has committed itself, EU nations must take action to bridge the gaps in critical lift capabilities. Several options are available to EU nations. In the short term, in addition to existing programmes, they can cover the shortfalls in their lift capabilities by continuing to use a combination of conventional options. These include leasing and off-the-shelf **procurement** of foreign military lift assets, as well as short-term leasing, chartering and requisitioning of (mostly) commercial lift assets. In the long term, however, European nations need to significantly improve their own airlift and sealift capabilities and build additional ones. The most affordable long-term solution to European lift deficiencies is one that involves the pooling and integration of national resources. This would allow for more efficient use of limited funds and more effective use of limited capability. A multinational mobility centre, such as a proposed European Transport Command, could manage this European pool of lift assets and coordinate all European transport needs as well as the acquisition of additional lift capability.'*

***Transatlantic Interoperability in Defense Industries : How the US and Europe Could Better Cooperate in Coalition Military Operations - Washington : European Institute, 2002. vii, 144 p. : ill.; 26 cm. ISBN: 1886607X***

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Subject(s):

1. NATO--ARMED FORCES--**PROCUREMENT**
2. STANDARDIZATION--NATO
3. INTEROPERABILITY

Authors:

1. Grapin, Jacqueline, ed.
2. European Institute (US)

Notes:

Bibliography: p. 140-144.

*'This one year project was undertaken in Washington by The European Institute in cooperation with the US Department of Defense and NATO. Its goal was to present the industrial perspective on transatlantic military interoperability, and to offer recommendations about how interoperability might be improved to help advance the ability to conduct future coalition military operations. While this project was conceptualized in the aftermath of the war in Kosovo, which has demonstrated serious shortcomings in NATO interoperability, most of the discussions took place after September 11, 2001. In a context where NATO's mission evolves from the traditional narrow concept of 'defense' to a broader responsibility for 'security', considering **procurement** from a traditional perspective does not allow for a suitable approach to the acquisition process during this new period. There was a consensus to recognize that the actual situation leaves much room for improvement and new initiatives should be undertaken in this direction.'*

***Between Cooperation and Competition : The Transatlantic Defence Market - Paris : Institute for Security Studies of Western European Union, 2001. vi, 150 p. : ill.; 24 cm. (Chaillot Papers ; 44)***

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Authors:

1. Adams, Gordon
2. Cornu, Christophe
3. James, Andrew D.
4. Institute for Security Studies of Western European Union (FR)
5. Schmitt, Burkard, ed.

Subject(s):

1. EUROPE--ARMED FORCES--**PROCUREMENT**
2. USA--ARMED FORCES--**PROCUREMENT**
3. ARMS SALES--EUROPE
4. ARMS SALES--USA

Notes:

*'Despite over 50 years of military cooperation within NATO, the results of transatlantic armaments cooperation have been modest. The potential advantages of closer ties on technology, competition and interoperability are admittedly recognised, but major obstacles remain : divergences on strategy make harmonisation of requirements difficult; the plethora of national regulations limits technology transfer and*

*investment in the respective industrial bases; and economic and social considerations prompt governments to buy defence equipment from their own national companies. In the face of political and bureaucratic resistance, today defence companies are the driving force for transatlantic rapprochement. In accordance with their economic and technological interests, they have begun, on either side and on their own initiative, to explore the possibilities of strengthening their transatlantic links and gaining access to each other's markets. Given the specific nature of the armaments business, however, the intensity of industrial cooperation will depend largely on governments. These not only define companies' room for manoeuvre (acting as regulators), but also create defence markets (as clients) through new programmes. Their role in transatlantic cooperation is thus fundamental. Among the leading-edge industries, the conditions now exist for balanced partnerships. At the political level, on the other hand, there is still a marked imbalance between the American 'fortress', which is powerful and discriminatory, and the many small national 'fortresses', which compete among themselves, in Europe. The challenge will therefore be both to raze American fortifications and to develop a common armaments policy in Europe without the latter becoming an impenetrable bastion. On both sides of the Atlantic initiatives to meet that challenge are in hand. In the US, the Defense Trade Security Initiative and the Declaration of Principles with the United Kingdom are first steps on the path to easier transatlantic cooperation, but the Congress and certain parts of the Administration are still hesitant. In Europe, OCCAR and Lol are encouraging projects. In the end, however, the inclusion of armaments in the CESDP and the involvement of the European Commission will be necessary if the effectiveness that a balanced Euro-American partnership demands is to be attained.'*

***Learning from Past Defence Logistics Experience : Is What is Past Prologue ? - London : Royal United Services Institute for Defence Studies, 2000. vi, 66 p.; 22 cm. (Whitehall Paper Series ; 52) ISBN: 00855161418***

