



In collaboration with PwC

Centre for Frontier Technologies and Innovation

National Space Strategy Toolkit

8 October 2025

Lead, Planetary Solutions Impact

Hazuki Mori



Our mission

Fueling the Future of Space

No longer a distant frontier, Space has become essential to how we live, work, and secure our world. Space infrastructure underpins everything from global communications and weather monitoring to national security and scientific discovery.

With the space economy projected to reach \$1.8 trillion by 2035, there is an immense opportunity not only for commercial growth, but also for shaping the future of technology, security, and sustainability of life on and beyond Earth's surface.

The Future of Space Network aims to advance a more prosperous, secure and sustainable future for humanity on Earth and beyond, driven by accessible, competitive and widely adopted space capabilities.

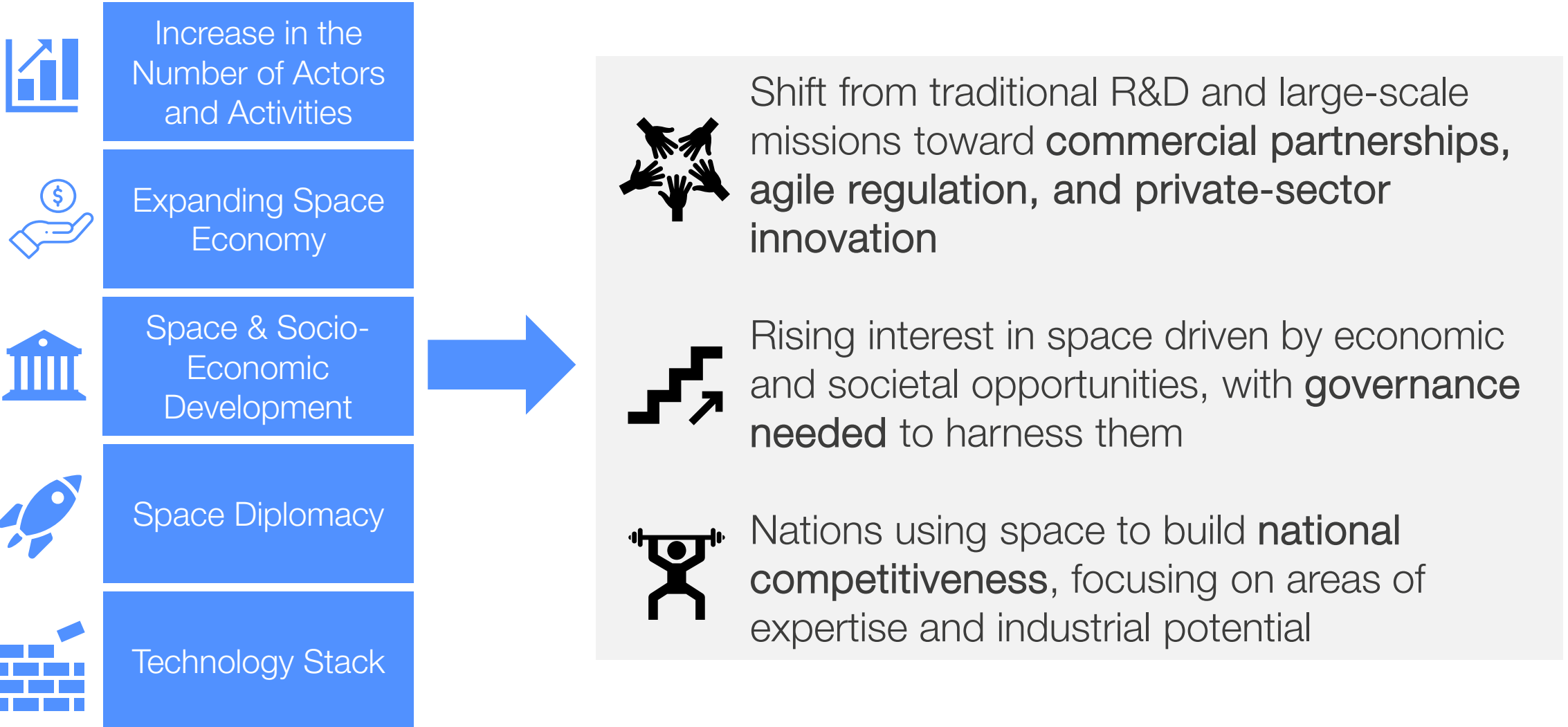
2025 Guiding Questions

- What are the implications on the space industry of a few nations or actors holding outsized control?
- As reliance on space infrastructure grows, how will the benefits and risks for consumers evolve?
- What does a truly commercial space ecosystem mean in both the current and future space environment?
- How are geopolitical and security concerns impacting the space ecosystem?



