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The case for understanding a business before building for it.

Research feels like a delay. It is usually the fastest path to the right system.

Every business we've worked with had, at some point, already tried to solve its own problem with an off-the-shelf tool. Most of those tools are still installed, half-used, quietly ignored.

That's not a failure of the tool. It's what happens when software gets adopted before the problem is understood. The tool solves a generic version of the problem, and the business has a specific one.

A week spent understanding how work actually happens, before any building starts, routinely saves months of rebuilding later. It just doesn't look like progress while it's happening.

A week of research that isn't visible yet is cheaper than a system that's visible and wrong.