

IAF BUSINESS INNOVATION SYMPOSIUM (E6)  
Strategic Risk Management for Successful Space & Defence Programmes (4)

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DEVELOPMENT OF LONG-TERM SPACE PROGRAMMES: HOW TO KEEP CRITICAL  
KNOW-HOW AND SKILLS ALIVE?

**Abstract**

Major space programmes need long term and heavy funding. Unfortunately, it is not unusual to see some of these programmes being stopped following political or economic issues. These situations create significant challenges for companies to maintain their critical know-how and skills, for which they have been investing significant resources over years.

Skills are developed through tangible projects that are adequately funded. During programmes' life, skills are naturally enhanced through technical evolutions; concerns to propose up to date products, quality and safety requirements ... When there is no on-going programmes, companies need to find solutions to fill the gap, thanks to:

- Their organisation, with synergies and cross-fertilisation to use technology in other domains than the initial one,
- Dual programmes,
- Family shareholding that enables long-term vision and working plans not requiring return on investment in a very short time,
- ...

The paper will mostly be based on actual examples coming from Dassault Aviation, a French aerospace company with proven dual expertise as a designer and manufacturer of both military aircraft and business jets, and lesser-known activity of space vehicles designer. Just like its founder, the more than 100 years old small company has demonstrated resiliency throughout its history.