Background

How the space ecosystem is changing



Toolkit Objectives

- Support emerging and smaller national actors in optimising their national activities and investments by providing step-by-step guidance, recommendations based on best practices and lessons learned from space actors around the world, and useful quantitative information for nations to build an effective space programme and strategy
- Raise the awareness of the impact of space activities and its links to contributing to socio-economic development, STEM education, and technological innovation across all sectors



Timeframe

Initiated in July 2024. To be released in September 2025.



Audience

National actors, such as government entities or space agencies



Outputs

Online tool (assessment + use case library) + accompanying briefing paper



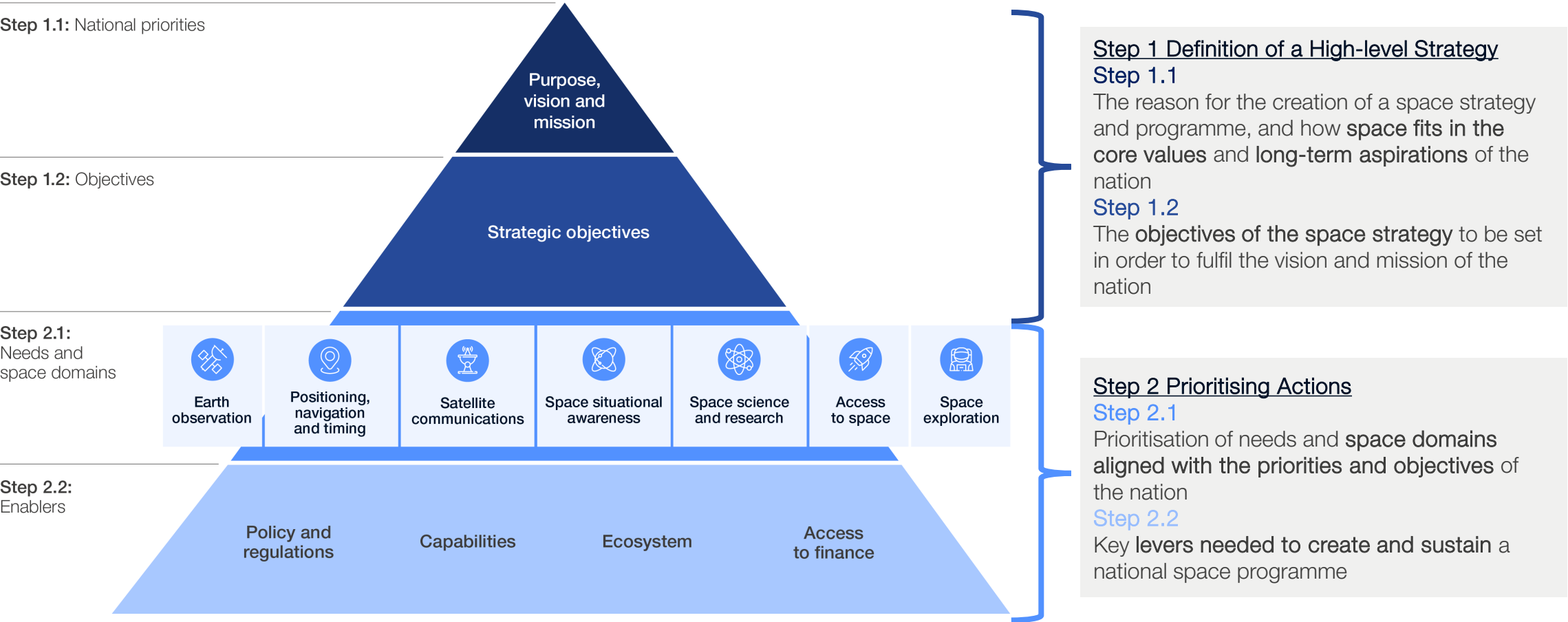
Partners

Led by the Forum in partnership with PwC.

