Cambridge Judge Business School
Centre for India & Global Business

Event information

THE SPACE ECONOMY AND FRONTIER MARKETS

Inaugural Workshop of the Cambridge Space Economy Initiative

4 November 2026, 2:30–7:00 pm, LT1
Cambridge Judge Business School



Centre for
India & Global
Business

UNIVERSITY OF CAMBRIDGE
Judge Business School

The Space Economy and Frontier Markets: From Technical Capability to Investable Markets

The Centre for India and Global Business at Cambridge Judge Business School launches the Space Economy Initiative with an inaugural workshop on Wednesday 4 November 2026, bringing together researchers, industry leaders and policymakers to examine the economics, technology and governance of the emerging space economy.

The space economy is a frontier market: a capital-intensive environment in which technology is advancing rapidly while demand, infrastructure, financing, regulation and governance are still taking shape. Launch costs continue to fall, constellations are proliferating across multiple orbits, and new applications in communications, navigation, earth observation and computing are becoming technically possible at a pace that has few precedents. The workshop asks a central question: when does an impressive technical capability become an investable, scalable and sustainable market opportunity?

Progress across the sector is already substantial. Public agencies are procuring space-based services at growing scale, commercial operators are building secure multi-orbit communications infrastructure, and regional clusters are forming around launch, manufacturing and downstream applications. Insurers and financiers are developing new instruments to price and allocate the risks of an increasingly congested and contested orbital environment. Earlier-stage technologies, including orbital data centres, space-based solar power and in-space manufacturing, are moving from laboratory demonstration towards commercial pilots.

Yet these developments do not, on their own, create a mature market. Two questions in particular remain unresolved.

Market formation: who are the customers, and who will pay?

Who are the customers for these emerging capabilities, and who will pay for them at a price that supports long-term investment? Much of the sector's growth to date has depended on public procurement and mission-specific contracts rather than diversified commercial demand. Understanding where genuine, durable value can be captured, and by whom, is a precondition for the private capital the sector needs at scale.

Governance and risk: what arrangements can support a credible, inclusive market?

As orbits become more crowded and services more interdependent, questions of spectrum allocation, debris mitigation, cybersecurity and international coordination move from technical detail to commercial necessity. Investors, insurers and operators alike need governance arrangements that are stable, internationally credible and capable of supporting inclusive participation, including from emerging space nations and frontier markets beyond the traditional space powers.

Centre for
India & Global Business

UNIVERSITY OF CAMBRIDGE
Judge Business School

Space Economy Initiative
Centre for India & Global Business
Cambridge Judge Business School
University of Cambridge
Trumpington Street, Cambridge
CB2 1AG, United Kingdom
Tel: +44 (0)1223 339 700
www.jbs.cam.ac.uk/centres/india-global-business/space-economy-initiative/

What the workshop will explore

Bringing together academic, policy, industry, finance and entrepreneurial perspectives, the workshop will connect market formation with the technologies and services now reshaping the sector. Rather than simply showcasing what is technically possible, speakers and participants will consider who the customers are, who will pay, where value can be captured, what infrastructure and capital are required, how risk is allocated, and which governance arrangements can support inclusive and commercially credible deployment.

As the Initiative's introductory event in Michaelmas Term, the workshop will establish a shared agenda for future research, teaching and engagement with policy and industry. Participants will explore:

- global governance and international coordination of orbital activity;
- public procurement and institutional partnerships between agencies and industry;
- satellite communications and secure multi-orbit infrastructure;
- regional industrial clusters and their role in building sovereign capability;
- insurance, risk allocation and financing instruments for space assets;
- emerging applications including orbital data centres, space-based solar power and in-space manufacturing;
- earth observation and quantum technologies as commercial enablers; and
- the economic analysis of emerging and frontier space markets.

The workshop brings together leaders from policy and governance, industry and academia.

Format

The workshop runs from 2:30 pm, with talks, panels and closing remarks concluding by 7:00 pm, followed by a networking reception. The programme is organised around two thematic sessions — Building the Space Economy: Policy, Clusters and Capital; and Frontier Technologies and New Ventures — each comprising short talks followed by a panel question-and-answer session.

Join us

We invite researchers, industry leaders, policymakers, financiers and students — including Cambridge MBA students — with a stake in the future of the space economy to join us. Our goal is to test where the sector's technical achievements are converting into investable markets, identify the governance conditions under which that conversion can happen responsibly, and set the research and engagement agenda for the Initiative's work ahead.

