About the Contributors

Kevin Burgess (PhD) has both private and public sector experience and has held a range of senior management and executive roles in asset intensive industries, namely Telcos and Railways. Prior to joining Cranfield University in 2009 in the role of Senior Research Fellow, he held a senior executive position where he was responsible for all procurement and inventory management functions (amounting to several $billion p.a.). With a strong background in practice prior to joining the academy, his research interests include how to accelerate the integration of theory and practice in order to create and distribute leading-edge to procurement practitioners.

Peter David Antill has been working (again) for Cranfield University since June 2009 as a Research Assistant in the Centre for Defence Acquisition. He was awarded a BA (Hons) International Relations degree from Staffordshire University in 1993, an MSc (Econ) Strategic Studies degree from the University College of Wales, Aberystwyth in 1995 and a PGCE in Post-Compulsory Education from Oxford Brookes University in 2005. His interests include US political history, military history, science fiction, video games and target shooting.

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Kogila Balakrishnan is currently a principal fellow at WMG, University of Warwick. Besides addressing technology transfer in international collaboration activities for WMG, Kogila also teaches, does research and provides advisory service to industry and government on offsets and technology transfer matters. Prior to this, Kogila was the Under Secretary at the Defence Industry Division in Malaysia responsible for offsets management and defence industry development.

Renaud Bellais is Chief Economist in the department of Political Affairs France, Airbus Group, since 2010. He is also associate researcher in economics at ENSTA Bretagne, an engineer school based in Brest (France); he gives lectures in many universities and academic institutions. He graduated from the Institut d’Etudes Politiques de Lille in 1994 (Economics and Finance). He prepared a PhD in economics at the Université du Littoral (1998) and defended his habilitation in 2004 at the Université Pierre Mendès France, Grenoble. After a position at the Université du Littoral (1998-2000), he joined the procurement agency of the French Ministry of Defence (DGA) to supervise economic studies in the Department of Strategic Studies, Centre des Hautes Etudes de l’Armement (2000-2004). From 2004 to 2008, he was manager for defence issues in EADS Headquarters (now Airbus Group). From 2008 to 2010, he was in charge of defence and security topics at EU & NATO level in the institutional relations team of Astrium, the space division of EADS.
About the Contributors

**Dan Bishop** is a career civil servant with the UK MoD, Dan has spent over twenty years in major systems acquisition in the Air, Land and Maritime environments, on a range of programmes many of which have involved collaboration with the US and other European nations.

**Josselin Droff** defended his Ph.D dissertation in economics in 2013 at the Université de Bretagne Occidentale (Brest). His research discussed spatial issues in defense economics, with a special focus on the industrial organisation of maintenance repair and overhaul (MRO) of defence platforms. He received the Defence Economics Award 2015 from the French MoD. He still works on the organization of defence production with concepts and tools of spatial and regional economic theory. Application cases of his work can be found in the organization of European defence or the regional impact of French defence reforms since the beginning of the 2000s. He is also interested in studying the evolution of innovation processes in defence equipment or technology transfers in complex systems. Josselin Droff also teaches economics at the University (Université de Bretagne Occidentale) and at ENSTA Bretagne (an engineering school in Brest, France).

**Michael Essig** holds the Chair for Materials Management & Distribution at Bundeswehr University Munich and is Co-Director of the Research Center for Law and Management of Public Procurement and the Competence Network Performance Based Logistics. Michael is an Associate Editor of the “Journal of Purchasing and Supply Management” and acts on several review boards including the “Journal of Supply Chain Management” and “Supply Chain Management: An International Journal”. Michael has published more than 200 books and articles in the field of purchasing and supply chain management and is a speaker at national and international conferences in this area. Additionally, he is member of the Scientific Board of the German Purchasing Association, member of the Scientific Advisory Board of the Austrian Minister of Defence, member of the Scientific Board of the European Defence Public Private Partnership Association and a former member of the advisory board of the European Research Center of Purchasing and Supply (ERPS) and of the management committee of the International Purchasing & Supply Education & Research Association (IPSERA).

**Andreas H. Glas** is a Lecturer at the Chair for Materials Management and Distribution, Bundeswehr University Munich. His research investigates the buyer-supplier cooperation using performance-based contracts, including service-based innovation and service business modeling. He co-edited the book *Performance-based Logistics* and his articles have appeared in journals including the Journal of Enterprise Information Management, the International Journal of Physical Distribution and Supply Management, the Journal of Military Studies, Supply Chain Management (IPM), and the Journal of Public Procurement.

**Baudouin Heuninckx**, MCIPS, is the Head of Legal Affairs and Litigation of the Belgian Defence Procurement Division. He is also a part-time academic at the University of Nottingham and at the Belgian Royal Military Academy. He started his career as a technical officer in the Belgian Air Force, before becoming in-service support manager of its transport aircraft and helicopters. He then worked for the A400M division of the international organisation OCCAR, where he was responsible for the definition of the logistic support policy of the aircraft. As Head of Aeronautical Programmes in the Belgian Defence Procurement Division, he was responsible for the contractual and financial aspects of the acquisition of the A400M military transport aircraft and of the NH90 helicopter by Belgium. As Branch Chief Helicopters, he was responsible for the in-service support of all helicopters and aerostats of the Belgian
Armed Forces. As Head of Legal Affairs and Litigation, he heads the team of jurists providing legal advice to the Procurement Division. After having successively earned master’s degrees in engineering, international politics and law, Baudouin completed a Ph.D. at the University of Nottingham and a D.Sc. at the Belgian Royal Military Academy on the law of collaborative defence procurement. He has published numerous articles, book chapters and papers on defence procurement law and management.

