

# HOW TO DISRUPT AMAZON & SHOPIFY.

*Commerce has spent two hundred years selling what was already made. One woman, one oak table, and five converging forces explain why that is about to end.*

A RENAISSANCE OF COMMERCE, MADE POSSIBLE BY FIVE CONVERGING TRENDS.  
A FEATURE IN TWO PARTS • BY THE FOUNDERS OF SPECIFY • PRE-SEED • OCTOBER 2026

ISSUE 01  
COMMERCE RENAISSANCE

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*One woman, one oak table, and the end of the catalogue.*

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# THE NEXT AMAZON WON'T LOOK LIKE AMAZON.

*In 2011 we were told software was eating the world. Retail was one of the first courses. One thing survived untouched: the catalogue.*

# THE MOST VALUABLE DATA IN COMMERCE HAS NEVER BEEN COLLECTED.

*Every store on earth records what was sold. Almost none records what was wanted.*

■ THE PLAN • PAGE 01

**C**all her Anna. She wants a dining table: oak, 2.6 metres, oiled, on a trestle base, delivered before May. She searches for an evening. Every shop gives her the same answer: here is what we already made.

Somewhere in Jutland, a workshop could build exactly her table. It will never hear about her.

Commerce runs on two records: what businesses can make, and what people want. Whoever holds both holds the map of the economy.

**Nobody does. This is the story of how someone will.**

CONCEPT 01

## *Supply*

What businesses can make, and what they are making or holding right now.

CONCEPT 02

## *Demand*

What people want to buy, and what they are actually buying.

*“The workshop that could build her table will never hear about her.”*

# SO ANNA BOUGHT PINE.

*And the shop’s data now says the world wants pine.*

■ THE PLAN • PAGE 02

She settled for 2.4 metres of pine, because it was listed. The shop logged a sale. Its analytics logged demand for pine. The oak table she actually wanted left no trace.

Multiply Anna by every purchase on earth. The world’s commerce data is not a record of what people want. It is a record of what they settled for.

For two hundred years that was unavoidable. Factories made one thing many times, so shops could only offer what was made.

**That constraint is breaking. Five forces are breaking it at once.**

WANTED

2.6 M OAK

LISTED

2.4 M PINE

BOUGHT

2.4 M PINE

RECORDED

DEMAND FOR PINE

CONCEPT 03

## Specification

A precise description of what someone wants: size, material, quantity, date.

# AMAZON KNOWS WHAT YOU SETTLED FOR.

*Not what you wanted. Nobody knows that. Yet.*

AMAZON · NET SALES · 2025

# \$716.9B

*The empire of the finished product.*

SHOPIFY · GMV · 2025

# \$378.4B

Two of the largest machines ever built for moving things that already exist. Neither has anywhere to put Anna's table: the catalogue is not a feature of these companies. It is their architecture.

**So what comes next won't start inside them.**

And the challenger needs venture capital: not to build the software, but to win the ground before the giants notice.

# FIVE FORCES ARE BREAKING THE SHELF.

*Any one of them is a feature. All five at once is a renaissance.*

**01** **PERSONALISATION**  
PEOPLE WANT THEIR THING

**02** **PROGRAMMABLE PRODUCTION**  
THE FACTORY BECAME SOFTWARE

**03** **LANGUAGE AS INTERFACE**  
SOFTWARE CAN READ A WISH

**04** **MACHINE SHOPPERS**  
AI ASSISTANTS LEARN TO BUY

**05** **COLLAPSING BUILD COST**  
SETUP BY CONVERSATION



# 01 PEOPLE WANT THEIR THING.

*Anna was never the exception.*

CONSUMERS INTERESTED IN PERSONALISED PRODUCTS

1 IN 5

*would pay a 20% premium for it.*

THE PLAN · PAGE 03

In several categories, more than half of consumers say they want customised products.

Anna was never rare. The want was always there. Supply couldn't answer it at a price, and storefronts never thought to ask.

**The demand side of the renaissance was waiting all along.**

CONCEPT 04

*Made-to-order*

Made after the customer says exactly what they want. Also: bespoke, made-to-measure, configure-to-order.

