

Software is Now Disposable

The Printing Press Moment:
Building a custom app now
takes an afternoon and zero
technical background.



The Collapse of SaaS:
Traditional moats are breaking.
Off-the-shelf software is an
arbitrage waiting to be exploited.

The Shifting Moat

What's Cheap

Code,
Model Weights,
UI.

What's Durable

Cognition. Three months of
conversation history and
accumulated human context
is non-compressible. You
have to earn it in real time.

From Coder to Conductor

The New Core Competency:

Management over coding.
Decomposing problems, allocating agents, and evaluating output.

The Brutal ROI:

A knowledge worker costs ~\$10K/month.
An enterprise AI seat costs \$200/month.
If AI handles 30% of output, it pays for itself 50x over.

Old Way



1 Product

New Way



6 Products



The Ceiling of Chat & The Rise of Context

Noticed you coded
until 2 AM again.
Take a break? わア!

The Missing Pieces:

Pure chat is one-dimensional and gets boring. Real relationships require three dimensions: Dialogue, Time, and Space.

Ambient Intelligence:

Wearables provide observation-based knowledge. The emotional warmth of an AI noticing your exhaustion beats self-reported chatbot check-ins.

Personal AI shifts from a CEO luxury to a \$100/mo mass-market subscription.

Personality emerges from the relationship, not a product script.

The Disruption Paradox

Narratives Cause Damage Early:

Companies lay off based on AI potential, not current performance.

Result: Overworked survivors, under-delivering AI tools, and permanent headcount loss.

The Centaur Window (2026-2027):

A brief 2-3 year window where Human + AI drastically outperforms either alone.

Soon, human contribution in many domains will shrink to mere taste and judgment.

The hype overestimates short-term disruption but catastrophically underestimates the long-term trajectory.

The Endgame: Distribution & Compute

The Super Individual:

One person + an agent team
= an entire company.

The Compute Bottleneck:

Corporate, Creator, and Consumer
demands converge on one resource.
Inference is forever.

The Final Moat:

When building is infinitely cheap,
technical moats dissolve.
The trillion-dollar shift is
from building to distributing.



Commoditized

Shipping Code, Systems
Design, Fast Iteration.

**Highly
Scarce**

Human Trust, Editorial Taste,
Proprietary Distribution.