Sophie Lefeez received a Bachelor of Economics from the University of Nice in 2001, a Master of Political Science from the University of Paris (2 Panthéon Assas) in 2008, and a PhD from the University of Paris (1 Panthéon-Sorbonne), in 2014. From 2007, onwards she has worked as a defence consultant and a researcher with a range of organisations including government, suppliers, and academic institutions. Examples include: Airbus in France and Cranfield University in the UK. The latter involving a study on Franco-British defence acquisition on behalf of the UK Ministry of Defence. Sophie is presently an independent researcher whose research interest are in the sociology of technology as applied to the selection and procurement of advanced defence technology and specializing in armament.

John Patrick William Louth is the Director of Defence, Industries and Society at RUSI. He teaches at Roehampton Business School and is a specialist adviser to the UK House of Commons Defence Select Committee. He is also a non-executive adviser to NDI Ltd, the defence trade association, and the European Defence Agency.

Derek McAvoy studied for his PhD at Cranfield University. As a practising consultant on institutional change his work involves advising and guiding major change programmes in defence and/ or the commercial business areas. He presents widely on issues of institutional change within government with a particular focus on the ways that women effect entrepreneurial change in such settings. This is the first article he has authored for a book chapter.

David Moore was until late 2014 the Director of the Centre for Defence Acquisition, with Cranfield University, at the Defence Academy of the United Kingdom. As Director of David Moore Associates he provides consultancy services for a number of leading organisations. He managed purchasing, logistics and supply chain management within public sector and commercial organisations before entering academia with the University of Glamorgan, where he developed and delivered Chartered Institute of Purchasing and Supply (CIPS) courses for major organisations. These were followed by the development and leadership of the MBA full time and part time programmes. In 1996, he joined Cranfield University, where he initiated undergraduate and postgraduate courses such as the MSc Defence Acquisition Management course. David has undertaken extensive education, training, and consultancy assignments in the UK, USA, Europe, Middle East and Far East. He has spoken at conferences and events around the globe. Particular interests include relationships, outsourcing, the use of contractors for service provision and particularly developing defence procurement and logistics Professionalism. He has written a number of books and book chapters plus conference and journal papers. David served in the RLC (TA) until 1999, commanded a Regiment and held Staff appointments.
Derrick James Neal has a background in Engineering, a PhD in fluid mechanics and a MBA from Cranfield University. He has worked in the defence industry with Vickers and Small and Medium Enterprises both in technical roles and as a Marketing Director. He joined Cranfield University in 1998 and is a Professor of Defence Strategic Change at the Defence Academy of the UK. He has a particular interest in Strategy and Change management issues within the MoD, he teaches, researches and publishes in these areas. Professor Neal consults in the areas of strategy/change management and works with a number of organisations within the Public Sector and the MoD in particular. He has held a number of Non-Executive Director positions and is also the UK representative on the Transformational Chairs network which consists of Professors from each of the US Professional Military Education establishments, NATO and representatives from Australia, Singapore and Sweden.

Paul Newall is a Royal Navy Officer and a doctoral researcher in the Centre for Defence Acquisition at Cranfield University. His interests include social contract theory, business ethics and Bourdieusian sociology. His research examines the role of ethics in organisational narratives, specifically the extent to which it functions to support or disallow particular conceptions of the relationship between the public and private sectors.

Julieanna Powell-Turner is an experienced Environmental Manager/scientist with over 16 years UK and overseas experience gained through academia, the private sector and local government. Her expertise covers a diverse range of environmental management policy and strategy development which builds on her background in environmental science/engineering. She has worked on projects in Asia, Africa and Europe, for the Asian Development Bank (ADB), United Nations Environment Programme (UNEP), Department for International Development (DFiD), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), European Commission, DEFRA and DECC. She also has experience working in China and Mongolia, where she contributed to the creation of an enabling environment for sustainable economic growth, as well as advising governments on appropriate Natural Resource Management. Julieanna is a Chartered Environmentalist (CEnv), Chartered Waste Manager (MCIWM), Chartered Engineer (CEng), Chartered member of the Institute of Logistics and Transport (MCILT) and a Member of the Institute of Environmental Management and Assessment. She holds a PhD in Civil Engineering, an MSc in Environmental and Ecological Science and a First Class Honours (BSc) in Environmental Science.

Keith Snider is Professor of Public Administration and Management in the Graduate School of Business and Public Policy at the Naval Postgraduate School, Monterey, California. His teaching and research interests are in public policy, particularly defense acquisition policy, and public administration theory.

Trevor Taylor is a Professor Fellow at the Royal United Services Institute in London and Emeritus Professor of Cranfield University for whom he still teaches. He also lectures regularly for the US Naval Postgraduate School in Monterey. He has spent his career at the interface of government, industry and the academic world. He was an elected member of the Council of the Defence Manufacturers Association for six years and his previous posts included being the Head of the International Security programme at Chatham House. He is asked regularly to speak at professional conferences and many of his recent publications can be found on the RUSI website.
**Robert Charles Wylie** joined the staff of the School of Business at the University of New South Wales, Australian Defence Force Academy (ADFA) in 2006. This appointment followed a varied career as a policy adviser (primarily defence) in the Australian Public Service. At ADFA he teaches public sector management and project management, primarily to Australian Defence Force personnel. His research interests focus on military technological innovation, defence procurement and defence industry policy. In addition to publishing extensively in these areas, he was awarded a doctorate in 2014 for his comparative study of military technological innovation in Sweden and Australia.