Numen

A shared future *for living craft.*

The people who make it.
The knowledge they share.
The possibilities we create together.

BUSINESS · IDENTITY · PARTICIPATION



Illustrative brand study · Generated imagery

Rooted in experience. Open to what comes next.

01

Numen, in a few minutes

> Numen brings together the people who make, select, prepare, distribute and share food and drink. We preserve and connect their knowledge so products can be understood, reach relevant professional partners and evolve through experience.

A product carries more than ingredients. It carries a place, a practice, an intention and the accumulated work of people. Much of that knowledge lives in a tasting, a kitchen, a shop or a conversation. Numen helps it remain useful beyond that moment.

The starting point is the producer. A restaurant, retailer or distribution partner brings a different perspective: what happened when the product met another cuisine, another customer or another occasion. That experience returns to the maker. Heritage continues through this exchange, with room for both continuity and experimentation.

The practical ambition is to make independent professionals more capable: explaining their work, finding suitable partners, learning from actual use and coordinating opportunities. Technology supports familiar actions such as talking, photographing, noting and asking. A planned marketplace extends the relationships into access and cooperation with existing supply-chain partners.

Why participate? Help shape a useful institution around work you understand. Bring a product, a professional perspective, operational discipline, creative judgment or technical capability. The return should be tangible: better understanding, useful relationships, professional development and, where agreed, paid responsibilities.

Where we are. Brand direction and extensive specifications exist; a working application and a bilingual landing-page proposal exist in the project. This dossier does not certify a public release, paying customers or commercial validation. Pilot relationships are founder-reported; signed commitments and operating results need an evidence register.

Sources: S050, S039, S075, S045.

02

How to read this dossier

> This dossier introduces Numen, explains the product and invites people to help shape its development. It is intended for prospective participants and contributors.

Read in layers. Each section begins with a short summary. The body explains the idea or invitation. The research companion offers six focused perspectives and seven selected historical reports for readers who want depth.

Your question	Start here
What is Numen, and why does it matter?	01, 03
How could my business participate?	04–07
How could I contribute to the project?	08–09, 21, 25
How will Numen sustain its work?	10–12
Who is it for, and how does it begin?	13–16
What are its identity and principles?	17–20
What is being developed next?	22–24

Direction and proposals. Free participation, contextual knowledge, useful professional exchange and complementary supply relationships are the business direction. The proposed first exchanges and contributor roles describe work to develop together. They are not promises of launched services, employment or compensation.

The maintained internal business plan holds operating decisions, financial assumptions and financing preparation. This dossier draws from that plan but does not replace it. Technical and brand specifications govern their respective areas. The original project plan remains historical context.

The appendix preserves the dates and limitations of the research. Inclusion is not fresh validation. No confidential investor material or internal financial planning is included in the contributor packet.

A useful first response. Tell us which part of the work matters to you, what you could contribute and what would make participation worthwhile. A bounded first collaboration is more useful than a general expression of interest.

03

The work Numen actually does

> Preserve what people know, make it understandable in context, connect it to professional use, and bring the experience back.

Listen at the source. Record the maker's choices and circumstances: ingredients, conditions, practices, intent and change. A personal observation remains distinguishable from a producer's account.

Make the knowledge usable. Connect the material to the people, products, places and moments it describes. Help someone answer a practical question without making them read the entire archive.

Create relevant encounters. Introduce understanding into a restaurant, shop or supply relationship. A product may find a new use without losing the meaning of its original one. An introduction is not a guaranteed order.

Return experience. Capture what worked, what surprised and what did not. Keep differences attributable and contextual. A disagreement may reveal a new condition rather than a winner and a loser.

Coordinate when useful. Support informed demand and, as commercial capability is established, access around limited production and changing availability. Existing importers, suppliers and distributors can participate in this work.

An illustrative exchange: a cheesemaker explains how flavour develops during ageing. A chef experiments with a younger cheese in a particular dish. The result returns with preparation, timing and customer context. The maker can interpret it; another professional can decide whether it is relevant. This is a scenario, not a documented Numen outcome.

Success is a completed exchange that helps someone make a better decision and gives something useful back. Captures, page views and model responses are supporting measures, not the purpose.

Sources: S050, S039, S075.

04

For producers

> Keep the meaning of your work connected to the product, while learning how others understand and use it.

The initial fit is an independent producer with distinctive practice, willingness to share selected knowledge and realistic interest in professional exchange. Wine begins the pilot; spirits, food and other beverages belong in the wider ambition. Limited production is a condition to coordinate around, not a shortcoming to conceal.

