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LOOKING FOR BLUE OCEANS IN SPACE: A PERSPECTIVE ON EMERGING SPACE MARKETS

Abstract

The current flurry of commercial space activities, including the recent announcement of the privately funded crewed SpaceX Polaris Mission has put these space activities clearly in the public's view. The author was a primary contributor to the NASA Commercial Orbital Transportation Services (COTS) program that many see as a key enabler in the expansion of commercial space activities, not the least of which was the emergence of SpaceX and its now world leading space launch capabilities. This paper will explore some of the space development history that informed the structure and approach of COTS, along with its important companion, the NASA Commercial Re-supply Services (CRS) program. A perspective and strategy is then presented for pursuing government investments that leverage existing markets (red oceans), and grow emerging markets (blue oceans), to maximize the benefits from these government investments (grey oceans).