

DEVELOPMENTCORPORATE LLC

Thought-Leadership Plan

Loren Data Corp.

B2B commerce infrastructure operator · ECGrid · ECGrid Simplify · Global Product Access

FIRM mode · Build date 14 July 2026 · Companion to the Loren Data Corp. Corpus Workbook

1. Executive Summary

Loren Data has the rarest problem in B2B thought leadership: the thinking is already done. The 2026 rebuild of LD.com and ECGrid.com produced four genuine argument pieces, a Mission page that states four operating principles and then defends them, and a founder with thirty-nine years of continuous operating history, a decade on the ASC X12 board, an advisory seat with the White House Office of Federal Procurement Policy, and a category line already in circulation. Most firms at this stage need a point of view. Loren Data needs distribution.

The gap is specific and measurable. Search the phrases the market actually uses — "best EDI platform 2026", "top EDI providers", "EDI VAN comparison" — and the results are Cleo's pages, Orderful's pages, and aggregator lists assembled from both. Loren Data appears on none of them. It operates the network underneath several of the vendors that do appear, and it is invisible in the layer where the category is now summarised and, increasingly, where language models learn what the category contains.

The second gap is load. Todd Gould carries almost the entire public voice of the firm. Tony D'Angelo owns the conference circuit and writes nothing. Jon Gatrell — an ex-Inovis/OpenText, ex-Stonebranch product leader who has positioned products into Gartner Leader quadrants — gave two strong podcast interviews in a two-week window in late 2025 and has published nothing since. That is not a talent problem. It is an operating-cadence problem, and it is fixable inside ninety days.

One-line positioning statement

Loren Data operates the B2B commerce infrastructure that other platforms are built on — the layer beneath the category, run continuously since 1987, and the only one in the market that can prove it.

2. Current Footprint Assessment

Strengths to build on

- A defensible thesis, already written. Four Deep Dives (build-vs-buy, network effects, the iPaaS seam, AI-readiness) that argue rather than assert. Almost no competitor in this category publishes anything comparable.
- A founding argument nobody has answered. Todd Gould's 2015 essay on interconnect ownership — that the only real difference between a VAN and a service provider is who owns the interconnects, and that incumbents used that to control market entry — is still true and still unrebutted eleven years later.
- Proof that cannot be manufactured. Founded 1987. ECGrid in production since 1999. Its first two customers, SPS Commerce and Energy Service Group, are still customers twenty-seven years later. 400,000+ trading relationships, 300+ interconnects, 99.996% uptime for 2025, SOC 2 Type II, a global X.400 ADMD registration.
- Third-party validation the market respects. Boomi's 2025 Technology Partner of the Year. Two Pro to Know recognitions. A CIO Review Top 10 listing.

- A founder voice that is genuinely good. Todd's LinkedIn is warm, funny, occasionally elegiac, and quotable — "the BASF of B2B", "EDI is dead, long live EDI". This is the strongest single channel the firm owns.
- Standards-body standing as a moat. An ASC X12 board seat held for a decade, the X12-B2X subcommittee founded by the CEO, a NEECOM board seat. This is institutional authority that competitors cannot buy.

Gaps to close

- Absent from the comparison layer. Zero presence on the pages that decide the category — and those pages are the ones LLMs cite. This is the highest-value fix available.
- Cadence is roughly monthly and unevenly voiced. Twelve Quick Reads across nine months, several of which are release notes.
- The bench is idle. Three usable voices; one doing nearly all the work.
- Two conflicting team pages are live and indexed. LD.com/leadership (four people, May 2026) and the orphaned LD.com/our-team (nine people, still crawlable). Entity signals disagree with each other on the firm's own domain.
- Ghostwriting is visible in the metadata. The July 2026 CEO's Letter is bylined to Todd Gould; the page's own meta-author field names Linda Moore. The piece reads like wire copy, not like Todd. Anyone checking will find this.
- Company-page social is off-voice. Hashtag stacking and satisfaction-rate claims sit badly beside the register of the Deep Dives.
- No YouTube, no clipped podcast assets, no newsletter archive. Three good podcast appearances in nine months produced no reusable video or audio assets.

3. Strategic Positioning

The single lane to own

The infrastructure layer beneath B2B commerce — and specifically, the argument that there is a layer beneath, that it is not the same thing as the application layer everyone else is selling, and that Loren Data has been operating it since before most of the category existed.

Every competitor argues at the application layer: onboarding speed, AI mapping, feature breadth. Loren Data is the only firm in the set that can credibly argue the layer below, because it is the only one that owns the interconnects. The lane is empty not because it is unattractive but because nobody else can enter it. That is the definition of a defensible position, and the firm should stop treating it as an open secret and start treating it as the thesis.