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**Authors:**

1. Moore, David M.
2. Bradford, Jeffrey P.
3. Antill, Peter D.
4. Royal United Services Institute for Defence Studies (GB)

**Subject(s):**

1. LOGISTICS

**Notes:**

*'This paper examines a series of three case studies centred upon logistic issues that seek to examine the role of logistics by considering what have been regarded as the five principles of successful logistics, namely foresight, economy, flexibility, simplicity and cooperation. The conclusion summarises the lessons drawn from the case studies in the context of the UK's recent Strategic Defence Review and the ongoing Smart **Procurement** initiative, noted against the five principles identified earlier.'*

***The Political Economy of NATO : Past, Present, and into the 21st Century - Cambridge, UK : Cambridge University Press, 1999. xiv, 292 p. : ill.; 23 cm. ISBN: 0521630932***

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Author(s):

1. Sandler, Todd
2. Hartley, Keith

Subject(s):

1. NATO
2. NATO--FINANCE
3. NATO--ARMED FORCES--DEFENSE SPENDING

Notes:

*Bibliography: p. 269-282. Includes index.*

*'Using simple economic methods while accounting for political and institutional factors, this book puts forward a political economy viewpoint of NATO's current status and its future prospects. A balanced picture of NATO is presented that is sensitive to the perspectives from both sides of the Atlantic. This is accomplished by accounting for the institutional features and the philosophical aspects that distinguish government decision makers and the defense establishment in North America ifrom their counterparts in Europe. A host of NATO policy concerns are iaddressed, including the optimal membership for the alliance, its role in peacekeeping missions worldwide, the appropriate methods for deterring iterrorism, and proper **procurement** practices for the next generation of weapons. Although the analysis is rigorous, the book is intended for a wide audience drawn from political science and economics.'*

***Safeguarding European Competitiveness : Strategies for the Future of European Arms Production and Procurement - Paris : Institute for Security Studies of Western European Union, 1998. iv, 47 p.; 30 cm. (Occasional Papers ; 4)***

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Authors:

1. Vlachos, Katia G.
2. Institute for Security Studies of Western European Union (FR)

Subjects:

1. WEAPONS INDUSTRY--EUROPE
2. EUROPE--ARMED FORCES--**PROCUREMENT**

Notes:

*'This analysis presents a set of recommendations aimed at improving the competitiveness of the European defence industry, while maintaining a stable and equitable transatlantic relationship in the field of defense. The European armaments industry is faced with declining domestic and international demand, spiraling development and production costs and intense international competition, particularly from the American industry. America is currently supplying leading-edge (technologically) weapons at lower prices than its European counterparts. If the European industry is to survive, even in the medium term, that will have to change, and soon. As this study suggests, corrective action is possible, provided that it is taken immediately.'*



***Third Party Arms Transfers : Requirements for the 21st Century - Washington : Atlantic Council of the United States, 1998. viii, 16 p.; 28 cm. (Policy Paper)***

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Subject(s):

1. ARMS SALES--USA
2. EXPORT CONTROLS--USA
3. USA--ARMED FORCES--**PROCUREMENT**

Author:

1. Atlantic Council of the United States (US)

Notes:

*'The objective of this paper is to examine procedures governing controls on third-party arms transfers and assess the impact of these controls on international cooperation. The project identifies ways that procedures could be streamlined in the interests of encouraging cooperation with important US allies and partners. Despite long-standing efforts by the Office of the Secretary of Defense to encourage cooperation between the US and its allies in developing and producing military weapon systems, only limited success has been experienced*

*so far. Yet in the post-Cold War period of greatly reduced military spending, the potential economic and political benefits of increased cooperation remain significant for the US. The project's identification of obstacles to cooperation touches a complex of competing political, bureaucratic, and commercial interests. Underlying it all is a fundamental dilemma between the advantages to the US of encouraging international cooperation in defense production, and certain legitimate considerations for national security. This issue is how and where to find a balance, both in specific instances and in overall policy.'*

***La coopération européenne dans le domaine des acquisitions d'équipements de défense - Paris :  
Assemblée de l'Union de l'Europe Occidentale, 1997. 94 p.; 30 cm.***

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Subject(s):

1. EUROPE--ARMED FORCES--**PROCUREMENT**

Author:

1. Union de l'Europe Occidentale. Assemblée

Notes:

Colloque, Munich, 1-2 octobre 1997, Compte rendu officiel.