What becomes useful. Professionals have better context to explain the product. Relevant introductions may create demand. Returned experience can inform communication, production decisions and new uses. Preserving a practice becomes part of helping it continue economically.

What participation asks. A first conversation, review of the resulting account, a clear boundary around private information, and enough attention to correct inaccuracies or respond to useful feedback. Availability and commercial terms must be current before any transaction is proposed.

Proposed first exchange. Select one product and one question the producer wishes others understood. Capture its story, let the producer review what can be shared, introduce it to a small number of relevant professionals, and return a concise account of what they learned or tried.

Why join? The maker has a voice in how the work is represented and gains access to perspectives otherwise difficult to hear. Basic participation is intended to remain accessible; the business plan does not require exclusivity or an upfront fee for belonging.

What we must prove. The time requested is worthwhile. Corrections are respected. Knowledge does not become a sales script detached from its source. Useful introductions and feedback happen repeatedly. Participation, customer status and payment for optional services remain separate.

Sources: S075 “Our Customers” and “Revenue & Sustainability”; S039; S045. Onboarding detail is a proposal.

05

For distribution and supply partners

> Bring the operational relationships that turn informed interest into dependable access. Numen's ambition is to complement that work.

Independent importers, regional distributors, specialist suppliers and suitable logistics partners can contribute knowledge about territories, availability, handling and customer fit. Their value includes practical reliability as well as reach.

What becomes useful. Better-qualified interest, richer product context and clearer coordination around small or seasonal quantities. A relevant assortment matters more than the largest possible catalogue. Knowledge from the market can return through the partner rather than bypass them.

What participation asks. Defined territories and responsibilities; clear availability and lead times; accurate landed costs; agreed ownership of customer relationships; and a way to record substitutions, damage, returns and failure to fulfil. Commercial data is not assumed public.

Proposed first collaboration. Map one producer-to-buyer route with an existing partner. Observe the whole cost of a small order, including consolidation, staging, communications and exceptions. Test whether Numen improves qualification and explanation before taking on additional transaction responsibility.

Why join? Participate in a network that values specialist knowledge and may create better-fitting demand. Help shape a coordination model whose fees and responsibilities remain transparent.

Boundary to resolve. The current product requirements document (PRD) excludes large, volume-led distributors as target users, while the brand welcomes distribution partners. Focus this first invitation on independent and aligned specialists; any wider audience change requires explicit reconciliation. No existing rights, territory agreement or logistics obligation is displaced by this dossier.

Sources: S075 "Distribution Model"; S045 §2; S039.

06

For off-premise retailers

> Select with understanding, explain with confidence and contribute what customers actually experience.

Cavistes and independent specialist food or beverage shops are the initial professional-buyer fit. Their work already combines judgment, education and commercial risk. Numen should support that work without adding another catalogue to maintain.

What becomes useful. A concise, attributable explanation of a product's origin and intended use; relationships with relevant producers and supply partners; and feedback that may improve future selection. In time, coordination around availability may make appropriate small orders easier to manage.

What participation asks. Identify a genuine assortment question. Try a short set of relevant introductions, record what staff needed to know, and share permitted feedback. The shop chooses what customer and sales information it shares.

Proposed first test. Give staff a short product account and an accessible source trail. Observe whether it helps them explain the product accurately and whether follow-up questions return to the maker. Track staff preparation time, useful introductions and repeat use before making sales-lift claims.

Why join? A way to strengthen a shop's own judgment and identity, build professional relationships and make its experience count in the wider network. Participation can start with one product rather than an integration project.

Buying is not the only commitment. A retailer may contribute expertise without buying through Numen. Payment for an optional tool or report should depend on a distinct, demonstrated benefit. No subscription tariff is approved in the available sources.

Sources: S075; S014 §§2, 5–7, historical and unvalidated where noted; S050.

07

For on-premise professionals

> Connect a product to the table, the menu, the service and the occasion—and let those experiences inform its future.

Restaurants, bars, hotels and other venues bring context that differs from retail: preparation, pairing, serving conditions, staff knowledge and the pace of service. Chefs, sommeliers and bartenders can be both professional users and contributors.

What becomes useful. Understand the maker's intention, find an affinity with a menu or audience, and retain the reasoning behind a selection. A useful answer should be brief enough to support service, with deeper evidence available later.

What participation asks. Choose a real menu or beverage question, contribute observations with their conditions, and respect permissions around guest and business information. Feedback should say what was served and how, not merely attach a universal score.

Proposed first test. Pair one producer conversation with one venue experiment. Capture preparation, serving conditions and staff interpretation. Return the experience to the maker and assess whether it changes either party's understanding.

