AUD'NCO

Month One — where we are with Airese and Atenvia

An update for Ervin and Gary · 7 – 29 August 2026 · Issued 1 September 2026

Ervin, Gary — a month in, here is where things stand. Anything in red is something I still need to confirm; tell me if anything here does not match your understanding.

1. How this is set up

The idea in July was not to replace one person who had left, but to put a few separate roles around the two products so we stop going back to square one every time a lead changes.

Role	What it covers
Raena — the bridge	Makes sure what gets built earns its keep. Sets the business KPIs the build is measured against, turns commercial intent into product and launch decisions, and sets up what should still be running later on.
PM — delivery	Accountable for development happening. Owns the sprint loop and keeps the team moving. Section 3.1.
Fractional UI/UX	Design direction, the design system, and the user studies we have not yet done. Section 3.2.

1.1 How the pieces fit

- **Gary sets the commercial direction.** I work out what that means for the product and the launch, and put numbers in front of him where a decision needs them.
- **Joey runs hiring, and will continue to.** For the fractional roles filling the immediate gap I sourced and screened from my own network to take that blocker off the table. From here, hiring goes through Joey.
- **The PMs own delivery.** Where I have gone deeper into product detail this month — the feature list, the score — it was because nothing was written down yet. It moves across as they come in.

2. The month on one page

#	Area	Status	Where it got to	What I need
1	**PM hires**	Ready	Screened 15, shortlisted 6. Taking both Esther and Shen Nan. Shen Nan is ready now; finalising with Esther this week.	A yes to signing Shen Nan, and sign-off on the scoping approach Esther has asked for.
2	**UI/UX cover**	Time-bound	Fadhli's last day is 6 October. Fractional designer in from 28 September so there is real handover.	Interview Thursday 3 September, and approval of the arrangement.
3	**Engineering**	No call needed	Shen Nan has DevSecOps experience and can help Jonas get that set up. No additional developer needed for now.	Nothing at this stage.
4	**Airese product**	Moving well	Feature list and backlog now exist. The score is next, starting with a 10-person internal test group.	Nothing at this stage.
5	**Launch plan**	In progress	Working on this through September. Dates firm up once the PM has scoped.	Nothing yet.
6	**Marketing**	Under way	Met Mahaa and Zhiyang. Mahaa and I are building the overall plan together.	Plan to you early October.
7	**User journey**	Under way	Good session with Pam. Continuing with Esther once she is in.	Nothing at this stage.

2.1 What actually changed

- **Diametos resolved itself.** After Ervin's call with Christoff, both sides are working independently. Nothing was signed. One less dependency on the critical path.
- **We found 20,491 people to test on.** The Telegram volunteer channel built with the NTU contact is a Singapore-demographic pool we can recruit beta testers from for the price of a voucher. I did not expect to find that.

3. Where each piece stands

3.1 The PM hires

Ervin asked me to look at taking both Esther and Shen Nan. Having spent time with both, I think we should — they cover different ground.

	Shen Nan	Esther
Profile	Product engineering background. Comfortable with full-stack and has DevSecOps experience. Prefers a PM role but can still code.	Business-first, from data products. Asks whether the product is the right route to the goal, and questions the metrics and the algorithm.
Commitment	10 days a month. Tuesdays 3pm as the weekly anchor.	10 days a month, Monday to Thursday, on site Tuesdays. Target start week of 7 September.

Shen Nan is ready now, so my suggestion is we sign him first. I am finalising with Esther this week and she would follow shortly after — she is taking a little time to get comfortable with the scope, which I would rather she did properly than quickly.

Shen Nan picks up DevSecOps first, helping Jonas get the system properly set up — the gap we have been circling for a while. Then across to Atenvia, where he scopes whether he can build it himself as PM or needs an engineer from Vietnam. He is based there, so he can manage them properly if it comes to that.

Practical notes

- Running two PMs in parallel takes some coordinating and my days here are limited. I will keep an eye on how it settles through September and flag early if anything needs adjusting.
- **Next step on hiring sits with Joey: Signing contracts with both fractional PM. For long term PM,** worth starting to post and interview around November, so someone is in by February to take over from the two of them. I am happy to sit in on some interviews.

3.2 UI/UX cover before Fadhli goes

Fadhli's last day is 6 October.

- **Starts 28 September,** a week before Fadhli leaves, giving three to five days of handover. Fadhli is already cleaning up the design system, high-fidelity files and artifacts so the incoming designer has full context.

- A preferential rate — we staff him across other projects at AUD'NCO so the cost is shared. Very experienced.
- **Next step: I send his profile, and you interview Thursday 3 September. [TO CONFIRM: confirm the time works for you both]**
- **Why fractional works here:** the knowledge lives in the design system the company owns. The bigger reason to bring someone in is user research — we have done almost none, and the feature list was built from competitor benchmarking rather than from talking to anyone. Front-loading user testing is the cheapest way to cut development iterations later.