Community consists of government and space agencies from more than 33 nations, Forum industry partners, relevant academia and civil society.

Methodology of Toolkit

Prioritising space activities that serve national priorities while focusing on developing only the essential capabilities are the key

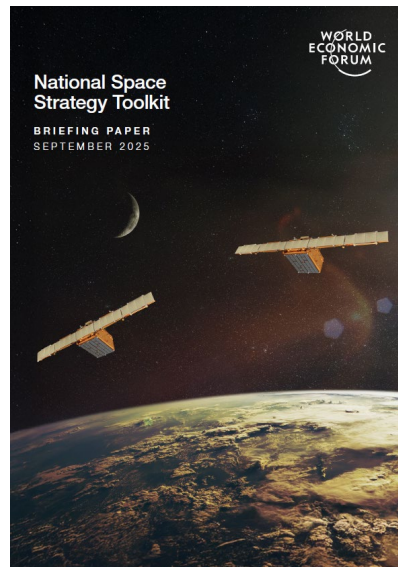


Outputs



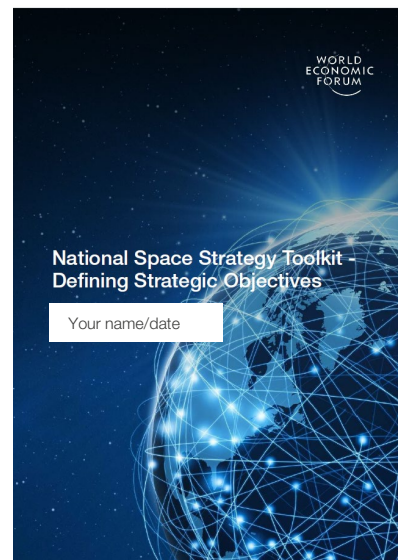
Briefing Paper

High-level introduction to the benefits for nations investing in space and points of consideration



Assessment

Step-by-step assessment helping nations systematically think through strategies



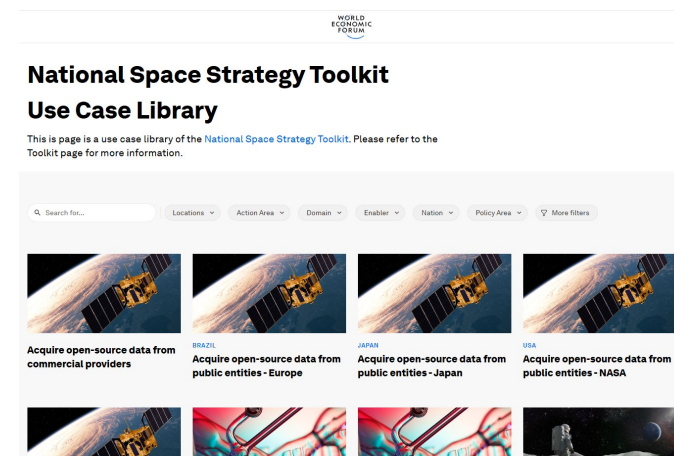
User Guide

Methodology, definitions and details of how to use the Toolkit



Use Case Library

More than 450+ use cases linked to the recommendations provided in the Toolkit from space actors across the globe



Toolkit in Practice

Key Considerations

After going through all the steps of the toolkit, the user will need to reflect on a few key points before developing the national strategy



Strategy development is an iterative process.

After going through the final recommendations, return to the high-level purpose and objectives and refine them as needed.



Involve the right stakeholders.

Bring together key people from the space ecosystem and government when setting the vision, mission and strategic objectives.



Know your capabilities and gaps.

Determine the status quo of the nation's positioning. Identify current space capabilities, strengths the nation can leverage to grow your space ambitions, and essential capabilities that are missing in the nation.



Set targeted and achievable goals with different timelines.

Prioritising the most effective space domain will ensure an efficient use of resources and development of key capabilities that will enable the nation to maximise the ROI on space. Consider the capability gap and the required investment to lay out short-term, mid-term and long-term strategies.