# 02 THE FACTORY BECAME SOFTWARE.

*Batch size one stopped being a contradiction.*

# THE WORKSHOP COULD MAKE ANNA'S TABLE. THE WEBSITE COULDN'T SAY SO.

*Production became programmable. The storefront didn't.*

■ THE PLAN · PAGE 04

CNC cutting, digital printing and small-batch production have dragged the cost of the second version towards the cost of the first. A joinery can cut a table at 2.6 metres as easily as at 2.4.

But its website can only show what someone priced, photographed and published. Everything else it could make looks exactly like something it can't.

**The catalogue is smaller than the business behind it.**

CAPABILITY · WHAT COULD BE MADE

SUPPLY · WHAT IS MADE OR STOCKED

CATALOGUE · WHAT IS LISTED

CONCEPT 05

## *Capability Map*

Specify's record of everything a business can make: materials, ranges, methods, limits. Not only what it listed.

# 03 LANGUAGE BECAME AN INTERFACE.

*For the first time, software can read a wish.*

# ANNA TYPES ONE SENTENCE. THE STORE WRITES THE ORDER.

*Until recently, a wish in plain words needed a human to read it.*

■ THE PLAN • PAGE 05

Configurators gave up and forced customers into dropdowns. CPQ software hired consultants. Most shops simply wrote “contact us” and let the request die in an inbox.

Language models changed that. Anna’s sentence now becomes a complete specification, every field checked against what the workshop can actually make.

**Not a vision of the future. It runs in Specify stores today.**

*“An oak dining table 260 cm long and 100 cm wide, oiled, on a wooden trestle base.”*



|                  |              |                  |
|------------------|--------------|------------------|
| LENGTH           | 2.6M         | WITHIN 1.8–3.2 M |
| WIDTH            | 1.0M         | WITHIN 0.8–1.2 M |
| WOOD             | OAK          | LISTED           |
| FINISH           | OILED        | LISTED           |
| BASE             | WOOD TRESTLE | LISTED           |
| EXTENSION LEAVES | NONE         | LISTED           |

CHECKED AGAINST THE WORKSHOP’S LIMITS ■

CONCEPT 06

## Structured Opportunity

A request turned into facts, unknowns and acceptable alternatives: something a business can answer.

# 04

## THE SHOPPER IS A MACHINE.

*Next year, Anna won't open a browser at all.*

AI-REFERRED TRAFFIC TO US RETAIL SITES · HOLIDAYS 2025 VS 2024

+693%

*and those visits converted 31% better.*

THE PLAN · PAGE 06

- SEPT 2025

ChatGPT gets checkout: Instant Checkout, on the Agentic Commerce Protocol with Stripe.
- JAN 2026

Google launches the Universal Commerce Protocol with Shopify, Etsy, Wayfair, Target and Walmart.

Anna’s assistant will shop for her. The protocols it speaks assume the product already exists, with an ID. A phone charger has one. Anna’s table never will.

**Catalogues tell an AI what exists. Specify tells it what can be made, for whom, and at what price.**

CONCEPT 07

# Agentic commerce

Shopping where an AI assistant searches, compares and buys for the customer.

# 05 THE COST OF BUILDING COLLAPSED.

*What took consultants now takes a conversation.*

# THE WORKSHOP SETS UP ITS STORE BY TALKING TO IT.

*The cost that kept custom commerce enterprise-only just disappeared.*

■ THE PLAN • PAGE 07

For decades, selling custom products online meant configure-price-quote software, so hard to set up that vendors sold it bundled with consultants. They still do. So the joinery in Jutland never had it.

On Specify, the merchant sets up their store in a conversation with our AI. No consultants. No one from Specify. Two founders built the entire platform.

**Interpretation is now a commodity. Authority over what can be made is not.**

**CPQ = SOFTWARE**  
~~**+ CONSULTANTS**~~  
**SPECIFY = SOFTWARE.**

CONCEPT 08

*CPQ*

Configure-price-quote: sales software for complex products.  
Powerful, and priced for enterprises.