3.3 Do we need another developer?

This has been open for a few weeks, so to answer it directly: for now, no.

- **Shen Nan has DevSecOps experience,** so he can help Jonas get that part set up. That covers the gap without adding headcount.
- **Jonas continues on Airese.** Atenvia has no engineer for the moment — Shen Nan will scope whether he can develop it himself as PM, or whether he genuinely needs someone alongside him.
- **If we do need another developer,** having Shen Nan gives us access to Vietnamese engineers he can bring in at a fraction of the cost — cheaper than hiring here even with the grant. That is the option I would look at first, rather than a Singapore headcount.
- So nothing is needed from you at this stage. Let him come in and scope, and I will come back on headcount and cost when there is something real to decide.

- **One thing I would not defer:** product analytics and crash monitoring. Going live without it means we cannot see what happens after launch, which is the point of launching quietly first.
- **On Atenvia:** the hard problem is pulling patient data out of each manufacturer's platform. One provider has an API; ResMed shares nothing, so it is manual upload or an OCR workaround, which will not scale to 10,000-plus patients across five countries. Working out the cost of API integration against subcontracted extraction is something we plan to have the PM help us with.

3.4 Airese — the backlog, the score, and testing

There was no feature documentation when I arrived, so I drafted the feature list and it now serves as the backlog. It is in Appendix A, and moves to the PM when they start.

The snore score is the next piece we need to calibrate prior to launch

- A weighted equation that needs calibrating against real recordings. We are aiming for roughly low-20s for someone who does not snore and 50–80 for a heavy snorer, so the number means something to the person looking at it.
- **We test it with about 10 people from within the company,** spread across the range — a couple each of no issues, borderline, borderline bad and bad — plus two unknown profiles as a blind check. A test subject with sleep lab comparison data is useful here.
- This is not a one-off. The score improves as we gather more data, so the intention is to keep collecting and refining rather than settle it and move on. One caveat: self-reported snoring is unreliable, so who we recruit matters more than how many.

Testing and rollout — broad strokes

The rough shape rather than a committed plan. These dates shift depending on what Esther comes back with from scoping — we may launch later, or onboard faster or more slowly. It firms up once the PM is in.

Stage	Who	What it should tell us	Rough timing
Phase 1	About 10 internal testers across the range	Whether the score calibrates sensibly against real recordings	Next couple of weeks
Beta	About 50 — loyal customers, doctors, friends and family	Whether the score reads as credible, and whether the CTA moves anyone	Likely October
Soft launch	**[TO CONFIRM: market to confirm]**	Real-world behaviour with analytics in place	To be set with the PM
Marketing push	Broader consumer audience	Scale, once we know the product holds	To be set with the PM

- **The beta can recruit from the Telegram volunteer channel** — 20,491 people, Singapore demographic. We post criteria and offer a $10–20 voucher. Worth capturing in the handover, as it currently sits in one person's head.
- **Distribution at first would be a private download link rather than an App Store listing,** keeping early rough edges away from public reviews.

3.5 Marketing

I met Mahaa and Zhiyang this week. Mahaa has experience in performance marketing — e-commerce, SEO and SEM, Meta, GA4 — with a background across medical and automotive. Zhiyang has run digital marketing here since November: Instagram, the content calendar, the content pillars mapped across awareness, education, consideration and conversion, plus B2B, events and branding experience. Instagram consistency has visibly improved since he joined. He is the only digital marketer in the company, so bandwidth is a real consideration when we plan what a launch asks of the team.

Mahaa and I are building the overall marketing plan together and will send it to you in early October. Some of what we have discussed so far, as examples of direction:

- Pre-launch content through KOCs and KOLs from Facebook groups in Malaysia and Singapore.
- **GP and dentist outreach — dentists are unusually keen,** because the app offers a free snoring screen ahead of an expensive sleep test. This will make a good initial launch audience
- Paid: Google Ads across search and display, plus Apple Search Ads. ASO still being researched.
- No separate Airese social account for now — it would sit under the TAS account. LinkedIn stays B2B with a different tone from Instagram.
- Launch market: Singapore and Malaysia together, or Malaysia first — there is a case for Malaysia first, being more lenient for app launches and easier for B2B doctor outreach.
- **Tone of voice is still being worked through.** The conversation has been circling how much the app should sound like a clinician and how much like a companion. It comes as part of the October plan, and is worth getting right before any consumer-facing material goes out.
- On colour, the dark purplish-blue is what we are using at the moment, since it suits an app used at night. If that changes later with the branding exercise, we will update the design system.