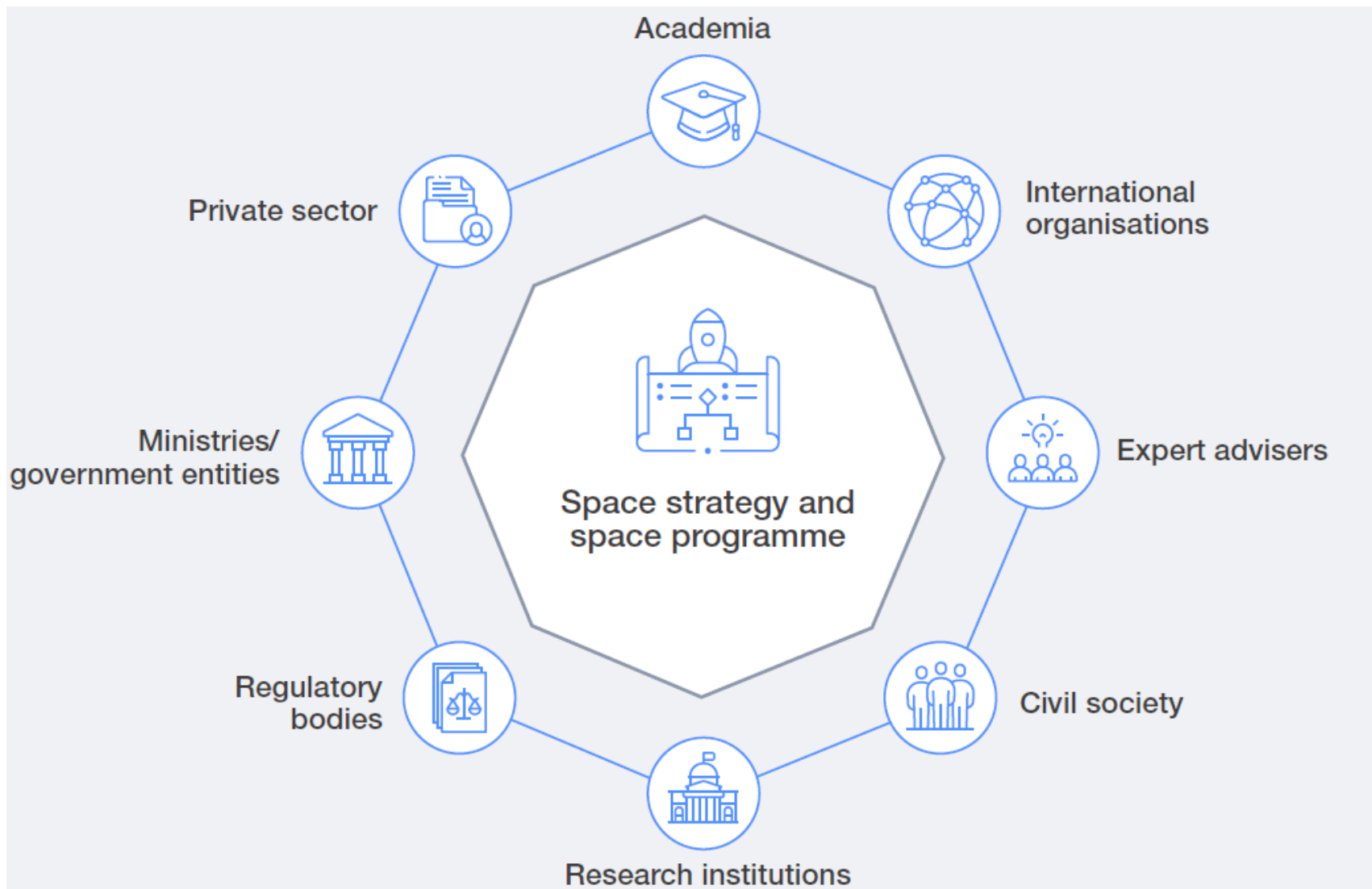


Evaluate and track progress.

Set KPIs to measure progress, assign responsibility and ensure accountability for achieving specific goals.