***Towards a European Weapons Procurement Process : The Shaping of Common European Requirements for New Arms Programmes - Paris : Institute for Security Studies of Western European Union, 1997. ix, 57 p.; 24 cm. (Chaillot Papers ; 27)***

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Author:

1. Hayward, Keith
2. Institute for Security Studies of Western European Union (FR)

Subject(s):

1. EUROPE--ARMED FORCES--**PROCUREMENT**
2. NATO--ARMED FORCES--**PROCUREMENT**

Notes:

*'Governments in Europe are under pressure to reduce defence budgets : at the same time, the risks and uncertainties faced by their armed forces have become more varied than they were during the Cold War. Therefore although Europe and its North American allies should clearly continue to cooperate in the security field, for political, technical and economic reasons it will be essential for Europe itself to have a defence industry capable of producing 'state-of-the-art' weaponry. The harmonization of requirements for such weapons is the issue on which this paper focuses. The first part of the paper deals with the problems*

*of harmonization. The author argues that, even in the days of a clearly defined threat, NATO countries rarely agreed on common requirements. The following section examines the NATO-European record on common requirements and standardization. The author gives examples of the progress made within NATO, but also the shortcomings and failures, and describes the procedures and bodies that have been created within the Alliance. The third part of the paper deals in detail with the central issue : the progress that has been made towards developing a common European weapons **procurement** system, the challenges to be faced and future prospects. In his conclusion, the author suggests that for real progress towards harmonization to be made there will have to be fundamental agreement on a Common Foreign and Security Policy. However, even before such agreement has been reached, the relevant institutions, which must act in concert, will help take the process forward. If the present situation is to improve, some overall European **procurement** concept that results in the armed forces having cost-effective equipment will have to be worked out.'*

***NATO Logistics Handbook - Brussels : Senior NATO Logisticians' Conference Secretariat, 1997.  
xiii, 204 p. : ill.; 19 cm.***

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Subject(s):

1. NATO--ARMED FORCES--**PROCUREMENT**
2. LOGISTICS

Author:

1. NATO

Notes:

*Includes index.*

*'This handbook is intended as a simple guide to logistics in NATO. It does not attempt to examine current issues or to provide answers to the problems logisticians will face, but rather aims at introducing them to some of the basic principles, systems and organizations with which they will work. At the end of each chapter is a list of the main references to which readers may turn for more detailed information on the subjects concerned.'*

**Les industries europeennes d'armement : de la cooperation a l'integration ? - Paris : Documentation Francaise, 1996. 196 p. : ill.; 24 cm. (Notes et etudes documentaires, 0029-4004 ; 5042) ISBN: 2110036613**

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Author:

1. Serfati, Claude

Subject(s):

1. WEAPONS INDUSTRY--EUROPE

2. EUROPE--ARMED FORCES--**PROCUREMENT**

Notes:

Bibliography: p. 189-192.

*'Les contraintes de nature politique et economique qui pesent sur les industries d'armement leur conferent des aspects singuliers. Depuis le debut des annees '90, la diminution des budgets consacres a la defense, due a la deterioration quasi generale des finances publiques et a la montee vertigineuse des couts de conception et de developpement de nouvelles generations de systemes d'armes mais aussi a la fin de la guerre froide, pousse en effet les entreprises du secteur a multiplier les accords de cooperation et a realiser des fusions-acquisitions. Du fait de ses singularites, la production d'armes est l'objet de restructurations aux formes bien particulieres. Les processus de concentration ont abouti a la creation de 'champions nationaux', soutenus par les gouvernements et proteges de la concurrence etrangere sur leur marche domestique et cela, d'autant plus qu'a ce secteur ne s'appliquent pas les regles communautaires. Par ailleurs, face a la pression des industries americaines d'armement, les industries europeennes apparaissent morcelees et incapables de resister si de nouvelles restructurations ne sont pas realisees. Cet ouvrage, apres avoir presente les industries d'armement des principaux pays europeens, dresse un bilan de leur cooperation et montre les difficultes auxquelles se heurtent les tentatives d'integration.'*

***Background Information : An Analysis of Information Provided to the UN on Military Holdings and Procurement through National Production in the First Year of the UN Register of Conventional Arms - Boulder, CO : Westview, 1995. vii, 70 p. : ill.; 30 cm. (Bradford Arms Register Studies ; 3)***

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Authors:

1. Chalmers, Malcolm
2. Greene, Owen
3. University of Bradford (GB)

Subject(s):

1. ARMED FORCES--**PROCUREMENT**
2. ARMS SALES

Notes:

*'This report serves two purposes. First, it makes the background information provided by 24 states on holdings and **procurement** publicly available for the first time. Second, it provides an initial analysis of the data provided, together with some reflections on possible implications for future development of the Register.'*

***Pros and Cons of International Weapons Procurement Collaboration - Santa Monica, CA : Rand Corporation, 1995. xiii, 41 p.; 23 cm. ISBN: 0833016555***

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Author(s):

1. Lorell, Mark A., 1947-
2. Lowell, Julia, 1961-
3. National Defense Research Institute (US)
4. Rand Corporation (US)

Subject(s):

1. ARMED FORCES--**PROCUREMENT**

Notes:

Bibliography: p. 39-41.

