

## BUSINESS INNOVATION SYMPOSIUM (E6)

New space individuals, projects, programs, or business units: innovation, entrepreneurship & investment at the microscopic level of analysis (1)

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## EFFICIENT MANAGEMENT AND OPERATION OF THE ESA TEST CENTRE BY EUROPEAN TEST SERVICES (ETS)

**Abstract**

European Test Services (ETS) is maintaining and providing test facility services to European industry by managing and operating the environmental test center of the European Space Agency (ESA) located in the Netherlands. Established in the year 2000 as a common subsidiary company of IABG (Germany) and Intespace (France), ETS has become a major provider of testing services for the European aerospace industry. The ETS team covers the required core competences for the management and operations of the test facilities and the related infrastructure. Being hosted on the European Space Research and Technology Centre, ETS can utilize the broad expertise available within ESA for facility maintenance, test execution, engineering and infrastructure support. Furthermore, IABG and Intespace support during peak workload periods. The paper focuses on the management approach and processes established to operate a test center efficiently and cost effectively and that provides flexible and continuous tailor-made resources to the full satisfaction of its clients. The paper outlines how the modification and upgrade of test facilities is organized between ESA and a commercial contractor in order to fulfill the demanding test requirements of European space missions. Furthermore, it will present how a flexible resource management contributes to success of a strategic partnership of a space agency with the private sector.