

IAF BUSINESS INNOVATION SYMPOSIUM (E6)  
Interactive Presentations - IAF BUSINESS INNOVATION SYMPOSIUM (IP)

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ESA PARTNERSHIPS: A RISKY BUSINESS?

**Abstract**

Partnerships with non space businesses can be of great interest for ESA as they prove the usefulness of space related applications and technologies in every day's life and can give the general public a very good image of the Agency. On the other side there are many risks linked to the partnerships, and particularly to the nature of the partnership or for example the type of activities carried out together by the Agency and its partner. Some socio economic impact assessment studies are taking place within the Agency to show how space activities can be of great importance for social and economic developments. On the other side, those studies can shed light on less successful activities carried out with external partners This paper will concentrate on the risks inherent to every partnership the Agency is carrying out and will also emphasize some lessons learned from some partnerships which have proven to be a success and those maybe less successful , trying to draw some best practices for future partnerships.