Why join? Extend the venue's professional curiosity, give staff better context and form relationships with the people behind the products. Its contribution can open possibilities for others without surrendering its own voice.

What remains to prove. Useful results must arrive with little administrative burden. References need to be findable during real work. Offline capture must not imply that fresh cloud answers are available in a cellar. The venue's operational needs determine whether the experience is worth repeating.

Sources: S039 §§2, 6; S045; S050.

08

Why contribute to Numen?

> Help create something you would want to participate in: a place where lived expertise becomes useful, independent work has room to continue, and technology serves human exchange.

For an experienced operator, this is an opportunity to turn knowledge of real constraints into a reliable operating model. For a creative contributor, it is a chance to shape an identity that carries the voices of its participants. For an industry professional, it is a way to connect people and practices whose value is easily missed. For a technical contributor, it is a demanding, concrete problem in contextual knowledge and human interaction.

The shared return. Meaningful work, relationships, learning, visible contribution and influence over the area someone helps build. These are reasons to participate, not substitutes for fair terms or a dependable livelihood.

Ways in. A bounded introduction or critique; a pilot partnership; a paid, scoped piece of work where a budget exists; an advisory role with defined expectations; or an ongoing leadership or employment relationship if mutually agreed. Equity, profit sharing, fees and decision rights require explicit arrangements. No allocation is promised here.

A proposed participation compact. Every contribution starts with a purpose, scope, time expectation, named counterpart, recognition/attribution agreement, information permissions and a clear statement of compensation or its absence. Agree how either party can stop, and how work already contributed may be used.

The first conversation. What would you like to help make possible? What would make participation worthwhile for you? What can you responsibly commit? What should remain yours? Those answers should shape the engagement before substantial work begins.

The brand itself remains open to contributors. That means deliberate evolution through concrete feedback, not a requirement that everyone speak with the founder’s voice.

Sources: S039 “A shared baseline”; S075. Participation compact is a proposal, not adopted legal terms.

09

Where your experience can matter

> Contributions should have an identifiable outcome and a reciprocal benefit. A role title alone is not a useful invitation.

Contribution	A useful first piece of work	What the contributor gains or shapes
Operations	Map one producer-to-venue exchange and its true cost	Practical influence over how collaboration works
Leadership	Define decisions, accountabilities and a pilot review rhythm	A clear mandate, subject to agreed authority and terms
Food & beverage	Review one product account and facilitate one relevant encounter	New professional perspectives and attributable contribution
Marketing	Test one professional invitation and record qualified responses	Evidence-led messaging and an audience learning loop
Brand & design	Apply the canon to a real communication and test comprehension	Stewardship of a distinctive, evolving identity
Research & education	Validate a claim, publish an approved explanation, return corrections	Credit for expertise and a useful body of shared knowledge
Technology & data	Evaluate retrieval, provenance or capture under real conditions	A bounded technical challenge with observable human outcomes
Finance & governance	Build the cost model, evidence register and decision safeguards	Influence over a credible, sustainable institution

Proposed onboarding sequence. Begin with a one-page engagement brief. Choose one outcome and a short, agreed period. Give access only to the information needed. Review the result with the people it affects. Decide together whether to continue, reshape or conclude the contribution.

What must be explicit. Budget, work ownership, confidentiality, recognition, approval rights, use of names/images, conflicts of interest and the ability to withdraw from future work. These are unresolved operational agreements, not benefits to imply through a warm invitation.

A useful test of culture. A producer, retailer or contributor should be able to disagree, correct an account and decline a proposal without losing standing. Useful criticism is a contribution.

Sources: S039, S050. Role design and engagement process are proposals.

10

Business model: free entry, useful paid work

> Numen earns by helping independent businesses understand their work, communicate it and develop useful opportunities. Participation is free; optional services and, later, flat marketplace fees sustain the work.

Established direction. Producers, retailers, hospitality professionals and distribution partners can join the network without a compulsory subscription. Payment does not buy credibility, a favourable review or membership in a privileged class of expertise. Numen complements existing supply chains and values the relationships already doing that work.

The first commercial asset is useful, attributed knowledge: producer intent, professional experience, distribution relationships and the conditions in which products are used. Building that foundation makes early intelligence and communication services possible before a marketplace is ready. Revenue must pay for producing and maintaining this knowledge, not just presenting it.