**EASIER THAN  
EVER TO BUILD.  
STILL EXPENSIVE  
TO WIN.**

*That sentence is the whole investment case.*

# 06 THE PLAN.

*How Anna's lost request becomes a company.*

# FOUR MOVES. BOTH SIDES OF COMMERCE.

|             | STAGE 1<br>BEACHHEAD <small>THIS ROUND</small>                        | STAGE 2<br>THE SWITCH                                             | STAGE 3<br>THE NETWORK                                               | STAGE 4<br>THE FRONT DOOR                                                    |
|-------------|-----------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------------------------------|
| SELL TO     | Custom kitchen and wardrobe makers, then independent housebuilders    | Businesses in the same sectors that sell mainly standard products | Specialists and suppliers next to the merchants already on Specify   | Consumers and their AI assistants. Merchants opt in                          |
| MARKETED BY | Founding partners and demo stores built from their own catalogue      | Demand-led outreach: evidence of customers they are losing        | Referrals: every referral introduces a new business to Specify       | Distribution inside AI assistants (UCP, ACP), specify.digital, creator links |
| WE RECORD   | Capability Maps for a whole sector, and the first Opportunity Ledgers | Standard purchases next to custom requests: both sides of demand  | Which requests cross businesses, and which capability a sector lacks | What people want across the whole network                                    |
| DONE WHEN   | Paying merchants, live without our help. Custom interiors proven      | Standard-heavy merchants running their whole store on Specify     | Stores routinely completing each other's requests                    | One place to ask. Specify knows supply and demand                            |

EVERY STAGE IS SOLD, MARKETED AND MEASURED THE SAME WAY. EACH ONE FEEDS THE NEXT.



# START WITH THE ENDING.

*Reason from the prize back to the first sale. Then build forwards.*



← REASON BACKWARDS      BUILD FORWARDS, STAGE 1 TO STAGE 4 →

# A STORE THAT NEVER SAYS NO TOO EARLY.

*Anna’s request is answered, or it is kept. It is never lost.*

THE PLAN • PAGE 08

Standard products sell from stock, as on any store. Custom ones are described in the customer’s own words and checked against the business’s real limits.

Ask for a wood the workshop doesn’t list and the request isn’t dropped. It is kept, and the business can answer it. Every request, answered or not, lands in the Opportunity Ledger.

Live today: standard and custom in one store, setup by conversation, an ordering API for AI assistants. No verified customer results yet.

|    |                        |                                                |        |
|----|------------------------|------------------------------------------------|--------|
| 01 | REQUEST                | <i>in the customer’s own words</i>             | DEMAND |
| 02 | STRUCTURED OPPORTUNITY | <i>facts, unknowns, alternatives</i>           | DEMAND |
| 03 | CAPABILITY MAP         | <i>everything it can make</i>                  | SUPPLY |
| 04 | CONSTRAINT RECORD      | <i>limits, lead times, approvals</i>           | SUPPLY |
| 05 | DECISION RECORD        | <i>yes, an alternative or no, with reasons</i> | BOTH   |
| 06 | OPPORTUNITY LEDGER     | <i>every request, even the lost ones</i>       | DEMAND |

CONCEPT 09

## Opportunity Ledger

Every request, including the ones the business couldn’t serve. The demand nobody else records.

# BEGIN WHERE ONE LOST ORDER IS A WHOLE KITCHEN.

*Custom kitchens and wardrobes: the most expensive place in commerce to say no.*

■ THE PLAN • PAGE 09

Every order is different, every enquiry lives in email, and every lost request is a kitchen that went to someone else. European kitchen furniture alone is a **€17bn** market a year.<sup>1</sup>

**How we win the first merchants:** three founding partners per sector use the platform at no cost while the partnership runs, in return for teaching us their trade. Everyone else gets a working demo store before the first call.

1 CSIL, EUROPEAN KITCHEN FURNITURE CONSUMPTION, 2025. TOTAL MARKET, NOT THE MADE-TO-MEASURE SHARE.

## STAGE 1 • BEACHHEAD THIS ROUND

|             |                                                                       |
|-------------|-----------------------------------------------------------------------|
| SELL TO     | Custom kitchen and wardrobe makers, then independent housebuilders    |
| MARKETED BY | Founding partners and demo stores built from their own catalogue      |
| WE RECORD   | Capability Maps for a whole sector, and the first Opportunity Ledgers |
| DONE WHEN   | Paying merchants, live without our help. Custom interiors proven      |

CONCEPT 10

*High-ticket*  
Expensive per order, so every lost request costs real money.

