

## Question-Answer with Emma-Jane MacKinnon-Lee

### Who's on the team? How has that evolved?

There's one core question I've been building toward from the very beginning—one that used to sound like science fiction (less so now):

How can teams as small as one, make a living while competing with multibillion-dollar creative production studios?

For the past four years, I've been a solo builder. A team of one. I've always been a solo founder. I've always leaned toward lone execution. Not because I don't collaborate, but because I move fast and prefer to link up with other high-agency people who are already building something of their own. I have no interest in managing anyone. I'd rather align briefly, powerfully, and move.

At the beginning of the protocol, there were other devs and designers I worked with—3D artists, digital architects. Solid contributors. But by 2022, especially post-crash, things shifted. The market wasn't mature yet, and it's hard to keep people committed when the structure is still taking shape. That's natural.

But it also forced me to face the core test: If I can't go full force as the "I", and actually prove firsthand what's possible with just a laptop, a local model stack, and savvy skill stacking—then what am I even building? I'm architecting a different mode of production, and the more that mode proves viable, the more it becomes a map for other indie designers to follow.