Know. Establish. Elevate.

The fieldano/durano Whitepaper

ICI

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Chapter 1 — Why We Wrote This

ICI builds software for one kind of work: understanding other organizations.

Not managing them. Not monitoring them. Understanding them — who is inside, how they relate to one another, what they have done, and what they are likely to do next.

This document is not a manual, and it is not a sales brochure. It states what we believe, what we have built, what we promise to the people who trust us with their data, and what we will never do. We wrote it for everyone inside and outside ICI — colleagues, customers, partners, and future critics — because a system that asks for your trust owes you its reasoning in plain language.

If your work involves knowing the people inside another organization — negotiating with them, selling to them, buying from them, examining them — this document is about you.

Chapter 2 — The Era Has Changed

For most of history, understanding the world was aristocratic labor. When a great trading house or an industrial company entered a new country, it spent a generation doing it. Toyota's expansion across the world took decades of people physically present in each market — measuring the world on foot, one relationship at a time. Knowledge this expensive was, by definition, reserved for the few.

Then came the era of the printed map. Someone who had walked the road before you handed you a map, and you worked out the rest yourself. Better — but the map was always someone else's map, drawn for their journey, not yours.

In the Chinese tradition there is an old line (我注六经，六经注我), attributed to a Song-dynasty scholar: *in youth, I annotate the classics; in maturity, the classics annotate me.* A person begins by learning from the world; a person matures by putting the world to work — and by being useful to the world in return. For most of history, that passage from the first state to the second took decades, and for most people it never completed.

That is what has changed. Computing power, large language models, and addressing in vector space — the ability to find things by meaning rather than by name — have collapsed the cost of knowing. Every person can now set out with a finer map than any institution of the old world ever possessed. More importantly, every person can now draw their own.

But a map you cannot keep is not yours. The platforms of the last twenty years gave people fragments of this new power while keeping the maps themselves. What you saw, what you valued, what you intended to return to — the crystallization of your attention — was harvested and discarded, because it was never designed to belong to you.

We believe the next era is defined by a simple inversion: the map belongs to the person who walks. Data sovereignty is not a legal feature; it is the foundation the rest stands on. When everyone can hold their own map, keep it, and choose when to share it, each person's ceiling rises — and each person's floor is better guaranteed.

ICI exists to build for this era.

Chapter 3 — What We Believe

Know. Establish. Elevate.

Our motto is eight Chinese characters, drawn from two ancient sources. The first four — 知己知彼, *know yourself, know the other* — come from Sun Tzu's art of war. The last four — 立人达人, *establish others as you establish yourself; elevate others as you elevate yourself* — come from Confucius.

Two thousand years ago, knowing the other was preparation for defeating the other. We believe that purpose is obsolete. Even in commerce, the language of "winning the deal" is mostly fiction — no serious business is a battle, and in a world where fewer and fewer people face starvation, fewer and fewer deals need to be. Today, knowing the other serves a different end: mutual understanding, so that competition can give way to something better. Meet more. Have more coffee. Raise your standards, and let us raise ours. That is what the eight characters mean in this century.

People should not compete with each other. People should help each other see the world. When a friend asks us about goods we do not know, we say so — and then we help them find where the nearest source is, whom to buy from, what a fair price looks like. We believe that every person knowing every person, each choosing their own best path, moves the whole world closer to its best allocation. This belief is not decoration. It is the design principle of everything we build.

Your data is yours. This is not a policy; it is architecture. Whatever you collect, create, or conclude inside our systems belongs to you — portable, permanent, and survivable beyond us. A system that truly believes this must be built so that it can lose you as a customer and still respect you as an owner. Ours is.

Embrace the selfless; build the true self. A person's journey through our systems runs from observing the world to being seen by it. First, embrace the selfless — watch, record, and understand without performing. Then, build the true self — a record of who you are that no platform can take away, because it was never the platform's to begin with.