Revenue opportunity	What a customer could purchase
Intelligence and advice	A scoped distribution review, research report or decision briefing
Marketing and content	An agreed communication package, photography or campaign support
Publications and education	A commissioned guide, workshop or other defined learning product
Experiences and atelier kits	A tasting, hosted session or kit enabling a retailer to run one
Later marketplace coordination	A defined transaction service charged at an accessible flat fee

These are opportunities to cost and test, not a launched catalogue. Public maps and shared published knowledge are not assigned a subscription paywall. Their precise scope and permissions remain to be designed. An optional professional offer may be explored, but neither its existence nor a recurring tariff is approved.

The economic aim. Sustain a modest paid team, reliable operations and the continued care of the network. Each paid offer needs a clear result, a bounded workload and enough contribution to support the free foundation. Prices must be understandable and affordable for the intended participants without concealing unpaid labour.

Sources: S075; current business direction. Offer scope and prices remain proposals.

11

Useful services built on shared knowledge

> The network can make professional knowledge useful before it supports a marketplace. Optional services should answer a real question and give a customer a clear result.

A producer may want to understand where a wine is represented, how professionals describe it or which relationships merit attention. A retailer may need better context for selection and staff education. A hospitality team may want to connect a product to a menu, preparation or occasion.

A scoped report or briefing could help answer those questions. It must make clear what the evidence supports and what remains uncertain. Knowing that an outlet carries a wine does not tell us how well it sells. Access to private sales or stock information requires a separate agreement.

Marketing and content work can help people express their practice accurately. Education, regional publications, tastings and retailer-hosted atelier kits can turn knowledge into experiences. These are opportunities being developed, not a fully launched service catalogue.

Clear commitments. A paid assignment should have an agreed question, deliverable, fee, timeline, permitted data and revision allowance. Its usefulness should be reviewed with the customer. Private reports do not automatically become public knowledge.

Independent judgment. Purchasing content or marketing support must not purchase a favourable independent review. Producer review of factual representation is important; disagreement and attributed professional experience must also remain visible.

An opportunity to contribute. Help define a service that a real business would use. Bring a practical question, relevant expertise or experience delivering similar work. We can then agree a bounded test and its terms.

Sources: S075; current owner direction. Service examples are proposals.

12

Sustaining the work fairly

> Free participation needs a dependable organisation behind it. Numen intends to fund that work through useful optional services and, later, transparent marketplace fees.

The objective is a financially sustainable operation supporting a modest paid team. That requires both accessible prices for participants and fair provision for the people who capture, review, explain and maintain knowledge.

What should remain accessible. Joining the network and basic participation do not require a compulsory subscription. The public map, publication experience and any optional professional services are still being defined. Free entry does not mean that private business information becomes public.

What payment should mean. A customer purchases a defined piece of useful work. Future marketplace participants pay an agreed fee for an identified service. Payment does not buy authority or replace the need for product and operational suitability.

What is still being tested. Service scope, pricing, delivery effort and the cost of maintaining the free network. There is no approved public tariff or financial forecast in this dossier. The internal business plan will develop those economics from actual work and evidence.

What contributors can expect. A clear discussion of scope, time, recognition, permissions and compensation before a commitment. Volunteer contributions should be bounded and explicit. Interest in the project does not imply an employment or equity offer.

A useful service should justify its cost to the participant and help sustain the wider network. That is the practical test behind the business model.

13

Market opportunity: what we know

> The opportunity is a specific pattern of unmet professional need. Existing research gives us a starting map; it does not yet establish a defensible total addressable revenue market for Numen.

The initial commercial focus is relationships between French producers and independent professional buyers in Paris. This is an entry market, not a claim that every producer or venue needs Numen. Food, spirits and other beverage segments require their own qualification.

Research observation	How to use it responsibly
Paris research cites 681 cavistes, around 395 independent	Historical local buyer-universe input, not a qualified customer list
Roughly EUR 81m annual independent-caviste purchasing	A modeled estimate using chain economics and a chosen multiplier, not an official purchasing statistic
EUR 200–230m combined retail/on-trade envelope	Modeled product purchasing, not Numen revenue or a validated addressable market
Around 30,000 under-distributed wine producers	A vendor-derived claim with unresolved definitions, not an official reachable-producer count
Very large EU food-and-drink totals	Different perimeters and extrapolations; do not sum or use as platform TAM

The archive preserves these calculations and citations in full. It also preserves their defects: a report calls 5–10% of EUR 81m "EUR 10–20m"; the correct arithmetic is EUR 4.05–8.1m. Producer-count comparisons mix populations and years. Archive dates are not new research dates. S006, S014, S016

Proposed bottom-up market model. Count qualified organisations by geography and role. Estimate the proportion with the particular problem and a plausible budget. Multiply by a tested offer's annual revenue per paying organisation. Build transaction opportunity separately from eligible fulfilled exchanges and the chosen fee. Account for overlap so one organisation is not counted twice.

