



# Space History: A Tool to Support Decision-Making?

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Jean-Jacques Tortora  
Director of ESPI

## Relation of the space sector to time

- Notion of historical facts
- Long term: How long?
- Telecoms

## Return of Experience

- Preventive actions
- Influence the future if not predicting it
- Avoid undesired events to re-happen
  - Easy to point out what didn't work
- Make desired events happen again
  - The myth of the "recipe for success"
  - When something works, we don't wonder why: We are smart!

## Evaluate Relevance of our Decisions

- "Historians will tell if we were right"
  - The right thing at the right time!
- The context sometimes more decisive: Ariane

## Ensure survival of programmes: ISS

- Account for the unforeseeable
- Binding agreements

## Complexity

- Modern management: Relations of causality
- History: Reality = Complexity

## Thank you

The European Space Policy Institute (ESPI) provides decision-makers with an informed view on mid- to long-term issues relevant to Europe's space activities. In this context, ESPI acts as an independent platform for developing positions and strategies.