Chapter 4 — What We Have Built

We built two systems that are, underneath, one system.

fieldano is for organizations. The simplest honest description: we rebuilt the office suite on top of a living organizational map. Everyone who works in an organization needs four things — a way to track their own tasks and time, a shared memory of people and organizations, a place to build and express themselves, and channels to communicate inside and outside. For decades these have been four disconnected products. We made them one, resting on a foundation that none of them had: the org chart — not as a static diagram, but as a living, continuously enriched picture of any organization you deal with.

fieldano's first capability is assembly. From open sources, it rapidly composes the internal structure of an external organization — who relates to whom, along function, title, and geography — turning a one-dimensional list of names into a two-dimensional picture of how the organization actually works. The experience we hold ourselves to: five minutes before you walk into a meeting, everything known about the company and the person across the table is in your hand.

Its second capability is memory. Notes, calendars, and correspondence are organized along a timeline — an organizational memory that does not forget when an employee leaves, and that compounds in value every year it lives.

One discipline runs through all of it: nothing appears human-verified unless a human verified it. Every fact carries its origin — confirmed, single-source, multi-source, or disputed. Machine assembly and human judgment are never allowed to look alike. Trust in a system begins with the system never lying about how it knows what it knows.

Under the hood, three principles, stated without implementation detail: the data structures are open and documented; history is append-only — corrections are added, never overwritten; and identity is anchored in cryptographic event logs with external timestamping, so that records can be proven to exist, unaltered, at a point in time. You do not need to understand the mathematics. You need to know it is there, and that it is checkable.

durano is for individuals. It is the personal half of the same belief. Social platforms are fine stages; durano is the vault beneath them. Keep what matters — a screenshot, a note, a record of work — permanently, searchable by meaning, sealed against alteration, shareable through an ordinary browser link that anyone can open without installing anything. What you keep remains yours; it works offline; it does not depend on us staying in business. A craftsman who posts one honest photo of his repair work every day for ten years holds something no polished showroom can match: an unbroken, provable record of existence. Proving you are strong is hard. Proving you exist should be easy — and it is the foundation everything else is built on.

Chapter 5 — Who This Is For, and Who It Is Not

This is for organizations that contain people whose job is to understand other organizations. Negotiators, sellers, buyers, examiners, counsel. Any organization that deals across its own boundary contains such people — organizations are layered, and even the most technology-driven company in the world still employs humans whose work is sitting across a table from other humans. If that work exists in your organization, you need a tool of this kind. Whether it is ours is a separate question; the category itself is not optional for you.

Using it well asks two things of you: that you care about yourself — enough to keep and compound your own knowledge — and that you care about the world — enough to want to understand the organizations you deal with, rather than merely extract from them.

A Necessary Warning: We Are Not a CRM

This needs to be said plainly, because people keep assuming it. A CRM exists to serve a number — the pipeline, the forecast, the quota. Everything in it, including its so-called customer memory, begins and ends with a transaction to be closed. fieldano contains none of that machinery. This is not a posture, and not a higher-tech claim of the same thing: the quota function does not exist in our product, anywhere.

If you run a CRM, keep running it. And if one day you choose to feed data from fieldano into your CRM through an interface, that is your configuration to make — it is permitted. But notice the direction: your CRM may consume what you know. It will never define what you know.

So we say the same three sentences to everyone who asks. *This is not a CRM. It will not help you sell faster, and it will not help you sell more.* What it does is quieter. It removes the low-level mistakes — the name you forgot, the relationship you missed, the meeting you walked into blind. It helps you find, sooner, the people who are actually right for you, and it raises the quality of the work you do with them. That is all it does, and it is not a small thing.

The rest is yours. Who you are is decided only by you — our job is to make sure the world finally gets an accurate picture of it.

This tool is not for everyone. If your market is defined by a relationship you already have — an uncle in the right office — you don't need to understand the world, and the world won't let you beyond that uncle anyway; everyone else has uncles of their own. If you blanket a market with technology and never need to know who is inside the building, you don't need us either. And if you come only when there is something to harvest, and have no interest in knowing anyone when there isn't — you already have a tool; it is called a CRM, and it serves you well. We are built for the opposite of all three.