Next evidence: a named pilot universe; interviews with participation and refusal reasons; paid offer tests; repeat usage; the actual cost of making each exchange useful. Those findings should replace broad estimates in a financing case.

14

Competition and differentiation

> Numen competes with existing habits and professional relationships as well as software. Being complementary to a distributor does not eliminate competition for a customer's attention or budget.

Alternative	What it already provides	Numen must demonstrate
Direct relationships, agents and cooperatives	Trust, representation and established routes	Additional useful context and reciprocal learning
Trade shows and tastings	Discovery and personal contact	Continuity of knowledge and follow-up beyond the event
Marketplaces and wholesalers	Assortment, ordering and logistics	Relevant understanding without degrading reliability
Publications, critics and communities	Attention, judgment and education	Attributable, contextual professional experience
ERP, CRM and specialist trade tools	Administration, records and workflow	A distinct job worth adopting or integrating
Notes, messages and doing nothing	Familiar, low-friction working habits	A return on the extra effort of participation

Archived research names Les Grappes, We Are Wine, Metro, France Boissons, C10 and specialist tools among the landscape. Their features, prices and scale are historical observations requiring refresh before an external competitive claim. Some original sources conflict; for example, professional-user counts differ by perimeter. S004, S010, S011

The differentiation hypothesis. Natural capture, preserved provenance, evolving relationships and returned professional experience can make knowledge more useful than a catalogue or isolated review. Industry understanding and technical capability together may support that experience. The hypothesis needs comparative user outcomes; it is not validated by describing the architecture.

Avoid "no competitors," "the only platform," or claims that a classification automatically prevents legal sale. A product may face recognition, channel or regulatory constraints, but the specific cause needs evidence.

Potential defensibility: sustained contributor relationships, trusted correction processes, useful contextual data and repeatable operating practice. Mere data accumulation or use of two language models is not proof of a durable moat.

Sources: S004, S010, S011, S015, S030.

15

Go to market: authority before commerce

> Build relationships and a useful body of knowledge first. Earn early revenue through services that can genuinely be delivered from it. Open marketplace activity only when the commercial operation is defined.

Stage	Work to complete	Evidence to earn the next step
Establish the network	Invite connected producers and relevant Paris professionals; capture approved accounts and return experience	Participants find the exchange useful and choose to contribute again
Test early services	Deliver a scoped intelligence, report or communication assignment	A paying customer, a useful result and measured delivery effort
Make delivery repeatable	Refine scope, permissions, pricing and editorial practice; test suitable education or events	Repeat demand, manageable workload and a credible contribution
Prepare marketplace access	Agree seller, supply route, fees, fulfilment, payment and exception ownership	A transaction can be explained, fulfilled and supported responsibly
Expand selectively	Add offers, partners or places the team can serve	Contribution and cash support additional capacity without weakening the free network

This sequence incorporates the owner's clarification that intelligence and other services may earn money before marketplace launch. Earlier order, revenue and cohort targets remain historical planning references, not approved forecasts or evidence of traction. Service readiness and software release phases are separate.

The acquisition loop. A warm introduction leads to a useful conversation, a reviewed account, a relevant professional encounter and returned experience. Regional publications and contextual reviews can make that work visible. Measure qualified participation and repeat use, not only audience size.

Later opportunities. Retailer-hosted atelier kits connect knowledge to local experiences. Define their contents, supply responsibilities and economics before sale. Private-label products, a broader agency and conferences require separate capacity decisions. Historical credit, finance and float ambitions are outside the current operating baseline and conflict with current product exclusions.

Pause expansion when participation is burdensome, reports overstate their evidence, customers do not return or delivery consumes the available contribution. The network should become more useful as it grows, and the team must be able to sustain its care.

Sources: S075, S045; owner direction of 2 October 2026.

16

Marketing as participation

> Show a real exchange, give people a practical way into it, and return something useful. The communication should sound like someone working alongside the audience.

Message hierarchy. First, what Numen is and who it brings together. Second, what people can do and learn through it. Third, why the combination of food-and-beverage experience and technical capability is credible. Fourth, a concrete invitation.

Content to develop. A producer-reviewed account of a practice; a short account of a professional experiment; a useful question with visible sources; an introduction to a contributor's work; and a concise explanation of an actual capability. These are proposed formats, not a completed publication template library.

Channels to test. Personal introductions, producer visits, professional tastings, trusted trade networks and the bilingual landing page. Email and social channels can extend an encounter; they should not replace the evidence behind it. Paid acquisition should follow an understood conversion path and an approved test budget.

