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THE FORMULATION OF A STRATEGIC PLAN FOR AN EMERGING SPACE AGENCY: A CASE
STUDY ON BAHRAIN'S NATIONAL SPACE SCIENCE AGENCY (NSSA)

Abstract

As the global space industry continues to expand and evolve within the New Space paradigm, strategic planning emerges as a crucial endeavor for space agencies. This paper focuses on the framework for the development of strategic plans for Bahrain's National Space Science Agency (NSSA), detailing the meticulous process undertaken to ensure that the plan not only addresses the technological complexities and financial demands inherent to the space sector but also aligns seamlessly with Bahrain's broader governmental and economic objectives. The NSSA's commitment to aligning its strategic plan with the Kingdom of Bahrain's government action plan, economic vision, national space policy, and various other national documents is explored, highlighting the importance of such alignment for achieving coherent national development goals. Furthermore, the process encompassed a comprehensive gap analysis comparing the NSSA's capabilities and future aspirations with those of regional and international counterparts. This analysis was instrumental in identifying areas of strength, potential opportunities for collaboration, and critical gaps needing attention. To ensure the robustness and relevance of the strategic plan, the NSSA engaged with globally recognized space agencies for expert review and insights, thereby enriching the strategic planning process with international best practices before initiating the formal governmental approval process. Thus, this paper compiles the literature on strategic identity, organizational culture, and strategic planning, while examining the methodologies employed in the strategic planning process at NSSA. It aims to identify the unique characteristics pertinent to space agencies and explore how Knowledge Management (KM) has a significant impact on strategic planning.