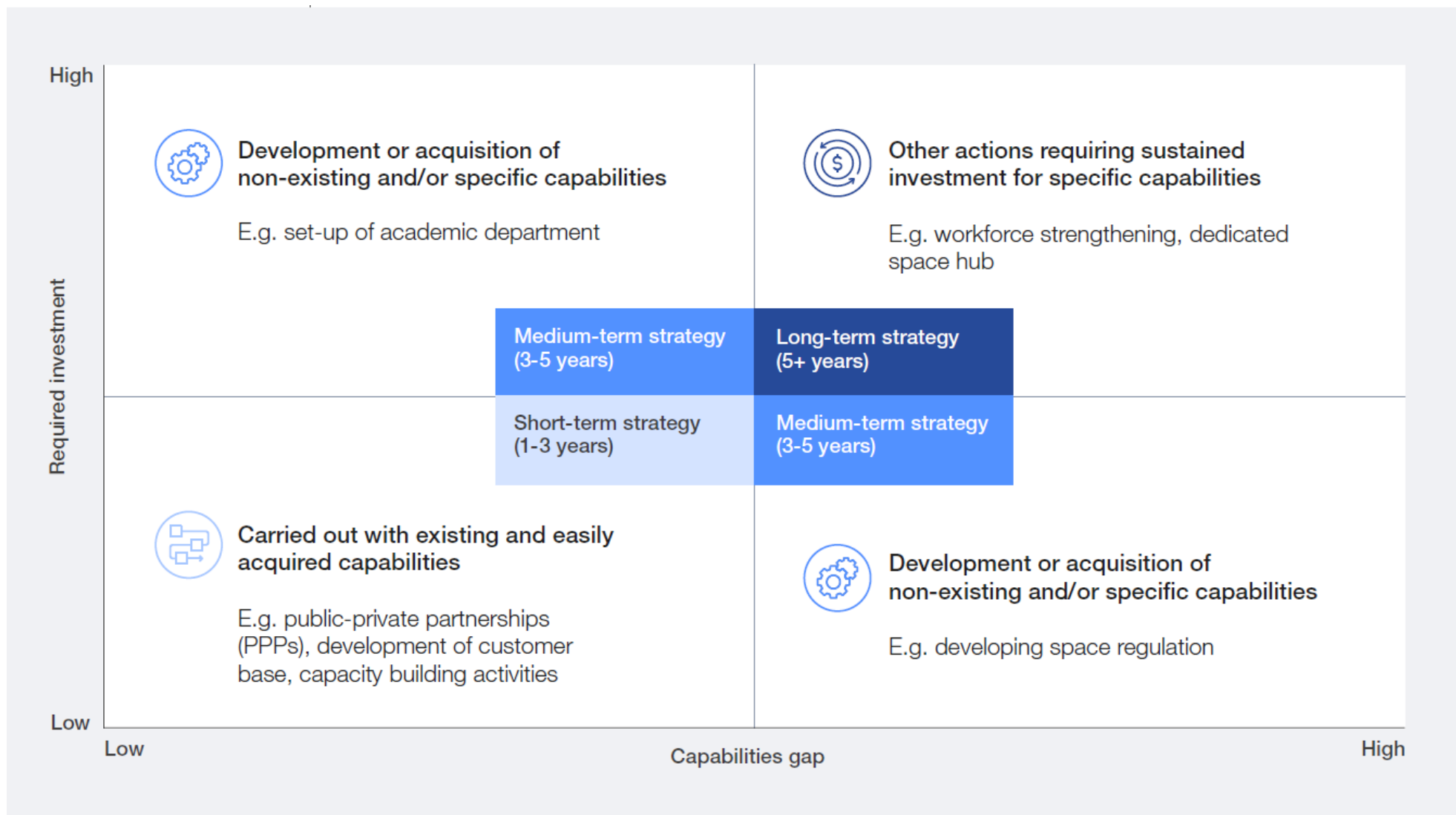
Toolkit in Practice

Stakeholder Alignment



Toolkit in Practice

Prioritisation of Actions



Call for Action

- Use the Toolkit to review and develop public sector space strategy
- Share additional use cases
- Express interest in briefings/workshops for support and connecting with other Toolkit users
- Reach out to engage with the Forum's Future of Space Community





Questions?

The World Economic Forum is the International Organization for Public-Private Cooperation.

Our mission is to improve the state of the world. Our purpose is to bring together stakeholders from all sectors of society. We provide a platform for the world's 1,000 leading companies to shape the future.

Contact

Hazuki Mori
Lead, Planetary Solutions Impact
Centre for Frontier Technologies and Innovation
Hazuki.Mori@weforum.org



Contact us: wef.ch/engage

