INCENTIVES · SOFTWARE · YOUR KNOWLEDGE

Why no supplier will ever tell you this

A short paper on incentives, software and your knowledge. contractuo, 2026.

Most software companies do not work for you. They work for their investors.

That is not an accusation, it is arithmetic. A venture-backed vendor exists to grow into its valuation. A private-equity-owned vendor exists to be sold again in five years. In both cases you are the means and the exit is the end. Every product decision passes through that filter before it ever reaches you.

You can see the filter at work, everywhere.

> **Lock-in is a strategy, not an accident.** Your clauses, your playbooks, your data get stored in a format only the vendor can read, priced per seat, scoped to one department. Leaving means starting over, and everyone involved knows it. Trying to lock in customers also tells you what a vendor thinks of its own product.
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> **The roadmap serves the next funding round, not the customer.** Features are built to demo well, announcements are timed for fundraising, and depth loses to breadth, because breadth sells to new logos while depth only helps the customers a vendor already has.
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> **AI becomes a dependency instead of a capability.** You rent a model forever, trained on patterns you provided, and when you leave, the intelligence stays behind. AI models are not a business model. They are a tool you should own.
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> **And when something does not fit, you get a ticket instead of a solution,** because every small adjustment is a billing event and your problem is someone's quarterly target.

Nobody in the industry will say this out loud, for one simple reason: the honest sentence is bad for that business model. The honest sentence is that the tools were never the asset. Your knowledge is. The clause positions you accept and the fallbacks you allow. The tender pattern your team refined over years. The rules inside your policies. The logic behind every fund document. That knowledge is your company, and today it lives in heads, inboxes and seventeen template versions. A vendor whose revenue depends on your knowledge living inside their tool cannot afford to tell you that.

The tools were never the asset. Your knowledge is.

We can. Contractuo is 100 percent self-funded and 100 percent European. No venture capital, no private equity, no investor telling us what or how to sell. We answer to one thing: does this solve your problem? Our reputation and our customers' satisfaction are what matter, not a valuation. That is a promise no one with external funding can make.

Here is what that changes in practice. Your knowledge gets structured once, as governed, versioned data that you own: clauses, templates, playbooks, rules, regulations. Every department draws on it, from contracts and tenders to policies and prospectuses. When a regulation changes, one rule changes and it propagates everywhere. When an expert leaves, the expertise stays. Your data lives in portable formats, your AI models become your property, and you can migrate away from us in under a week. We keep that door open on purpose. It keeps us sharp, and it forces us to win your business the only way that compounds: by being better, every year.

We are not cheap, and we are not easy. We are simply built for you, instead of for an exit.

Structure first. Then automate. Then scale.

The rest is execution, and execution is where we like to be judged.

Interested? Let's talk.

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