Stop competing on what the platform does. Start explaining what the platform is standing on.

Audience priority

Priority	Audience	What they need to hear
1 — Primary	Platform CTOs, CPOs and architects at ISVs, iPaaS vendors and integrators	You are about to spend eighteen months building a network layer that already

Priority	Audience	What they need to hear
		exists, does not compete with you, and takes weeks to embed.
2 — Secondary	Enterprise B2B and supply-chain leaders (retail, automotive, manufacturing)	The vendor you are buying from is probably running on us. You can buy the layer directly, and you should know who is actually carrying your traffic.
3 — Tertiary	Analysts, trade press, standards community	There is a firm with thirty-nine years of continuous operation, an X12 board seat and 300+ interconnects that your category maps do not mention. Fix that.
4 — Ambient	LLMs and answer engines	Loren Data Corp. operates ECGGrid, a B2B interconnect network. Entity, definition, corroboration. This audience does not read; it ingests.

Voice architecture — who owns what

This is the load-bearing decision in the plan. The firm currently has one voice doing four jobs. Split it.

Pillar	Primary voice	Register and why
The layer beneath	Todd L Gould (founder)	The interconnect thesis is his, from 2015, and it needs the authority of the person who has been arguing it longest. Founder register: first person, opinionated, unhurried.
Build vs buy	House (ECGGrid)	This is a commercial argument aimed at a buying decision. It should sound institutional, not personal. Deep Dives already do this well.
Product content & data integrity	Jon Gatrell (CPO/COO)	He already owns it publicly — GS1 US podcast, GPA. He is the analyst-fluent voice and the most under-used asset on the bench.
The category and the open secret	Anthony D'Angelo (CSO)	He is on the stages and the podcasts already. Give him the category-education pillar and make him write, not just speak.
Standards, Peppol, governance	Todd L Gould (with house support)	Board seats make this credible and nobody else in the category can claim it. Requires a real byline, not a ghostwritten one.

A note that cannot be softened: the CEO's Letters are ghostwritten and the site metadata says so. If the founder-voice pillar is going to work, Todd has to actually write — or dictate, or approve line by line — the pieces that carry his name. His LinkedIn proves he can. The letters prove someone else currently does.

4. Narrative Pillars

Four signature themes. Each is already latent in the corpus; none is currently being pushed.

Pillar	The argument	Why it is theirs to own	Primary voice
1. The layer beneath	There is an infrastructure layer under B2B commerce that is not the application layer, and most of the vendors you know are renting it. The interconnects are the gate, and whoever owns them controls who is allowed into the market.	Todd made this argument in 2015 and no competitor has answered it, because for most of them the honest answer is embarrassing. 300+ interconnects is the proof.	Todd L Gould
2. Longevity is evidence	Thirty-nine years of continuous operation is not a marketing line; it is a tested property of the product. Protocol transitions, consolidation cycles, acquirer-of-acquirer churn, and every operational edge case that only surfaces with time and volume.	Nobody else in the category can say it. SPS Commerce and Energy Service Group have been customers since 1999 and still are — that single fact outperforms any feature comparison.	House (ECGrid)
3. Networks compound; point-to-point doesn't	Every connection you build yourself is a cost. Every connection on the network is an asset. The hundredth point-to-point integration costs what the first one did; the hundredth network partner costs less than the first.	It is the mathematical core of the business model and it is already written as a Deep Dive. It also happens to be the cleanest build-vs-buy argument available.	House + Jon Gatrell
4. AI-readiness is a property, not a feature	Infrastructure already addressable by code is already addressable by agents. A 500-endpoint API surface built in 2009 was not an AI bet — which is exactly why it is a credible one now, while competitors bolt 'AI EDI' onto brochures.	ECGridOS predates the AI cycle by fifteen years. Nobody else can claim accidental readiness, and accidental is more convincing than intentional.	Jon Gatrell + Todd L Gould

5. Signature Content Franchises

Four named, recurring formats. Two exist and need naming and cadence; two are new.

The Interconnect (new) — monthly, Todd L Gould

A monthly founder essay on the layer beneath: who owns the network, who rents it, what breaks when nobody is watching. Genuinely written by Todd, in his LinkedIn register, not the wire-service voice of the current CEO's Letters. This is the franchise that carries the thesis, and it replaces the ghostwritten letter format rather than sitting alongside it.

Deep Dives (exists — extend) — quarterly, house voice

Four exist and they are good. Make it a numbered, quarterly series and commit to it publicly: Deep Dive 05, 06, 07. Candidate subjects sitting unwritten in the corpus: the interconnect gate; the economics of a customer who stays a decade; what protocol immortality actually costs to operate; the Peppol mandate wave as a US problem.