# THE SALES CALL WHERE THE PRODUCT IS ALREADY BUILT.

*We show them their own store before we ask for anything.*

■ THE PLAN • PAGE 10

For each prospect we read their public catalogue, build a working store in their style, record a two-minute narrated walkthrough and publish a personal page. A person reviews every one before it is sent.

Building a demo is automated, so it costs close to nothing per lead. That is how a two-person team prospects a whole sector.

**The prospect sees their products sold the Specify way before they have spoken to us.**

# NEVER A COLD CALL.

CONCEPT 11

## Demo store

A working Specify store built automatically from a prospect's public catalogue, shown before they sign up.

PUBLIC CATALOGUE DATA ONLY • NO PROSPECT PHOTOS OR LOGOS • LABELLED "NOT AFFILIATED" • OPT-OUTS ARE PERMANENT

# THE LEDGER BECOMES THE SALES TEAM.

*Every request nobody could serve is a lead with the proof attached.*

■ THE PLAN • PAGE 11

Most “standard” businesses still get custom requests, and turn them away. Specify sells both in one store, at one fee, and every store can already sell to AI assistants.

**How we market it:** requests like Anna’s that no store on Specify could serve go to the businesses that could, as evidence: “people want what you make and can’t find it.” Each sector we model makes the next merchant in it faster to bring on.

**A store’s own requests stay its own. Outreach uses only unserved demand, aggregated and anonymised.**

## STAGE 2 • THE SWITCH

|             |                                                                   |
|-------------|-------------------------------------------------------------------|
| SELL TO     | Businesses in the same sectors that sell mainly standard products |
| MARKETED BY | Demand-led outreach: evidence of customers they are losing        |
| WE RECORD   | Standard purchases next to custom requests: both sides of demand  |
| DONE WHEN   | Standard-heavy merchants running their whole store on Specify     |

CONCEPT 12

### *Demand-led outreach*

Recruiting a merchant with evidence of customers they are losing, not with a sales pitch.



# ANNA WANTED A STONE TOP. THE JOINERY SENT HER NEXT DOOR.

*Every referral is an introduction.*

■ THE PLAN • PAGE 12

The joinery doesn’t do stone. Today that is where the sale dies, and where Amazon wins: one place, one basket.

On Specify, the joinery refers Anna to a stone workshop it has chosen. That workshop makes the sale; the joinery earns credit on its bill. Later, any business on Specify can answer.

**How we market it:** the network recruits itself. Every referral to a business not yet on Specify is a warm introduction from a merchant it already works with.

**Small specialists beat Amazon on completeness, together.**

## STAGE 3 • THE NETWORK

|             |                                                                      |
|-------------|----------------------------------------------------------------------|
| SELL TO     | Specialists and suppliers next to the merchants already on Specify   |
| MARKETED BY | Referrals: every referral introduces a new business to Specify       |
| WE RECORD   | Which requests cross businesses, and which capability a sector lacks |
| DONE WHEN   | Stores routinely completing each other’s requests                    |

CONCEPT 13

### *Referral handoff*

The store that can’t make something refers the customer to one that can. Specify is never the seller.



# ANNA'S ASSISTANT ASKS ONCE. THE WHOLE NETWORK ANSWERS.

*One place to ask, for people and for machines.*

■ THE PLAN • PAGE 13

Anna describes the table once, on specify.digital or to her AI assistant. Every business on Specify that can deliver answers, with real prices and real limits.

**How we market it:** we go where shopping is moving. Specify answers inside AI assistants through the commerce protocols they already speak, and creator links let people share what they designed, earning a share of each order.

