URL: https://stvp.stanford.edu/blog/videos/the-evolution-of-dangers-product-concept-part-2

The product concept was always to build a low-cost device, but what this meant changed greatly as the founders continued to develop more features. The nature of this device morphed from an internet sponge into the much more complex synergized communicator.

Transcript

We always knew we wanted to build a low-cost device, from the very beginning of the company.. It just changed a little bit because the first low-cost device was supposed to cost $6.. A little bit more than $6.. But the underlying technology did stay the same.. In that first device, we were going to have a virtual machine because we wanted to abstract with the CPUs so we could change to whatever the lowest cost choice was.. We knew we wanted to have a service on the backend that would convert Internet data, because we did want the device to have to be able to interpret complicated protocols that changed and evolved over time.. So those parts of the design, from the technology point of view, stayed the same.. The business model probably underwent the most evolution during the growth of the company.. Initially, the device was to be sort of tethered, and then you can take it with you.. It just sort of this Internet sponge, the idea being when you're at your computer, you pick up some pieces of data, maybe news articles, movie listings or stuff like that, something you want to have with you when you're going about your busy day and then wasn't communicating when you were out and about..

We came upon a feature that we want in devices, if you encountered somebody else with the device, you can touch the two of them and they would exchange a token.. Then when you come back to your computer, it would reconnect back to our service and then it would populate your address book wherever that resides with information from that person whom you had met.. We scaled that up but again, at the core stuff, it was in terms of the technical stuff and things like the virtual machine, but it was about the consumer marketplace and it was about communication and about the Internet.. The architecture included this backend service.. The backend service is built something that was reflected in Catapult actually, without going into details about what the company did, but it was powered by a backend service.. And WebTV, which a lot more people are familiar with, also had that as part of its solution.. So another thing that's very interesting is while there's certainly a lot of new things in what we did at Danger, there's a lot of things that you see and it's probably true for most entrepreneurs, that are sort of recurring themes.. That we have a lot of experience and everybody should hope that the company that they start is a reflection of all the mistakes they made in other people's companies and that you do it right when it is your own.. And I hope, more often than not, we have.. We've certainly have tackled a lot but a lot of it is a reflection of what we learned in other places...