

The manifesto
Software shaped to your company.

Twelve things we believe about how companies should run on software. Read in one sitting. Roughly seven minutes.

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Your operations are not a configuration problem.

The software you bought asked you to choose between three deployment models, fourteen entity types, and a hundred and seventy on-off switches. Then it gave you a consultant to help. None of those choices were about your business. They were about a software product trying to be every business at once.

Your operations are a sequence of decisions made by specific people in a specific order, against constraints that took years to learn. Configuration cannot reach those decisions. It can only approximate them, badly, and then bill you for the approximation.

The configuration consultant has become more expensive than the engineer. Read that sentence again.

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The operating system of a company is worth owning.

Every company already has an operating system. It lives in the head of the person who has been there the longest, in habits, in spreadsheets, in the apologies a sales rep makes for the CRM.

Writing it down, in software, is not an IT project. It is the work of the company describing itself to itself.

Other companies rent their operating system from twelve vendors. When the vendors change, the company changes. We think it should be the other way around.

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Bespoke is not a luxury anymore.

Six figures and eighteen months was the price of bespoke. Then the runtime got cheaper, the harness got smarter, and the floor moved.

Bespoke now competes with SaaS on time-to-live. It wins on fit.

The only question left is whether your process is worth its own software. If it is, you are paying for two of them already - the SaaS, and the team that bends a round it.

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Shape. See. Run.

Three verbs in the order that matters. Shape your process inside the runtime. See it through Shugyo. Run the business on what you built.

Not a methodology. Not a framework. The full lifecycle of the operating system, on software you own.

There is nothing else to call it, because there is nothing else doing it.

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The process map is the contract.

We do not start with software. We start with a map of how the work actually happens - the real timing, the real people, the constraint nobody mentions because they have lived with it for ten years.

The map is what the software is built against. When the map changes, the software changes. When the map is wrong, the software is wrong, and we find out before we ship.

If a vendor cannot show you their version of the map, they are not your vendor. They are guessing on your money.

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Hours, not quarters.

When the business changes, the operating system catches up the same afternoon. Not after a release cycle. Not after a steering committee. Not after a fiscal year. The same afternoon.

This is the quiet capability that makes the rest of the manifesto load-bearing. Without it, custom is a one-time costume. With it, custom is how the company moves.

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AI is not a feature. AI is the floor.

Every software vendor in 2026 has bolted a chat box onto their roadmap and called it intelligence. They have AI features.

We have AI as the floor. The harness is what an operator uses to shape software with the model. The runtime is what keeps the model from breaking the company. AI does not make the product. The product makes the AI safe to use against your business.

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Governance is not a department. It is a runtime property.

Access control, audit logs, compliance review, change management - these are not policies. They are properties of the substrate the software runs on.

If governance lives in a department, governance is always behind. If governance lives in the runtime, governance is the default.

We move it down a layer. You stop paying for it as an afterthought.

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We turn down work.

Most shops will never disqualify you. They will take your money and ship you the average.

We will not, because the average is what we are trying to retire.

If your process is generic, buy SaaS. If your team will not engage with the mapping, the mapping is the work. If you want one more tool for your existing stack, we are the wrong shop. If the decision-maker cannot be in the room, the timing is wrong.

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The owner is in the room.

We work with the decision-maker. Not a project sponsor. Not a steering committee. The person who can change the company.

Mapping a business is uncomfortable. It asks the leader to defend what they have been doing, to a small group of people who will write the answer down.

If the owner cannot be in the room for that, the timing is wrong, and we will say so on the first call.

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The deliverable is not software. The deliverable is leverage.

When we are done, you have software. That is incidental.

What you actually have is a company that runs twice the operations with the same team. A company that onboards a new client in a morning instead of a quarter. A company that answers questions about itself with numbers instead of opinions.

Software is the artifact. Leverage is the product.

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This is not a category. It is a correction.

There is no "process-native software" category. There is no analyst quadrant. There is no conference circuit.

There is the way software has been sold - by configuration, by license, by SaaS - and there is the way companies actually work. The two have drifted apart for fifteen years.

This is the correction. It is not a market. It is a return.