**Merchants opt in. They price, make, deliver and keep the customer. Not a marketplace.**

## STAGE 4 • THE FRONT DOOR

|             |                                                                              |
|-------------|------------------------------------------------------------------------------|
| SELL TO     | Consumers and their AI assistants. Merchants opt in                          |
| MARKETED BY | Distribution inside AI assistants (UCP, ACP), specify.digital, creator links |
| WE RECORD   | What people want across the whole network                                    |
| DONE WHEN   | One place to ask. Specify knows supply and demand                            |

CONCEPT 14

### Aggregate store

One place to ask, answered by every business on Specify that can deliver. The end state, built last.

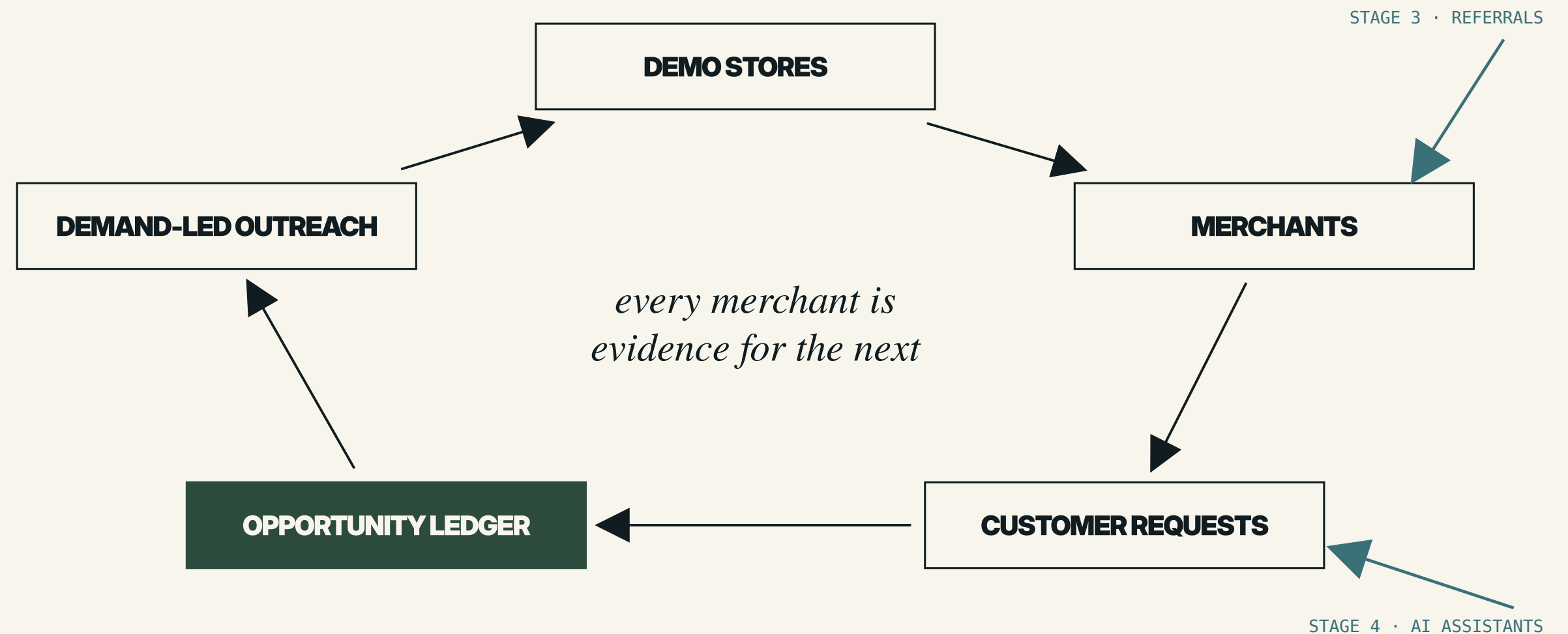
**EVERY MERCHANT RECRUITS THE NEXT.**

■ THE PLAN • PAGE 14

Demo stores start the loop. Every merchant brings customer requests. Every request nobody could serve is evidence for the next pitch.

Stage 3 adds referrals. Stage 4 adds AI assistants sending requests in.

