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Strategic Risk Management for Successful Space & Defence Programmes (4)

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RISK MANAGEMENT INDUCED BY THE NEW CNES STRATEGY

**Abstract**

Strategic high-technology sector of excellence, the space has long been the domain reserved for public power, with a few nations primarily developing military or scientific space programs through their space agencies, with funding almost exclusively from public funds. However, over the past decade, the emergence of a “New Space” is now fundamentally altering this state of affairs on a global scale. Thus, since 2022, the Centre National d'Etudes Spatiales (CNES) has implemented new strategic and operational orientations, with a repositioning both in the upstream and downstream segment, and to bring out new actors within the space ecosystem. The activities are carried out using different modes of intervention, relying on new financial and contractual processes. Alongside that, CNES is also entering a phase of renovation of its infrastructures on its different sites, with a new governance to define for its Space Center in Kourou, French Guiana. This repositioning and the related transformations it requires represent a significant challenge, and entail managing new risks. The purpose of this article will be twofold: firstly, to describe the way new strategic and operational objectives of CNES's Contract of Objectives and Performance are implemented, and secondly, to present the management of risks induced and the related mitigation measures.