

# Who's building Kashi 可視

We built this product because the existing workplace-AI market fails a specific test: the products look legitimate to whoever is paying, and illegitimate to whoever is being analyzed. Kashi is designed to pass the second test first.

## Why us — the honest "why"

The founder-narrative memo in our research library is explicit about what to avoid. Don't fabricate pedigree. Don't claim to be "the former Head of X at Y" if you weren't. The research says the strongest founder story for a product like Kashi is not a resume — it's **disciplined category design**.

Here's what we think that means in practice.

Every prior attempt at workplace-harassment AI has failed the same way: it either reads content (Archaic, FRONTEO) and gets pushed out as surveillance, or it refuses to analyze individuals at all (Viva, Peakon) and produces feel-good aggregates that don't move the actual problem. The hard middle path — surface repeated structural patterns at the individual level, without becoming a disciplinary file — requires something most engineering teams don't do. It requires building the refusals before the features.

That's what we've been doing.

Before we wrote the first detector, we wrote the research library: 42 documents covering labor relations, manager adoption, false-negative risk, retaliation risk, adversarial gaming, measurement science, legal procedural fairness, category entry, cross-cultural deployment, funding pathways, rebuilt ROI math. Every architectural choice traces back to a memo. Every refusal on our "Kashi will not do" list has a research anchor.

That discipline is the product. Without it, the detectors would be irrelevant — or worse, they'd make the situation they're trying to improve actively harmful.

*We are the first team to build a workplace-AI product whose architecture is designed to survive labor-relations scrutiny — the gate every prior attempt has failed at.*

## WHAT WE'VE ALREADY SHIPPED

- Live product at [kashi-lilac.vercel.app](https://kashi-lilac.vercel.app): 7 deterministic detectors including the Japan-specific **keigo (敬語) asymmetry detector**, which no Western competitor has
- Public governance page with 12-item refusal list + 3-lane accountability model + anti-laundering rule + technical doctrine v2
- Full 13-section business plan with AxCxIxE honest ROI math and 11-risk register
- 42 research documents open for diligence at [/research/](#)
- Labor-consultation packet template for pilot deployments at [/packets/labor-consultation-template.html](#)
- All of this, shipped in a 23-hour hackathon as proof that the disciplined-category-design approach produces a real artifact — not just a whitepaper

## WHAT WE'RE LOOKING FOR

Not a single CEO. Three roles at one 50-500-person Japanese company: an **executive sponsor**, a **legal / compliance reviewer**, and a **worker representative**. A 90-day paid pilot. Real data, real consultation, real outcome measurement. The labor-consultation packet we've already written is the starting artifact.

## The team

Same label, same space, same weight. No founder / co-founder hierarchy. Source answers collected via the [shared questionnaire](#).

FOUNDER

## Justine Acaylar

Tokyo, Japan · Manila, Philippines

Six years on the board of a multinational SMB in Japan taught me one specific lesson: human-relationship conflicts between seniors and juniors only become visible once they've already grown past the point of easy intervention. The pattern was there months earlier — nobody could see it. Kashi exists to make that earlier pattern legible while it's still fixable, and to do it across the cultural-background differences that multinational teams carry into every meeting.

At Kashi I own code, design, and operations.

BS, Business Administration.

FOUNDER

## Haseru Ida

Tokyo, Japan

I experienced an unhealthy power dynamic directly from a senior in my own team, and watched colleagues take medical leave for similar reasons. The mechanism that kept it invisible was always the same: fear of retaliation and repercussion made formal consultation feel impossible. Kashi is our attempt to be the third party that carries no daily operational cost to engage — so the signal can surface even when no single person feels safe raising it. Real culture transformation starts from smoother communication, not from hostility, intentional or otherwise.

At Kashi I own product philosophy, devil's-advocate review, and the business-analyst bridge between engineering and founding judgment. Prior attempts at platforms like this foundered on the technology; working with AI is what let the idea finally materialise.

BA Theoretical Linguistics, International Christian University (2025). Silver Prize, International Chopin Competition in Asia. Pianist, theoretical linguist, digital consultant.

### ADVISORY BOARD (TARGET)

- **CHRO** of a 1000+ person JP company — enterprise buyer credibility

- **Organizational psychologist** with outcome-measurement track — [津野香奈美](#) (Kanagawa Univ. of Human Services) is the obvious first ask
- **Retired 厚生労働省 / 労働局 official** — regulatory translation + guideline forecasting
- **Worker representative / union leader** — permanent seat, compensated + voting, per the anti-capture memo
- **B2B SaaS founder with JP exit** — fundraise + customer intros

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**See also:** [/business.html](#) (full business plan) · [/integration-log.html](#) (research diff) · [/tour.html](#) (interactive walkthrough) · [/research/](#) (42-document library)

Updated 2026-04-21 with founder answers · Source: [/founder-questionnaire.html](#)