

## The Space Economy Is at an Inflection Point

### Government will build the infrastructure. Markets will determine whether it becomes an economy.

The global space sector is entering a phase like the mid-1990s Internet: accelerating capability, heavy capital inflows, and deep uncertainty about what will scale.

#### But this time is different.

Governments are **underwriting infrastructure at scale** for national security and strategic competition. That guarantees **capacity**. It does **not** guarantee **markets**.

### The Real Risk: Mission Lock-In

Across the space economy, the same failure modes we've seen before are emerging:

- **Investors** struggle to see where scalable demand will form
- **Operators** make early architectural choices under unclear rules
- **Policymakers** risk building stranded, subsidy-dependent assets

The result will be mission-locked infrastructure: **bespoke** and **politically durable**, but **economically fragile**. What's needed is market-sustaining infrastructure: **reusable**, **interoperable**, and **supporting real demand**.

### The Mistake on Both Sides

The debate swings between:

- *"Scale will fix the economics."*
- *"This will never make commercial sense."*

#### Both are wrong.

Markets form when capabilities are structured to support **reuse**, **price discovery**, and **downstream demand** — not simply because technology improves or governments spend.

### The questions that matter:

- Which capabilities become market-enabling vs. mission-dependent?
- Where will revenue realistically flow — and where won't it?
- Which design or policy choices expand downstream optionality?

**Markets**, not **missions**, determine whether infrastructure compounds or stagnates.

### How We Help

The next 12–24 months will determine whether today's infrastructure investments become tomorrow's markets — or tomorrow's stranded assets. Early architectural choices, procurement structures, and capital allocation decisions are compounding right now, often invisibly. We help organizations make those choices with eyes open by:

- Stress-testing market and investment theses
- Distinguishing real markets from narratives
- Identifying market-sustaining platforms versus mission-locked systems
- Translating policy intent into economic consequences

The goal is **clearer decisions**, made **earlier**, with **fewer regrets**.