3.6 User journey

- **A really good session with Pam. The surprise for me was that Airese does not only come in at the start of the customer lifecycle —** it has a role at the other end too, helping existing customers replenish and stay compliant, which is where a lot of value quietly leaks today. Pam made that case well and I think it holds.
- Some of what came out of that session is genuinely useful content — the diagnosis pathway, what the different tests measure, why compliance matters — and I would like to pipeline some of it into the onboarding and education part of the app.
- I am continuing to work through the full journey flow, and will pick it up properly with Esther once she is in.

3.7 The February deadline

- February 2027 is the grant deadline and the requirements have tightened — the reviewing officer's manager has taken a stricter line. **[TO CONFIRM: confirm what IMDA will accept as an MVP]**
- Both products are targeted at MVP by end February. Running them one after the other would be tight; running them in parallel at a slightly slower pace each is the better bet — the other argument for taking both PMs. What the timeline looks like between now and then comes out of the scoping rather than being set in advance.

4. Where I need a decision from you

#	What I need	Who	By when	What it unblocks
1	A yes to signing Shen Nan now, with Esther following shortly — I am finalising with her this week	Ervin, Gary	**[TO CONFIRM: date]**	Gets him onto the DevSecOps setup with Jonas
2	Sign-off on Esther's approach: four to six weeks of scoping first, then a delivery timeline she stands behind	Ervin, Gary	**[TO CONFIRM: date]**	She needs this agreed before joining
3	Interview the fractional designer Thursday 3 September, and approve the arrangement	Gary, Ervin	3 Sept	Protects the 28 September handover overlap

5. What I am keeping an eye on

	Where it stands	Level
Everything depending on Jonas	He has carried the algorithm, infrastructure, website and inventory question at once. Shen Nan on DevSecOps is the first real relief.	High
Fadhli's handover	The 28 September overlap is the answer, which is why the interview date matters.	High
Launching before we can see anything	Analytics and crash monitoring are a priority. Private link first, users added in blocks, public only once we can observe.	Medium-high
The score standing up to scrutiny	Calibration group of 10 across the range plus blind benchmarks, framed as relative to a person rather than clinical.	Medium-high

6. What September looks like

When	What	Who
This week	Finalise with Esther; share the designer profile	Raena
3 Sept	You interview the fractional UI/UX designer	Gary, Ervin, Raena
w/c 7 Sept	Shen Nan starts on DevSecOps; Esther follows once confirmed (ideally same week)	Raena, Joey
Through Sept	Score calibration with the 10-person test group; user journey continues with Esther; marketing plan with Mahaa	Raena, Jonas, Mahaa

When	What	Who
28 Sept	Fractional designer starts; handover overlap with Fadhli begins	Raena
Early Oct	Marketing plan to you	Raena, Mahaa
6 Oct	Fadhli's last day	—
November	Full-time PM search begins	Joey

September is where the scoping happens and the timeline stops being a guess. I will come back at the end of it with the user journey, the marketing plan, and a delivery timeline we can hold to. Thank you both — it has been a good month.

Appendix A — Airese backlog

Completion as assessed with Jonas in August. Workload is his estimate of effort still required, not of importance. Final scope and sequencing come out of the September scoping.

Feature	What it is for	Complete	Workload left
Recording	The core data source. Stops automatically after 8 hours; memory and reliability still being tuned.	~60%	High
Snore chart	Data collection and education — tracks snoring volume across the night. The challenge is the interface, not the algorithm.	~70%	Medium
Pause and gap detection	The differentiator. Detects a breathing pause and the loud recovery breath after it — what SnoreLab does not do.	~50%	High
Highlights	Plays back the specific events, so the user hears the thing we are telling them about.	~20%	High
Sleep score	The yardstick a user tracks themselves against. Weighted equation, going into calibration — see 3.4.	10%	Mid-high
Sleep tags	Remedies and lifestyle factors. Drives repeat recording — the retention mechanism and the data source.	0%	Medium
Callback / CTA	The route into the sleep test and consultation business. Currently a static form with no logic.	0%	Light
Analytics + crash monitoring	So we can see what happens after launch.	0%	**[TO CONFIRM: confirm]**

Feature	What it is for	Complete	Workload left
Settings	Minimum viable version. Profile setup not built; session history retention still to be set. Onboarding journey on the app.	0%	Light
Calendar view	Basic view flagging good and bad nights.	**[TO CONFIRM: confirm]**	**[TO CONFIRM: confirm]**

Also on the backlog, to be scoped and sequenced with the PM: movement detection, the SNIP score, the summary, details and insights tabs, weekly progress tracking, community, and the store.

Alongside the three purposes we agreed — does it collect data, does it teach the user something, does it move them to act — each feature carries reach, impact, confidence and effort so they can be ranked rather than argued over. Those columns are being completed with Jonas.

Appendix B — Still to confirm

- That Thursday 3 September works for the designer interview
- The launch market
- IMDA: what they will accept as an MVP
- Analytics and crash monitoring, and calendar view: figures for Appendix A
- Decision dates in Section 4