Measure the right movement. Qualified conversations, accepted introductions, reviewed product stories, repeat contribution, professional reuse and paid conversion. Record acquisition time as well as spending. A campaign that attracts consumers but no intended professional participants may look successful while missing the task.

Language and imagery. Write French and English naturally rather than translating slogans word for word. Show confidence through people explaining, listening and making. Avoid pity, rescue language, generic luxury imagery and unsupported success stories. The landing page is a proposed application of the canon, not an approved universal copy template.

Commercial integrity. Sponsorship, paid services and editorial judgments need clear boundaries before commercial promotion is offered. Producer approval of factual representation does not create a right to suppress honest, contextual feedback.

Sources: S039, S050, S052, S053, S075.

17

Identity, voice and shared authorship

> Numen expresses the living spirit of a product: where it comes from, the people it carries and what it may become through others' experience.

This is the founder's intended meaning of the name, not a dictionary or etymology claim. The written name is Numen; natural pronunciation across languages is welcome. The identity should leave space for contribution and change while remaining recognisable. S039

The emotional centre. Confidence in one's work, curiosity about another perspective, generosity in sharing and the satisfaction of being understood. The practical counterpart is the ability to continue producing, communicate value and participate in a changing market.

How Numen speaks. Warm and precise. Capable and humble. Curious enough to explore, grounded enough to name what is known. We lead with people and useful actions. Technical language appears where it helps someone decide, not as a performance of sophistication.

Prefer	Avoid
"Share how you make it. Learn how others use it."	"We rescue forgotten producers."
"An experience worth bringing back to the maker."	"Our AI establishes the truth."
"Tools that start with how you already work."	"Disrupting tradition through automation."
"A new possibility, with its origin still visible."	"Modernising a backward industry."

These lines illustrate a voice, not approved taglines. Pride should be felt in the person and the work rather than demanded by a slogan.

Shared authorship. Contributors can influence the identity through concrete examples and recorded decisions. A new preference does not automatically replace the baseline. The governance of collective brand decisions remains to be agreed, with the single guide revised deliberately when a change is accepted.

Sources: S039, S028, S050.

18

A visual language with room to breathe



> Space, proportion and selective colour should make the important thing immediately apparent. More information does not require a denser first impression.

Cream provides warmth and room to read. Slate grounds the identity. Celadon connects the palette; burgundy gives selective emphasis, with navy retained as a supporting colour. Gold was rejected. Exact palette values remain working specifications, not certified print standards.

The content-font direction is Cormorant for display and Inter for body copy. The custom wordmark is separate: a strong initial serif, fluid connections and a detached open foundation. The Living Exchange symbol combines two distinct flowing forms with a light, open contour. Neither should become generic typesetting or a technology-network emblem.

Composition. Use one focal point, varied image scale, deliberate absence and concise supporting text. Related material stays close. A list or table should earn its place by helping a comparison. Photographs show human work, teaching and exchange; the brand extends well beyond vineyards.

Authenticity. Preserve original photographs. Faithful exposure, colour, crop and noise correction may improve a derivative; invented labels, people, locations or production practices alter evidence. Generated studies are labelled as illustrations and cannot prove a real encounter.

Across media. The same relationships should survive a website, document, publication or application, while each format has its own layout. Light and dark application behaviour, exact minimum logo sizes, print colour conversion and complete publication templates remain production tasks.

This dossier applies the accepted direction as a first publication treatment. Its page sizes, spacing and reproduction choices are proposals, not a new competing brand guide.

Sources: S039, S051, S027. Visual references and earlier alternatives remain in the internal project archive, outside the curated reader appendix.

19

Technology that makes knowledge usable

> Numen's technical approach is designed to capture human experience naturally, organise it without losing its source and make relevant connections easier to find.

Two complementary AI roles. A user-facing model helps with capture, questions and tasks. A separate background role structures material and improves retrieval. This separation supports a natural interaction while more detailed processing happens afterwards.

Relationships rather than a rigid catalogue. The adopted model expresses relationships as subject–predicate–object triples. It can connect a product to a maker, a place, a practice, a condition or another account. The vocabulary can evolve through use. Original captures remain distinct from later structuring and interpretation.

Three retrieval routes. Exact relationships, semantic search and vector similarity support different kinds of question. This is a retrieval design, not a claim that three algorithms together guarantee truth. Relevant source access, correction and evaluation remain necessary.

Time and context. Availability changes; a product's history remains relevant. Different accounts can coexist because they describe different circumstances. The system needs to retain provenance and conditions rather than collapse all experiences into one score.