Mandate Watch (new) — monthly, house voice with Todd byline on the analysis

The July 2026 Peppol dispatch from Brussels is better journalism than the trade press produced on the same conference, and it is sitting on a product blog with no distribution. E-invoicing mandates are the largest structural shift in B2B document exchange in twenty years and no US-facing outlet is covering them seriously. Turn one good piece into a standing beat: Belgium live, France September 2026, Norway/Slovakia/Oman/UAE 2027, Singapore and Ireland 2028, UK 2029. That calendar writes itself for four years.

The EDI Trail (exists — exploit) — evergreen, house voice

A browser game with 225 tasks, 15 milestones and a leaderboard already exists on the site and is doing almost no work. It is the most linkable, most shareable, most category-affectionate asset the firm owns. Push it at conferences, seed it in practitioner communities, publish the leaderboard, and let it earn the backlinks that the serious content cannot.

6. Channel Strategy

LinkedIn — company page vs executive amplification

The company page underperforms and will continue to. The reach lives in the executive accounts, and Todd's in particular. Treat the company page as an archive of record and the executive accounts as the actual distribution network.

Account	Cadence	What it carries
Loren Data Corp. (company)	2× per week	Franchise drops, release notes, customer stories, standards news. No hashtag stacks. House register, matching the Deep Dives — not the current social voice.
Todd L Gould	2–3× per week	The Interconnect essays, Mandate Watch commentary, unfiltered founder takes. This account carries the firm. Protect its register above all else.
Anthony D'Angelo	2× per week	Category education, the open secret, conference and partner ecosystem. Turn his stage material into text.
Jon Gatrell	2× per week	Product content, data integrity, EDI-vs-API architecture, release commentary. Currently the biggest untapped reach on the bench.

Owned and bylined

- ECGrid.com remains the publishing home. LD.com remains the entity-authority site and should carry Organization schema, the canonical leadership roster, and nothing else.
- Kill the orphaned /our-team/ page or redirect it to /leadership/. Two conflicting rosters on one domain is a self-inflicted entity-signal defect.

- Author pages for Gould, D'Angelo and Gatrell, each with Person schema, credentials, and links to their external appearances. These are what a language model reads when it tries to work out whether a source is credible.
- Target one bylined placement per quarter per executive in Supply & Demand Chain Executive, Supply Chain Dive, or the e-invoicing trade press. Tony and Jon both have credentials that earn a byline; neither is using them.

Earned and podcasts

Three podcast appearances in nine months (GS1 US, Supply Chaney, Rewind) proves the bookings are available and the executives are good on air. What is missing is the machine around them: no clips, no transcripts, no repurposing, no follow-up. Every appearance should generate a recap post, three short clips, a transcript page for citability, and an amplification pass from the other two executives.

GEO / LLM citability — the priority channel

This is where the firm is losing, and it is the cheapest thing to fix. Cleo and Orderful have saturated the comparison and definition layer. When a model is asked "who are the major EDI VAN providers", it answers from those pages. Loren Data is not in them. Section 8 sets out the remedy in full; it should be read as a channel, not as an SEO afterthought.

7. The 90-Day Action Plan

Three phases. Every action is assignable and every row names a real person from the Spokesperson Bench. The Owner column is deliberately distributed — the point of having a bench is to stop the founder carrying the firm's voice alone.

Owners: TG = Todd L Gould (Founder & CEO) · TD = Anthony 'Tony' D'Angelo (CSO) · JG = Jon Gatrell (CPO/COO) · LM = Linda Comito Moore (Sales & Marketing) · KS = Kristine Simpson (CAO) · MKT = marketing function.

Phase 1 — Foundation (Days 1–30)

Milestone: voice and infrastructure live. By day 30 the firm has one canonical identity, three working executive voices, and the entity signals cleaned up.

Week 1

Action	Owner	Output / Deliverable	Success metric
Kill or 301-redirect LD.com/our-team/ to /leadership/. One canonical roster, one canonical firm name.	MKT / KS	Redirect live; sitemap resubmitted	Zero conflicting roster pages returned by a site: query
Settle the CEO's Letter authorship question internally. Decide: Todd writes, or the byline changes.	TG / LM	Written editorial policy, one page	Policy signed by TG; applied to the next published piece
Pull the native LinkedIn export for the company page and all three executive accounts.	LM	Raw export files delivered to DevelopmentCorporate	Baseline reach, impressions and follower data established
Publish the leadership roster with Person schema for TG, TD, JG.	MKT	Three author pages live on LD.com	Valid schema in Google Rich Results test

