

TEARDOWN

SOFTWARE FACTORIES

ARE HERE. **ENGINEERS ARE NOW OPERATORS.**

Factory said the quiet part out loud.



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EVERYONE ELSE CALLS THEM COPILOTS.

FACTORY CALLS THEIRS DROIDS.



"Signals flow in from the outside, become plans, pass through validation stages, and come out as shipped outcomes."

Eno Reyes, CTO, Factory

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\$150M RAISED. \$1.5B VALUATION.

CUSTOMERS

NVIDIA, Adobe, EY,
Morgan Stanley

PRODUCT

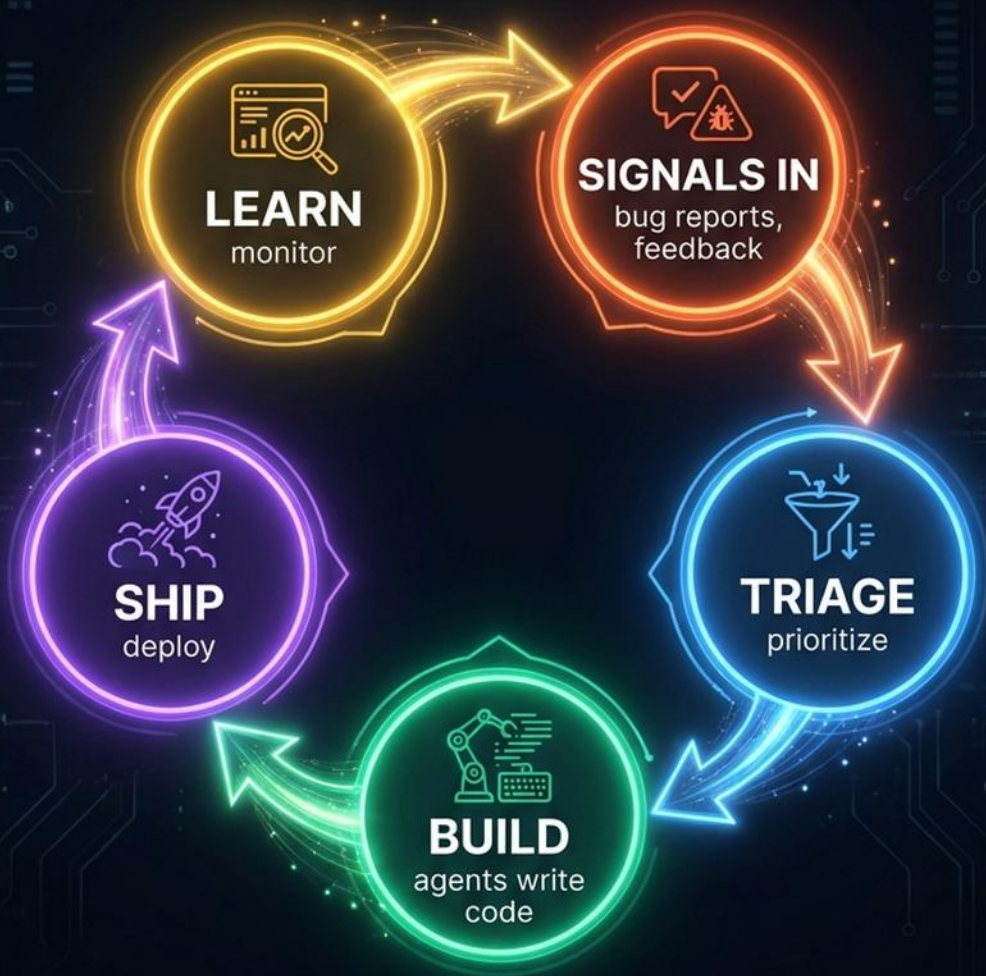
Droid:
full SDLC agent

MOAT

Model-agnostic
Router

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THE SOFTWARE FACTORY LOOP



Continuous feedback loop

Almost no one has instrumented this loop to be fully AI-driven.

THE FORWARD DEPLOYED ENGINEER IS THE CANARY

1. FDEs sit inside customer environments

2. They teach customers to deploy Droid

3. Droid reduces the need for FDEs

4. The FDE is automating their own role



"An exemplar city built too far ahead of its time becomes a theme park, not a place people live."

THE AUTONOMY MATURITY MODEL

4. SOFTWARE FACTORY / HUMANS BUILD THE FACTORY

100%

Level 4

3. AI RUNS AUTONOMOUSLY / HUMANS GOVERN

70%

Level 3

2. AI DOES ROUTINE WORK / HUMANS REVIEW

45%

Level 2

1. HUMAN DOES EVERYTHING / AI ASSISTS

20%

Level 1

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WHAT “OPERATOR” ACTUALLY MEANS

- 1 Designing agent workflows and orchestration
- 2 Defining quality gates and acceptance criteria
- 3 Configuring model routing for cost/performance
- 4 Setting governance, security, compliance boundaries
- 5 Monitoring output quality and catching drift

**That is closer to SRE than
software developer.**

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SOVEREIGN INTELLIGENCE

YOUR FACTORY LEARNS

Every agent session, code review, and incident feeds back into the system.

IT STAYS INSIDE YOUR WALLS

Cloud, BYOK, self-hosted, EU, or air-gapped.

COMPETITIVE ASSET OR LOCK-IN?

Accumulated intelligence becomes a moat. Who owns it?

HOT TAKE

**Stop identifying as
“people who write code”**

**Start identifying as
“people who design
systems that produce
software”**



That is a harder identity shift than
any technical learning curve.

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**FACTORY IS NOT THE ONLY
COMPANY BUILDING THIS.**

**BUT THEY ARE THE ONLY ONE
HONEST ENOUGH TO PUT IT
IN THE NAME.**

Full breakdown:

imiel.dev/blog/software-factories

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