Working where people work. Offline-first capture is a design requirement for cellars and rural settings. Saving on a device, synchronising and cloud processing are different states. Do not promise new offline cloud answers or transcription merely because capture is available offline.

Wider technical possibility. Other fields may benefit from this approach to contextual knowledge. That is a research/commercial hypothesis, not an established licensing market or a reason to dilute the food-and-beverage pilot. Technical novelty, comparative performance and defensibility need independent evaluation.

Sources: S030 AD-9, AD-10, AD-12–19; S057; S043. Historical alternatives: S007–S009.

20

Authority, agency and trust

> Expertise becomes credible when its origin, conditions and interpretation can be understood. Participation enriches authority; popularity does not manufacture it.

A producer's account supplies essential intent. A chef's or retailer's experience may extend or challenge it. Numen should preserve those perspectives with attribution and context. Consensus is neither an automatic fact nor a reason to erase minority experience. Model suggestions remain distinguishable from human observations.

The technical boundaries. Current specifications isolate personal data and define a controlled path into shared knowledge. Audit requirements cover reads and writes. Content follows review and publication states. These are design obligations, not a blanket assertion that every deployment is legally compliant. S030, S043, S045

The human boundaries. Participants need to know what they are contributing, who can see it, how it can be corrected and what happens when they leave. Permission to record is not automatically permission to publish. Legal agreements and operating procedures must make those distinctions usable.

The incentive test. Reward useful contribution and reliable conduct without encouraging volume, manufactured agreement or favourable reviews. The PRD's loyalty points are non-cash and non-transferable; they are not contributor wages, equity or an investment return.

Proposed safeguards. Attribute meaningful contributions; label paid relationships; record conflicts; permit corrections; provide a clear dispute route; and separate commercial influence from factual assessment. Define who decides contested publication and how an appeal is heard before scaling participation.

Trust must be observable in practice: a corrected record, a respected sharing boundary, a disagreement presented fairly and a useful experience returned to its source.

Sources: S039, S045 §§5–6, S048, S064. Governance safeguards are proposals.

21

Working together on something concrete

> A contribution starts with a useful outcome and clear terms. The goal is to make good work possible without turning every participant into an administrator.

Experience you bring	A possible first collaboration
Producer, retailer or hospitality practice	Review a product account and test whether its context helps real work
Research and editorial judgment	Help establish attribution, corrections and a fair way to present differences
Commercial services	Shape a bounded report, content package or learning offer
Distribution and operations	Explain one existing supply route and its practical constraints
Finance and governance	Help cost delivery and define sustainable responsibilities
Product and technology	Test an agreed participant journey and identify what needs improving

These are invitations to discuss, not staffed roles or promises of payment. One person may contribute in more than one area. The first engagement should have a named counterpart, a scope, a time expectation and an agreed outcome.

Representation and permission. Agree which information may be recorded, shared or published, and how attribution and corrections work. A contribution should remain connected to the person and circumstances behind it.

Separate choices. A producer can share knowledge without listing a product for sale. A retailer can contribute expertise without buying through Numen. A distributor can help shape access without surrendering existing relationships. Commercial commitments need their own terms.

Review the result. Did the work help? Was the effort reasonable? What should change? Decide together whether to continue, reshape or conclude the collaboration. A useful first step does not require an indefinite commitment.

Sources: S039, S075; engagement design remains a proposal.

22

What we are building next

> The immediate work is to make participation useful and repeatable, then develop services that can sustain it. Marketplace activity follows the relationships and operating capability needed to support it.

A first exchange. Begin with a producer's account and a real question from a relevant professional. Review the representation, agree what can be shared and return the resulting experience to the maker.

A service people value. Shape a bounded report, briefing or communication service around a genuine need. Test the result, effort and price with the intended customer before treating it as a repeatable offer.

A publication people can trust. Develop clear, contextual accounts of products, places and professional experience. Preserve sources and differences. Define how paid work and independent judgment remain distinguishable.

An operation people can rely on. Establish responsibilities, permissions, support and contributor terms. Keep free participation approachable and budget for the work that supports it.

Commercial access where it is ready. Develop marketplace participation with producers, professional buyers and existing supply partners. A discovered product does not automatically become an authorised listing. Availability, terms, fulfilment and customer support must be agreed first.

These priorities create opportunities for practical contributions now. They do not imply that public maps, professional reporting or marketplace journeys are already complete. The experience should follow what participants need and what Numen can responsibly deliver.

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Risks worth addressing early

> The strongest case for participation is candid about what still needs to work. Each risk should have a responsible owner and a testable response.