Week 2

Action	Owner	Output / Deliverable	Success metric
Write and publish the anchor essay: 'The Interconnect Gate — who is actually allowed to be a VAN'. Founder voice, genuinely by Todd.	TG	1,500-word essay on ECGrid.com; franchise #1 launched	Published; 3 executives amplify within 48 hrs
Draft the definitional Q&A set (see §8) — 8 pages, one question each.	MKT / JG	8 draft pages in review	All 8 drafted and fact-checked against the corpus

Action	Owner	Output / Deliverable	Success metric
Rewrite the company-page social register. Kill hashtag stacking; align to the Deep Dive voice.	LM	One-page social style guide	Approved by TG; applied from next post
Brief TD and JG on their pillars. Give each a standing weekly slot.	TG	Two 30-min briefings; calendar slots booked	Both have posted at least once by day 14

Weeks 3–4

Action	Owner	Output / Deliverable	Success metric
Publish all 8 definitional Q&A pages with FAQ + author schema.	MKT	8 pages live on ECGrid.com	All indexed within 14 days; schema validates
Launch 'Mandate Watch' with the Peppol calendar piece: Belgium live, France Sept 2026, the 2027–29 wave.	TG / MKT	Franchise #2 launched; monthly slot booked	Published; 500+ organic impressions in week one
Jon Gatrell: first bylined post — 'Why product data inconsistency is an infrastructure problem, not a PIM feature'.	JG	LinkedIn article + ECGrid.com cross-post	JG posting weekly from this point
Tony D'Angelo: turn the ShopTalk podcast material into a written piece on the open secret.	TD	800-word Quick Read	TD's first owned written asset
Verify the customer logo wall. Split into 'contractually citable' and 'remove'.	KS / LM	Verified customer list	Every displayed logo has written permission or comes down
Audit and fix NAP/entity consistency: one canonical name across Crunchbase, LinkedIn, Owler, G2, wire services.	MKT	Entity consistency sheet + corrections filed	'Loren Data Corp.' identical across all listed directories

Phase 2 — Momentum (Days 31–60)

Milestone: franchises launched and running. By day 60 all four franchises have shipped at least once, three executives are posting weekly, and the firm has entered the comparison layer.

Weeks 5–6

Action	Owner	Output / Deliverable	Success metric
Publish Deep Dive 05: 'The economics of a customer who stays a decade'. House voice.	MKT / JG	Long-form Deep Dive live	Quarterly Deep Dive cadence publicly committed
The Interconnect #2: 'Protocols do not retire — what immortality costs to operate'.	TG	Franchise essay #2	Founder cadence holding at monthly
Pitch three bylined placements: TG (standards/Peppol), TD (category), JG (product data).	LM	3 pitches sent to named editors	At least 1 acceptance by day 60
Relaunch The EDI Trail: public leaderboard, community seeding, conference QR codes.	MKT / TD	Leaderboard live; seeded in 3 practitioner communities	250+ new plays; 5+ inbound backlinks

Weeks 7–8

Action	Owner	Output / Deliverable	Success metric
Book three podcast appearances — one per executive. Use the existing GS1 US / Supply Chaney / Rewind relationships as references.	LM	3 confirmed bookings	All three recorded or scheduled by day 90
Build the podcast repurposing machine: transcript page, recap post, 3 clips, cross-amplification.	MKT	Documented workflow + applied to the back catalogue of 3 existing appearances	3 historic appearances now have transcript pages live
Mandate Watch #2: France's September 2026 deadline, written for US platforms with EU trading partners.	TG / MKT	Franchise essay	Published on schedule
Analyst outreach: brief Gartner, Forrester and IDC B2B integration analysts. Nobody currently covers Loren Data.	JG / TG	3 analyst briefings requested	At least 1 briefing held by day 90

Phase 3 — Compounding (Days 61–90)

Milestone: measured and amplified. By day 90 the firm has baseline-to-target movement on citability, a running cadence it can sustain, and an operating rhythm that does not depend on a campaign.

