

# Defense Official: U.S. Needs to Improve Engagement With Industry, International Allies



Gabriel Perez Garces, second from left, makes a point during the Global Maritime Leadership panel on April 4. *LISA NIPP*  
NATIONAL HARBOR, Md. – A defense official says the U.S. government needs to improve the way it works with both the defense industry and international allies to ensure U.S. allies are getting the military equipment they need.

Jed Royal, deputy director of the Defense Security Cooperation Agency, said during a panel discussion on global maritime leadership that the defense industry looks to the U.S. military as the primary customer, “as they should,” but that often means that allies and partners of the United States don’t get the prioritization for defense assets that they need.

The United States needs to find a way to take into account an ally's needs early in the process, rather than waiting for when there's a specific demand for missiles, aircraft, or some other defense industry product, Royal said.

"We need to think more creatively up front," he said. "What I'm referring to here is a higher level of conversation both with allies and partners and with industry."

Royal said it is not ideal for the defense industry to wait for the demand signal, and instead the conversation must be held well in advance of those needs arising – which in turn serves U.S. interests by ensuring strong allies, he said.

Also, while Royal argues that the United States is superior to its adversaries in terms of better systems, "where we are less competitive is how we manage our partners' finances," he said. "We are losing some opportunity for collective security interest by not being able to advance better terms and conditions for the purchase of U.S. equipment, so we need to be rethinking that."

Finally, the United States also needs to think about developing capabilities that are better suited for allies' requirements, Royal argued. The United States often buys heavy assets with long tails in sustainment, but that may not suit the needs of allies and partners, and so that needs to be factored in, he said.

"We need to establish investment opportunities and rhythms and habits of making sure the priorities of our allies and partners are at the [right] level," he said.