*'This monograph presents a brief overview of the pros and cons of international collaborative weapons **procurement** programs, constructing a simple conceptual framework for evaluating the historical record. It draws heavily on 20 years of accumulated RAND case study research on aerospace **procurement**. The authors believe that the aerospace experience is applicable to collaborative programs for other types of military equipment. The issues addressed in the monograph, therefore, should be of interest to a broad audience including defense policy analysts, industry representatives, and policymakers.'*

*Defence Procurement : Trends and Developments - London : Royal United Services Institute for Defence Studies, 1993. ii, 77 p.; 22 cm. (Whitehall Paper Series) ISBN: 085516087X*

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Subject(s):

1. ARMED FORCES--**PROCUREMENT**
2. GREAT BRITAIN--ARMED FORCES--**PROCUREMENT**

Author:

1. Royal United Services Institute for Defence Studies (GB)



### **Jean-Pierre d'Herouville, L' Occar ? Une construction europeenne originale.**

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DEFENSE NATIONALE, 59e annee, no. 2, fevrier 2003, p. 59-65.

L'Occar (Organisation Conjointe de Cooperation en matiere d'Armement) a ete creee par une convention signee le 9 septembre 1998 entre l'Allemagne, la France, l'Italie et le Royaume-Uni, ratifiee au cours de l'annee 2000 et entree en vigueur le 26 janvier 2001. Son objectif est d'ameliorer la gestion des programmes d'armement en cooperation europeenne. Six programmes sont geres actuellement : helicoptere de combat Tigre (D-F), famille de systemes sol-air futurs Fsaf (F-I), radar de contre-batterie Cobra (D-F-GB), vehicule blinde MRV-GTK (D-GB-NL), systeme sol-air Roland (D-F), systemes antichars Hot-Milan (D-F). Son effectif est de 180 personnes. Son siege est a Bonn et ses divisions de programme a Bonn ou en region parisienne.

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### **Bell, Robert G. - Enhancing Alliance Capabilities.**

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NATO REVIEW, Summer 2002, 4 p., accessed 05/09/02.

<http://www.nato.int/docu/review/2002/issue2/english/military.html>

The author examines the challenges confronting the Alliance in armaments cooperation.

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### **Rohde, Joachim - Long-term Perspectives of European Arms Cooperation.**

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STUDIEN UND BERICHTE ZUR SICHERHEITSPOLITIK, no. 1, March 2002, p. 85-108.

The author starts by describing the role of the Defence Industrial Base (DIB) and their governments. The defence industry is a major political factor and shapes and is shaped by the governments security policy. He then goes on to describe how the changes since the end of the Cold War have brought with them the need for a change in defence industry too. The respective industries in the US and Europe have reacted differently to the adstringation of budgets and the renewed focus on export markets. While the US based industry has undergone a consolidation process, Europe still has to do so. Two technological trends will influence future European arms cooperation : the increased technological complexity of weapons systems and the increased use of commercial technologies. All these point toward increased transnational cooperation by the companies and toward intergovernmental (European) cooperation in arms procurement projects. European governments have several options of directing

their future procurement, either the governments continue to concentrate on the national level or they could choose between different models on the European level. The developments in arms procurement of the future will be twofold : military operations will increasingly depend on the DIB (e.g. via private contractors working with units in the field to maintain equipment) and the cycles of technological advance and procurement will steadily become faster.

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### **Kapstein, Ethan B. - Allies and Armaments.**

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SURVIVAL, vol. 44, no. 2, Summer 2002, p. 141-155.

One, often neglected, way to measure the health of the NATO alliance is through an exploration of European weapons-procurement policy. To be sure, weapons-procurement decisions only provide a single case study with respect to alliance relations - hardly a complete view of the political landscape. But neither should transatlantic efforts to shape the defence acquisitions environment be dismissed as tangential to security policy. Ever since its inception, NATO has striven to promote the 'rationalisation, standardization and inter-operability' of alliance weaponry. From this defence-industrial perspective, the alliance has made great strides over the past decade. For its part, the United States has undertaken a major reform of its technology-transfer bureaucracy, with the aim of promoting more transatlantic weapons collaboration. Alongside that development, the Europeans have engaged in a radical restructuring of their defence industries, making them bigger and more competitive. These changes suggest continuing efforts on each side of the Atlantic to maintain if not strengthen their security relationship.