## Every stage feeds the same loop.



# EVERYONE OWNS ONE PIECE. NOBODY OWNS THE QUESTION.

|               | STARTS FROM<br>WHAT THE<br>CUSTOMER WANTS | CUSTOM AND<br>MADE-TO-<br>ORDER | STANDARD<br>PRODUCTS | AFFORDABLE<br>FOR SMALL<br>BUSINESSES | RECORDS<br>DEMAND IT<br>COULDN'T SERVE |
|---------------|-------------------------------------------|---------------------------------|----------------------|---------------------------------------|----------------------------------------|
| AMAZON        | —                                         | ▣                               | ■                    | ■                                     | ▣                                      |
| SHOPIFY       | —                                         | ▣                               | ■                    | ■                                     | —                                      |
| CPQ SYSTEMS   | —                                         | ■                               | ▣                    | —                                     | —                                      |
| CONFIGURATORS | —                                         | ▣                               | —                    | ▣                                     | —                                      |
| SPECIFY       | ■                                         | ■                               | ■                    | ■                                     | ■                                      |

OF EVERYTHING PAID THROUGH THE STORE’S CHECKOUT

X%

*One rate, standard or custom, falling as the business grows. Plus S per storefront per month. No other fees.*

|         |        |
|---------|--------|
| SHOPIFY | 0.2–2% |
| ETSY    | 6.5%   |
| SPECIFY | X%     |

Shopify takes a cut of orders. Etsy takes a bigger one. A fee per order is how commerce platforms get paid, and Specify's works the same way.

Because the fee scales with order value, high-ticket made-to-order sectors make every order count.

**Revenue starts at Stage 1. The network adds orders on the same fee. We don't sell the data.**

# THE FLOOR IS A BUSINESS. THE CEILING IS COMMERCE.

STAGES 1–2 • IF IT DOESN'T DISPLACE THE INCUMBENTS

## FLOOR

The dominant commerce software for made-to-order sectors: kitchens, interiors, furniture, jewellery, tailoring, housebuilding. Subscription and fee earn from the first merchant; no network needed.

WHY IT NEEDS VENTURE CAPITAL

*Building is cheap now. **Density is not.** Taking commerce from Amazon and Shopify means winning merchants sector by sector, getting inside AI assistants, and closing the network before the giants copy the surface.*

STAGES 3–4 • IF IT DISPLACES THE INCUMBENTS

## CEILING

The dominant global commerce facilitator: where people and their AI assistants ask, every capable business answers, and both supply and demand are recorded.

*A venture-sized fight, with a business-sized floor.*

# WE WATCHED THESE REQUESTS FALL THROUGH THE CRACKS.

*Then we built the thing that catches them.*

■ THE PLAN • PAGE 15

**Theodor Guttesen, CEO.** Software engineer, ex-Netcompany. Worked on Brødrene A&O Johansen's B2B ecommerce platform, where he watched custom-product requests fall outside the standard flow. That is where Specify began. Delivered systems for Landsbyggefonden, KOMBIT and Udbetaling Danmark.

**Michael Khazzoum, CTO.** Systems scientist, ex-Netcompany. Built a public-sector platform for Landsbyggefonden in .NET, C# and Blazor. Leads architecture, infrastructure and AI at Specify.

# WE LIVED THE PROBLEM.

*Met at Netcompany. Both full time. Built the whole platform themselves: architecture, backend, frontend, infrastructure and AI.*

# PRE-SEED: WIN STAGE 1. START STAGE 2.

*The money buys the beachhead and the first turn of the loop.*

■ THE PLAN • PAGE 16

**Use of funds.** Product and engineering. Launching the first merchants in custom interiors. The demo-store outreach engine. Commercial development and pricing. Data infrastructure and security. Key hires beyond the two founders.

**The amount is shared in conversation.**

MILESTONES THIS ROUND BUYS • STAGE 1

- 01 **Paying merchants on subscription**
- 02 **Validated pricing**
- 03 **Merchants live unaided, set up in the AI conversation alone**
- 04 **First sector proven: custom interiors**
- 05 **A sales process a third person can run**

CONCEPT 15

*Pre-seed*

The earliest round: prove the model before scaling it.

THE SHELF  
HAD ITS  
CENTURY.  
NOW ASK.

*Anna is still waiting for her table.*

# SEE IT. THEN CALL US.

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