More information: Space Economy Initiative

Centre for
India & Global
Business

UNIVERSITY OF CAMBRIDGE
Judge Business School

Space Economy Initiative
Centre for India & Global Business
Cambridge Judge Business School
University of Cambridge
Trumpington Street, Cambridge
CB2 1AG, United Kingdom
Tel: +44 (0)1223 339 700
www.jbs.cam.ac.uk/centres/india-global-business/space-economy-initiative/

Cambridge Judge Business School
Centre for India & Global Business

The Space Economy and Frontier Markets — Inaugural Workshop
4 November 2026, Cambridge Judge Business School

Programme (Wednesday 4 November)

14:30-14:45	**Welcome**	
	– **Prof. Luisa Corrado**, Co-Lead, Space Economy Initiative	
	– **Prof. Gishan Dissanaike**, Dean, Cambridge Judge Business School	
14:45-16:30	**Session 1 — Building the Space Economy: Policy, Clusters & Capital**	
	Aarti Holla-Maini	United Nations Office for Outer Space Affairs (UNOOSA) *"Frontier Markets, Shared Foundations: The Space Economy and Sustainable Development"* Promotes international cooperation in the peaceful use and governance of outer space
	Swarnajyoti Mukherjee	European Space Agency (ESA) *"From Sector to Infrastructure: How Space Becomes Indispensable to Europe's Wider Economy"* Europe's intergovernmental space agency, supporting missions and the commercialisation of space technology
	Mike Taylor	UK Space Agency *"UK Space Strategy"* Delivers the UK's civil space programmes and policy, driving growth across the national space sector
	Victoria Christmas	Space East *"Unlocking the Space Ecosystem"* The space cluster for the East of England, connecting industry, academia and the public sector
	Prof. Nicholas A Walton	Institute of Astronomy, University of Cambridge *"Building the Cambridge Space Innovation Strategic Research Initiative"* One of the world's leading centres for astronomy and astrophysics research
	Dr. Oguz Karasu	Oxford Space Initiative, University of Oxford *"UK Space Ecosystem: Advantages and Challenges"* Interdisciplinary hub for space research across science, technology and policy
	James Cemmell FRAeS	Open Cosmos *"Five megatrends in the commercial space landscape"* Designs, builds, launches and operates satellites, turning space data into actionable insight
	Indy Wijenayaka	East of England Regional Defence and Security Cluster *"The Space and Defence Duality"* Connects regional innovators and SMEs with national defence and security priorities, procurement and funding
	Panel Q&A	
16:30-17:00	**Coffee Break**	

Centre for
India & Global Business

UNIVERSITY OF CAMBRIDGE
Judge Business School

Space Economy Initiative
Centre for India & Global Business
Cambridge Judge Business School
University of Cambridge
Trumpington Street, Cambridge
CB2 1AG, United Kingdom
Tel: +44 (0)1223 339 700
www.jbs.cam.ac.uk/centres/india-global-business/space-economy-initiative/

17:00-18:45	**Session 2 — Frontier Technologies & New Ventures**	
	Prof. Karel Kruger	Institute for Manufacturing (IfM), University of Cambridge *"Towards a Digital Twin-Based Agentic Supply Chain for the Space Sector"* Research and practice in manufacturing, technology management and industrial strategy
	Prof. Louise Hirst	Department of Physics, University of Cambridge *"Powering the Space Economy"* The Cavendish Laboratory, home to research in quantum, materials and energy technologies
	Prof. Andrea Ferrari	Department of Engineering, University of Cambridge *"Innovative Advanced Materials For Space Applications"* Research across advanced materials, photonics and information engineering
	Dr. Aravindh Raman	Cisco ThousandEyes *"State of Global LEO connectivity: A Case of Starlink"* Internet and network intelligence giving end-to-end visibility of digital service delivery
	Prof. Nishanth Sastry	School of Computer Science and Electronic Engineering, University of Surrey *"Managing Contention and Chaos in Connected Skies"* A leading centre for space engineering, satellite systems and next-generation communications research
	Aniruddh Rao Kabbinale	Maargin AI *"Building LEO Satellites using Frugal Innovation: from India to Rest of the World"* Frugal LEO constellation design and distributed AI inference across satellite networks
	Marco Gomez-Jenkins	SuperSharp Space Systems *"Focussing the Future: Using Advanced Observational Satellite Technology*" University of Cambridge spin-out building unfolding space telescopes for high-resolution thermal imaging of Earth
	Panel Q&A	
18:45-19:00	**Closing Remarks**	
	Prof. Paul Kattuman	Academic Lead, Space Economy Initiative, Cambridge Judge Business School
	Prof. Jaideep Prabhu	Cambridge Judge Business School
From 19:00	**Networking Reception**	

Programme is subject to change. Further details at the Space Economy Initiative page.

Centre for
India & Global Business

UNIVERSITY OF CAMBRIDGE
Judge Business School

Space Economy Initiative
Centre for India & Global Business
Cambridge Judge Business School
University of Cambridge
Trumpington Street, Cambridge
CB2 1AG, United Kingdom
Tel: +44 (0)1223 339 700
www.jbs.cam.ac.uk/centres/india-global-business/space-economy-initiative/