

**“Automation is good,
as long as you know
exactly where to put
the machine.”**

- Eli Goldratt

PRINCIPLE: AUTOMATE THE CONSTRAINT

Goldratt said automation is only good if you know exactly where to put the machine. That's what Actual is doing. We're not trying to automate every form, every approval, or every step of the day. We're putting automation right at the constraint — knowing with certainty who was on site, when, and for how long. That's the piece that every payroll run, every cost report, and every customer invoice depends on. Get that wrong, and all the automation downstream just makes the errors faster. Get it right, and everything flows.



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**395...
exactly.**

- SGM Plumley

In the movie 'We were soldiers', when Colonel Moore asked his Sergeant Major how many men were ready, the answer came back instantly: '395... exactly.' That answer carried weight because it was trusted — there was no doubt.

PRINCIPLE: TRUST IN DATA

Actual delivers trust in data. Not approximations. Not estimates. Exact truth about who was on site, for how long, and on which task.

Actual delivers precise truth — presence, time, and completion — without guesswork.

So when payroll runs, when costs are booked, when revenue is recognized, you don't have to guess. You can answer with certainty: '395... exactly.'



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“Necessary but not sufficient.”

- Eli Goldratt

Technology by itself doesn't create improvement. It's necessary — but not sufficient. Real progress comes when we address the constraint. Actual does this by putting automation where it counts — at the source of truth in the field.

PRINCIPLE: TECHNOLOGY TO TRUTH

Technology is necessary, but rarely enough.

Actual doesn't add another system. It strengthens the constraint — the field truth that all systems depend on.

When truth enters the flow, every connected system becomes sufficient.



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“The team is the means of delivery, not the toolchain.”

- Team Topologies

Technology enables flow, but people deliver value. Actual reduces the cognitive load on crews and managers so the team can focus on work, not the system. We treat automation as support, not substitution.

PRINCIPLE: REDUCE THE LOAD

Tools help, but only when they reduce friction.

Actual minimizes cognitive load in the field by automating truth capture.

Teams stay focused on delivery, not administration.



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“Most learning is not the result of instruction. It is rather the result of unhampered participation in a meaningful setting.”

- Ivan Illich

Illich argued that real growth happens when systems don't get in the way of human learning and action. Schools, in his view, imposed control, bureaucracy, and artificial structures, which limited natural development.

PRINCIPLE: UNHAMPERED TRUTH

Compliance-driven systems replace participation with control.

Actual removes friction by letting truth emerge naturally from work — no forms, no check-ins, no manipulation.

When systems trust people, data becomes self-evident. Truth doesn't need supervision.



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**“I want my paycheck to
be right, every time.”**

- Team member

Actual ensures payroll accuracy through truth, not trust. The badge captures presence automatically, eliminating manual entries, disputes, and after-the-fact corrections. Truthful time, verified effortlessly.

JTBD: GET PAID RIGHT

Payroll depends on human memory.

Actual creates a reliable record straight from the field.

*Fewer disputes. Fewer adjustments.
100% confidence.*



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“Who was really there? ”

- Management

Location truth is the heartbeat of operational integrity. Actual's passive telemetry logs attendance and activity without requiring phone check-ins or manual validation.

JTBD: KNOW THE TRUTH ON SITE

Timecards can say one thing,
the field another.

Actual validates presence through
movement and proximity.

The truth is visible without effort.



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“We can’t afford to wait weeks for the numbers.”

- Finance

Actual streams field data in real time, keeping finance and operations aligned. When time and presence are truthfully captured, closing cycles shorten naturally.

JTBD: CLOSE THE BOOKS FASTER

Financial accuracy lags behind field activity.

Actual syncs presence data directly into costing and revenue systems.

Books close faster, with confidence.



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“Let us do the work, not the paperwork.”

- Crew Leader

Actual minimizes cognitive load. Crews stay **focused on craft** while the system passively captures truth — proof of work without the burden of forms or check-ins.

JTBD: GET THE WORK DONE

Every extra step steals focus

Actual automates evidence of work, not the work itself.

Crews stay in flow; productivity and morale rise.



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“Time should track itself.”

Actual's **badge** quietly records presence and motion without check-ins or manual entry. No tapping, swiping, or scanning — just honest telemetry, born from real movement and proximity.

PRODUCT: EFFORTLESS PROOF

Manual systems create **cognitive** drag.

Actual's badge senses movement, proximity, and duration, turning reality into data automatically.

Proof of presence without interruption.



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“Flow starts at the edge.”

Actual blends the reliability of batch uploads with the immediacy of streaming data. Every event is stored locally, then transmitted intelligently — conserving power, ensuring continuity, and keeping flow intact.