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**Blackham, Jeremy - European Procurement : The Customer's Perspective.**

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RUSI JOURNAL, vol. 146, no. 4, August 2001, p. 1-5.

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**Becker, Jeffrey - The Future of Atlantic Defence Procurement.**

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DEFENSE ANALYSIS, vol. 16, no. 1, April 2000, p. 9-31.

*This is an examination of an emergent transatlantic defence industry in the light of the failure of the major European defence companies to consolidate in any meaningful sense. The author argues that the defence manufacturers on both sides of the Atlantic are increasingly transnational in scope, a trend that has implications for notions of state sovereignty, the use of force and calculations of*

*state power. The trend is furthered by the continuing increase in the cost of weapons, something that further encourages defence manufacturers to think and act globally. Conversely, there are those who foresee the technological imbalance between America and Europe forcing the case for "fortress Europe" and it is to this debate that Jeffrey Becker's article makes a helpful contribution.*

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**Walmsley, Robert - Procurement : A Key Driver in Improved Capabilities.**

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NATO'S NATIONS AND PARTNERS FOR PEACE, no. 1, 2000, p. 112-116.

*This is an article on the theme of capabilities, a topic which is of vital importance to the Alliance and one which is also at the top of the UK's priority list.*

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**Palmer, Diego Ruiz - The Armaments Review : NATO's Evolving Role in Equipping Alliance Forces.**

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NATO REVIEW, vol. 48, Spring - Summer 2000, p. 16-18.

*The Armaments Review, approved by allied ministers in December 1999, provides a compelling blueprint for reforming the policies, structures and procedures governing NATO's armaments activities, and equipping alliance forces more effectively and efficiently. Key aspects are a renewed focus on fulfilling essential defence capabilities and improving interoperability; a greater emphasis on agility and responsiveness in armaments cooperation; and a broader approach to managing armaments activities to take better account of other equipment-related capabilities, such as communications and information systems or logistics. The challenge now is to make sure that the Review has a lasting impact on the way NATO conducts its armaments work.*

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**Molas-Gallart, Jordi - Defence Procurement as an Industrial Policy Tool : The Spanish Experience.**

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DEFENCE AND PEACE ECONOMICS, vol. 9, no. 1-2, 1998, p. 63-81.

*The procurement of military systems may be used as a tool to achieve industrial objectives. Medium-sized industrialised countries have the choice of procuring foreign systems on the best economic terms available, or instead using defence procurement as a tool to build up domestic industrial and technological capabilities. The Spanish experience illustrates the difficulties in moving from a procurement approach that only occasionally considered industrial policy issues, to procedures that systematically attempted to use defence procurement to support domestic industries. The problems that emerged suggest the limits to*

*using defence procurement as an industrial policy tool, and provide an indication of the range of feasible objectives attainable by the defence procurement policies of a middle-sized, industrialised country.*

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**Markowski, Stefan & Hall, Peter - Challenges of Defence Procurement.**

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DEFENCE AND PEACE ECONOMICS, vol. 9, no. 1-2, 1998, p. 3-34.

*Defence procurement deals with products that are highly differentiated and its regulation is extremely complex. The 'defence organisation' and 'industry' are the two principal parties involved in procurement transactions. Domestic*

sourcing of defence materiel has long been encouraged in most countries in the name of 'self-reliance'. Thus, defence planners must determine not only their materiel requirements but also defence-related manufacturing and service capabilities needed in-country. But how much 'self-reliance' is feasible and desirable, especially in smaller countries? This paper provides an overview of issues and policy tools in defence procurement that reflect the experience of a number of small and medium size countries. Issues addressed include : changing user requirements, make-or-buy decisions, contracting, source selection, organisational structure, and international collaboration. These issues are reviewed against the background of global trends in defence spending, industry and trade.

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***Richardson, Doug - L' OTAN, regard tourne vers le siecle prochain.***

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ARMADA INTERNATIONAL, vol. 21, no. 3, juin - juillet 1997, p. 66-68.

*Pendant plus de 40 ans, l'OTAN a soutenu divers programmes conjoints d'armement : Airborne Early Warning System (systeme aeroporté d'alerte lointaine), Tornado, Hawk, Seasparrow, Multiple Launch Rocket System, etc. Dans la prochaine decennie, il lui faudra prendre de difficiles decisions qui contribueront a remodeler ses industries de la defense.*