Risk	Early signal	Response to test
Participation costs more than it returns	Contributions stop after onboarding	Narrow the request; return useful experience sooner
Buyers value the story but will not pay	Interest without paid conversion	Test a specific practical offering and payer
Attention is mistaken for authority	Repetition overwhelms source quality	Keep provenance, context and corrections visible
AI introduces plausible errors	Untraceable claims or wrong links	Evaluate on source-backed tasks; retain human review
Small-order coordination loses money	Exceptions dominate the fee	Measure full cost before expanding volume
Paid activity distorts judgment	Favourable exposure follows payment	Define disclosure and independent review rules
Work depends on a few people	Key tasks stall when someone is absent	Document responsibilities, handoffs and succession
A critical supplier becomes unavailable	No feasible migration or exit path	Record dependencies, rights, costs and alternatives

These are planning risks, not findings that an incident has occurred. Product and business evidence must be collected separately.

Clear ownership, reliable dependencies, sound governance and evidence matter alongside a promising market story. These are areas where experienced contributors can help build a dependable organisation.

Before seeking capital, establish verified team credentials, commitment, legal/entity records, IP and supplier rights, a realistic cost model and traceable customer evidence. Before public launch, verify consent, consumer/professional claims, transaction responsibilities and applicable obligations with the relevant specialists.

Sources: S030, S045, S075.

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Building a dependable organisation

> A compelling idea needs people, evidence and sustainable operations behind it. Numen is developing those foundations alongside the product.

There is substantial work to build on: a clear human purpose, an established visual direction, research and specifications, and application development. Those assets do not by themselves demonstrate paid demand or commercial readiness.

The next evidence comes from real participation: useful exchanges, reviewed accounts, repeated professional use, scoped paid work and reliable delivery. We need to learn both whether the result matters and what it takes to produce it well.

People and responsibility. Contributors need clear counterparts and agreed terms. Work ownership, attribution, privacy and decision rights should be understandable before substantial commitments are made.

Economic continuity. The operating model should support fair compensation and ongoing care of the network. Detailed financial planning and potential financing are maintained separately from this invitation. No funding event or role is promised here.

Honest progress. Distinguish an idea, a prototype, a tested workflow and a dependable service. Explain uncertainty plainly. Professional trust grows when claims match what can be shown.

There is room to contribute to these foundations without committing to the entire project. A well-defined piece of work, evaluated with the people it serves, is a useful place to begin.

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Your first contribution

> Bring one practical question or one piece of experience. Together, define a contribution with a useful outcome and clear terms.

Start with your interest. Which part of Numen's purpose connects to your work? A product's meaning, professional exchange, distribution, education, creative expression or the organisation that supports it?

Choose something concrete. Review a product account. Introduce a relevant participant with permission. Help shape a service. Examine a supply route. Test an explanation or a participant journey. Identify the decision your work would help someone make.

Agree the engagement. Establish a counterpart, scope, time commitment, permissions, attribution and compensation or its absence. Discuss what you need from Numen and what you can responsibly offer.

Do the work and review it. Assess the outcome with the people affected. Record what became useful, what was difficult and what should happen next. Continuing, changing direction or concluding the engagement are all legitimate outcomes.

No contributor must speak with the founder's voice or agree with every proposal. Thoughtful disagreement and practical experience are part of how Numen develops.

The invitation is to help make independent professional knowledge more useful, and to shape an organisation capable of sustaining that work.

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Research worth reading

> The appendix explains the evidence behind Numen through six focused questions. Each begins with a synthesis; selected original research is available for readers who want to go deeper.

Technology. How two complementary AI roles and a relationship-based data model can make human knowledge more useful. A contributor-facing explanation, without the engineering specifications.

People and channels. The needs of independent producers, retailers, hospitality professionals and distribution partners, with wine as an initial pilot rather than the limit of Numen's purpose.

Market sizing. The Paris starting point, the distinction between purchasing volume and Numen revenue, and the assumptions that require validation.

Competition. Specialist marketplaces, wholesale networks, software and sources of professional authority; where Numen proposes to add value and where partnership makes sense.

Authority. Attribution, professional experience, contextual confidence and constructive disagreement. The reasons to explore the thesis, alongside its limits.

Validation. The participant evidence, paid tests and operational results needed to strengthen the plan.

Seven original research reports support these sections. Internal decisions, workshop history, logo alternatives and development handoffs remain in the project. The confidential investor framework is separate. Historical reports retain their original wording; the appendix explicitly flags known weaknesses and errors.

Open the curated research appendix. The research register explains selection and source limits.