**PRODUCT: ALWAYS CONNECTED, NEVER
DEPENDENT**

Connectivity fails, but work continues.

Actual stores and forwards data in smart intervals.

Truth always makes it home.



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“Where the crew goes, the job follows.”

Actual automatically associates badge presence with job locations and tasks — ensuring every hour, every asset, every step, is tied back to purpose.

PRODUCT: CONTEXT WITHOUT EFFORT

Job coding and tracking eat up productive time.

Actual binds people, place, and task through location truth.

Effortless alignment between work and value.



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“No new portal. No new password.”

Actual doesn't replace your systems — it strengthens them. APIs and data streams push truth into payroll, ERP, and scheduling tools, keeping a single, verified record across the enterprise.

**PRODUCT: STRENGTH THROUGH
CONNECTION**

Adding tools often adds complexity.

Actual integrates seamlessly with existing systems, feeding them clean data.

Less maintenance. More meaning.



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“Presence becomes proof.”

From the field to the cloud, Actual's pipeline is designed for integrity. Each badge captures, encrypts, and transmits data without user action. What happens in the field becomes verifiable truth upstream.

ARCHITECTURE: INTEGRITY BY DESIGN

Manual entry corrupts truth.

Actual's hardware and cloud pipeline preserve it from capture to insight.

Field reality, faithfully mirrored in data.



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“Every site, crew, and asset has a living twin.”

Actual builds a digital reflection of operations — each badge, tag, and location linked in a living model. It's not a dashboard; it's a mirror that updates itself.

ARCHITECTURE: REAL-TIME REFLECTION

Reports lag behind reality.

Actual's digital twin shows the present, not the past.

Immediate visibility into what's true now.



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“Truth deserves protection.”

Actual encrypts every transmission from badge to cloud. It's not just secure — it's structured so that each record can be trusted, audited, and traced to its origin.

ARCHITECTURE: PROVENANCE OF TRUTH

Security without provenance isn't enough.

Actual's chain of custody maintains trust from field to finance.

Truth, verified and verifiable.



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“Less admin, more work.”

Crews spend more time doing and less time proving. Actual's passive truth capture restores trust between field and office.

OUTCOME: EMPOWER THE CREW

Manual systems steal time from work.

Actual eliminates repetitive admin for crews.

Time spent producing, not proving.



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“The truth manages itself.”

Managers stop chasing timecards and start optimizing work. Actual provides real-time visibility — one truth, shared by all.

OUTCOME: MANAGE WITH CLARITY

Managers rely on
secondhand information.

Actual surfaces verified truth from
the field.

Less oversight, more leadership.



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“Revenue follows truth.”

Every verified hour, location, and job translates into accurate payroll and billing. Finance no longer waits for manual reconciliation — truth is already accounted for.

OUTCOME: PRECISION FINANCE

Unverified inputs distort financial outcomes.

Actual delivers verified field data directly to finance systems.

Accurate payroll, job costing, and revenue recognition.



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“Lead by knowing, not assuming.”

Actual empowers leaders with ground truth — not reports about reports. They see flow, not fragments.

OUTCOME: TRUTH-BASED LEADERSHIP

Leaders make decisions in uncertainty.

Actual replaces assumptions with observable truth.

Decisions that match reality.



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“Every minute verified.”

Payroll accuracy rises because every record begins in truth, not estimation.

METRIC: CONFIDENCE IN EVERY
PAYCHECK

Payroll errors break trust.

Actual removes error at the source.

Confidence compounds with every cycle.



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“Truth closes revenue.”

When Actual verifies completion and presence, finance can recognize revenue faster and cleaner.

METRIC: RECOGNITION BUILT ON PROOF

Manual confirmation delays billing.

Actual supplies verified service data automatically.

Faster recognition, fewer disputes.



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“Flow without friction.”

Productivity grows when systems remove drag. Actual clears the noise between field and office.

METRIC: FLOW MULTIPLIED

Every manual step slows momentum.

Actual automates the invisible friction points.

The same crew, delivering more.



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“Truth that looks ahead.”

When every event in the field is verified and timestamped, patterns reveal themselves — prediction emerges naturally.

VISION: FROM REACTIVE TO PREDICTIVE

You can't predict what you can't trust.

Actual provides a foundation of verified data for forecasting.

Operations that anticipate, not react.



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“A living map of how work really flows.”

Actual envisions a full digital twin of the workforce — truth mapped across people, assets, and places.

VISION: TRUTH AS INFRASTRUCTURE

Siloed systems hide the real flow of work.

Actual unites physical and digital truth in one living system.

The business finally sees itself, clearly and continuously.



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