

SYMPOSIUM ON BUILDING BLOCKS FOR FUTURE SPACE EXPLORATION AND  
DEVELOPMENT (D3)

Space Technology and System Management Practices and Tools (4)

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ADVANCED CONCEPTS STUDIES AS A TOOL FOR STRATEGIC PLANNING: A  
RETROSPECTIVE AND PROSPECTIVE VIEW**Abstract**

Strategic planning is a necessity for any organization, and particularly space agencies, that aspires to function successfully over multiple years. From time to time, organizations have undertaken a special type of technical systems analysis intended to inform the strategic planning process: "advanced concepts studies." Such studies are typically supported by stand-alone organizations to assure that the resources for these longer-term prospective efforts are not consumed by nearer-term, more urgent (but not necessarily more important) needs. Although they may be implemented under various programmatic auspices, these studies are sometimes coupled to organizational research and technology programs. This paper will review a number of past examples of advanced concepts studies and will draw summary lessons-learned to inform future programs and strategic planning efforts.