Space Market Growth Assessment Case Study

Leading government professional services contractor evaluates adjacent opportunity in the space market

Background and Objectives

A leading professional and engineering services government contractor sought to grow its space business. The team had principally grown through opportunistic pursuit of new contracts with existing NASA customers and required a better understanding of where capabilities aligned to opportunity in the market. The client asked for BCE's support in mapping the U.S. space market, including market size and growth estimates, customer needs and purchasing process, competitor positioning, and capability gaps to address. This effort supported development of a long-term strategy to accelerate growth and create a sustainable leadership position, and was focused across ciBCvilian agency, DoD, intelligence community, and commercial space customer segments.

Approach

BCE began its analysis by conducting a series of internal interviews with the client team. The objective was to understand existing strategy, identify knowns and unknowns relating to core and adjacent customer sets, and identify market forecast gaps to fill. BCE then conducted a thorough review of publicly available published data, including the government budget, journal articles, and competitor SEC filings to prepare for primary research and populate its market forecast tool. BCE then spoke with ~75 primary sources including customers, competitors, sub-contractors, and industry analysts.

BCE's research focused on customer needs and forward-looking purchasing behavior, competitive capabilities and partnership opportunities, and trends shaping market opportunity. BCE then utilized data collected to refine its market forecast by customer segment and build a revenue model to guide strategy development.
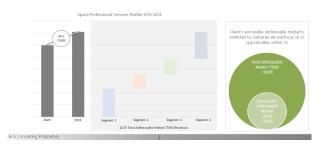
BCE then synthesized and analyzed all data collected to assess the relative attractiveness of each market opportunity based upon the addressable market opportunity, competitive intensity, and client existing competencies.

Recommendations

BCE evaluated a combination of organic and inorganic growth pathways for each customer segment. The growth and market entry strategies and tactics developed included build/buy/partner recommendations to fill key capability gaps, channel recommendations for pursuit of adjacent market opportunities, and sequenced action steps to drive near-term wins.

Based on the client starting point and market dynamics, BCE recommended near-term prioritization of fed-civil and military market segments. We included targeted recommendations to grow the client's presence in the commercial market and position for long-term growth. And we recommended acquisition targets for entry into the intelligence community space market.

The U.S. space professional services market will reach ~$XXB by 2024, driven by growth in the market 1 and market 2

SEGMENT 1 is the most attractive market overall, though each segment offers growth opportunity for CLIENT going forward

Acquire to access the redacted space market

Evaluate potential redacted targets with redacted customer intimacy, prioritize targets that add capabilities and customers to further grow Client's TAM/SAM