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THE TECHNICAL COMPETENCE CENTERS: FROM INNOVATION TO KNOWLEDGE  
MANAGEMENT

**Abstract**

Since its inception, CNES has been developing knowledge, skills, tools and methods in different fields of Space technology. This competence is mainly in the hands of our teams of engineers and technicians working in our technical entities, who benefit from technological analyses, test and simulation resources.

Keeping this competence at the very highest level, developing it and applying it, demands excellent internal communications, an open attitude to the outside world and advanced cooperation with other national and international research organizations and industries.

This is the reason why CNES set up Technical Competence Centers (TCC) in 1998. These centers bring together specialists in networks that focus on the main scientific and technical disciplines used in Space. There are currently 19 active competence centers. The centers work closely with the French and international communities (research, industry, universities, etc.) involved in the Space sector and in other fields of activity (aerospace, defense, automobiles, etc.)

The TCC have demonstrated to be a driving force behind intellectual activity at CNES. They help to develop expertise and innovation by:

- identifying and developing existing competences and expert knowledge,
- taking part in a technology watch,
- proposing subjects for RT actions, PhD and post-doctoral studies,
- hosting trainees and post-doctoral students.

Beside this initial goal, they also appear to be a very efficient tool to share the lessons learned from missions, projects or dedicated activities. As information technology evolves, new tools are offering new possibilities which profit the TCC community. A forum will be available soon, it prefigures a future "wiki", allowing an actual sharing of knowledge.

The paper and presentation will highlight the evolution of the TTC from an incubator of ideas dedicated to innovation, to a key tool of our knowledge management strategy.

The TCC community gathers today 1,800 members.