We say this plainly because a tool that claims to be for everyone is usually for no one. The organizations that get the most from fieldano share a posture, not an industry: they expect to deal with the same counterparties for years, they know that understanding compounds, and they intend to still be around when it does.

Chapter 6 — What We Promise, and What We Will Never Do

Trust is not requested; it is engineered. These are the commitments our architecture is built around.

Your data is yours — legally, physically, and provably. Our production systems begin in Frankfurt, under GDPR — but the standard, not the address, is the commitment: wherever our infrastructure grows in the future, GDPR-grade protection travels with your data. Every customer organization holds its own isolated data space; we sell no data, broker no data, and mix no data across customers. Data you purchase or import from third parties remains governed by your own arrangements with them. You may synchronize your complete dataset, near-continuously, to infrastructure of your choosing — and if our service ever fails you, you can switch to your own copy and keep working. If your subscription lapses, your software keeps opening for a grace period, and your data departs with you in open, documented structures. We are designed to be leaveable. A system confident in its value does not need to hold its customers hostage.

The right to be forgotten is real, not theatrical. When a person legitimately requests removal, the record is destroyed — and the system retains only a cryptographic marker that prevents silent reassembly of the same record. Deletion propagates to your own copies through the same synchronization that carries everything else. Machines remember; forgiveness is left to humans — reinstatement is always a human decision, recorded, with reasons.

We expose ourselves before we ask anything of you. Our own organizational map is available to anyone we deal with. What we hold about others is assembled from open sources and our own understanding — never personal sensitive categories, which have no fields in our system and never will.

No person is ever reduced to a single score. Trust in our systems is expressed as evidence, history, and corroboration — never as one number attached to a human being. Unknown does not mean untrusted; it means unknown. We find the modern habit of rating people in one dimension to be both lazy and dangerous, and we decline to build it.

We receive records; we do not manufacture them. No bots join your meetings. Nothing is recorded on your behalf without your initiation. What you choose to capture is yours; what you choose not to capture does not exist.

Our pricing has one direction of fairness. Terms agreed with early customers are honored for as long as they stay with us; improvements in our fortunes are never retroactively billed to the people who trusted us first.

And the short list of what we will never do: we will never sell or rent data; never carry advertising; never open our reasoning models to scripted access; never scan the contents of your private vault — moderation exists only at the boundary where you choose to make something public; and never build, or permit to be built through us, a global public database of persons.

Chapter 7 — The Endgame

We expect our features to be copied. Features are the least defensible part of any system, and the least important. What cannot be copied is a structure that grows more truthful the longer it lives, and an arrangement of incentives that makes honesty the cheapest strategy.

The internet routes itself through networks that belong to no one and everyone — autonomous systems, peering with one another under open protocols. We believe organizations are heading toward the same shape. Each organization is a sovereign network of its own knowledge; each person carries their own address. Sovereignty does not mean isolation — it means that connection happens by consent, between equals, and can be revoked. The plumbing of this future already has names: cryptographic identity event logs, timestamped anchors, open data structures. They are present in our systems today, stated here without detail, because the detail is checkable and the principle is what matters.

When organizations can prove what they know and choose what they show, a gradient of trust appears naturally: the more a party actively discloses, and the more its disclosures match what the world can verify, the more credible it becomes — no central referee required.

Governance of this structure is not ours to keep. The open formats and the rules of their evolution are destined for an independent, non-profit foundation. Changes to the shared rules are proposed in the open, weighed by contribution rather than capital, and bounded by hard limits on any single party — including, explicitly, us. And the final safeguard is not a vote: it is the exit. Because the data structures are open and the data is portable, anyone who finds us unworthy can leave, or build a better compatible tool. Power that can be abandoned is the only power worth trusting.

Everything in this document returns to eight characters, carried from two ancient books into a new era.

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