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Startups shouldn't focus exclusively on version one of their product. Capella Space founder and CEO Payam Banazadeh describe how his company plans to stay competitive by devoting resources to version two of their product, even as they roll out version one.



## Transcript

- When we talk about our, sort of, competitors, they're massive companies, you know, big ships.. One of our competitive advantages is that they're a big ship, and it will take them a long time before they can actually do this.. And it will take them a lot of resources before they can change the, you know, the direction of the ship.. And we use that as a competitive advantage.. So the question is, how do we make sure we don't fall into the same trap, and some other start up doesn't come in three years from now and say, "You know what, these guys are a big ship.. We've come up with this really new technology that's 10x better than them, and we're gonna disrupt them." How do we not get disrupted? And I think if you're too focused on just your V-1 product, then you're gonna miss the boat.. And so, even though, you know, we've only launched one satellite, and we haven't rolled out all of the other satellites that we wanna do, we do spend, you know, Five, 10% of our resources on thinking about the next iteration.. Whether it's the sales and the BD and the marketing team, talking to customers and kind of bringing all that feedback into Capella and then we sort of analyze and say, "Okay, well we can't do this with this product, but it seems like we're getting a lot of feedback on this and we should add it to the next feature." Or we're just having some interesting R and D that we're doing on our own, see where it goes.. I think it's really important to allocate a little bit of budget and resources on doing that early on.. And build a culture of that, right? 'Cause I mean, when we launch 36 Satellite, it's not like we're gonna be done..

We just, we have to keep the engine going.. I think it's really important.. But it's all about the balance, right?..