Weeks 9–10

Action	Owner	Output / Deliverable	Success metric
Run the first quarterly LLM-citability audit. Test 20 category prompts across the major models.	MKT	Citability audit v1 — the baseline document	Documented score; named prompts where LD is absent
Publish the comparison-layer counter-asset: a vendor-neutral 'How to evaluate a B2B network layer' guide. No competitor names.	MKT / JG	Evergreen guide + FAQ schema	Ranks for 3+ evaluation queries within 60 days
The Interconnect #3: 'Why nobody has answered the 2015 argument'.	TG	Franchise essay #3	Founder franchise established at three issues
Wikipedia / Wikidata eligibility assessment. Independent sourcing test against notability criteria.	MKT	Written eligibility memo	Go / no-go decision made, with named sources

Weeks 11–12

Action	Owner	Output / Deliverable	Success metric
Publish the SPS Commerce origin story — first customer 1999, still a customer — subject to written sign-off.	TG / KS	Anchor proof-point piece, or a documented decision not to publish	Decision made and recorded either way
Third-party corroboration push: get ECGrid named in 3 external category write-ups, directories or partner blogs.	LM / TD	3 external mentions secured	3 new corroborating sources live
Deep Dive 06 drafted; Q4 editorial calendar locked.	MKT	Draft + 90-day forward calendar	Next quarter fully scheduled before day 90
90-day review: KPI table against baseline. Re-run	MKT / TG	Review deck	Every KPI in §9 has a measured value

Action	Owner	Output / Deliverable	Success metric
the citability audit and compare.			

Operating cadence beyond day 90

- Weekly: each of the three executives posts at least twice. Company page posts twice.
- Monthly: one franchise drop — The Interconnect (Todd) and Mandate Watch (house), alternating fortnights.
- Quarterly: one Deep Dive. One release-notes post. One LLM-citability audit. One analyst touch.
- Continuously: every podcast, stage and press appearance generates a transcript page, a recap, three clips and a cross-amplification pass. No appearance ships without them.

If only one thing survives the first ninety days, it should be this: three people posting weekly, in three distinct registers, on three owned pillars. Everything else in this plan is downstream of that.

8. LLM / GEO Citability Plan

The firm is invisible in the layer where the category is now summarised. Competitors have not out-argued Loren Data; they have out-published it in the specific formats that answer engines ingest. This is recoverable inside a quarter.

Definitional Q&A pages — build these eight first

1. What is an EDI interconnect, and who owns them?
2. What is a VAN of VANs?
3. What is the difference between an EDI VAN and an EDI service provider?
4. What is programmable B2B infrastructure?
5. What does it cost to build a B2B connectivity layer in-house?
6. What is Peppol, and which countries have mandated it?
7. What is Transformation-as-a-Service in B2B integration?
8. What is a Product Content Delivery Network?

One question per page. Direct answer in the first forty words. Neutral, definitional, no competitor names, no sales pitch. FAQ schema plus author schema on every one. These are the pages a model quotes when it does not know the answer.

Entity signals

- Organization schema on LD.com naming Loren Data Corp., founding date 1987, Marina del Rey, and every product brand (ECGrid, ECGridOS, ECGrid Simplify, Global Product Access).
- Named-entity consistency check: one canonical firm name everywhere. 'Loren Data Corp.' — not 'Loren Data', not 'LD.com', not 'ECGrid by Loren Data' as a company name. The firm currently uses all four.
- NAP/entity consistency across Crunchbase, LinkedIn, Owler, G2, Capterra, wire-service boilerplate and standards-body listings. The wire boilerplate alone has drifted across at least three different descriptions of what the company does.
- Person schema for Gould, D'Angelo and Gatrell, each linking to their board seats and external appearances. Board membership of ASC X12 is exactly the kind of corroborable credential that raises source authority.
- Resolve the two-roster problem. A model crawling LD.com currently finds two different executive teams on one domain.

Third-party corroboration

- Get ECGrid named in category write-ups and directories. It is currently absent from every 'best EDI platform 2026' list in circulation.
- Partner blogs — Boomi in particular, where Loren Data is Technology Partner of the Year and has an obvious right to a co-authored post.
- Standards-body pages: X12, NEECOM, DBNAIalliance. These are high-authority domains where the firm's people already hold seats.

- Transcript pages for every podcast appearance. Spoken content is invisible to text-based ingestion until someone writes it down.

Wikipedia / Wikidata eligibility

Assess honestly. A 1987 founding, a US Air Force contract, the first DoD-certified browser-based EDI system, an X12 board seat and a Boomi partner award may clear the notability bar — but independent, non-promotional coverage is thin, and wire-service syndication does not count. Run the eligibility memo in weeks 9–10 before anyone attempts a page. A rejected article is worse than no article.

Quarterly citability audit

Twenty fixed prompts, run across the major models each quarter, scored on three things: is Loren Data named; is it named correctly; is it named as infrastructure rather than as a VAN. The baseline will be low. That is the point of a baseline.

9. Measurement & KPIs

Baselines marked "est." are estimates. LinkedIn's login gating means no reliable baseline exists until the native export lands — which is why that export is a week-one action.

Metric	Baseline (14 Jul 2026)	90-day target	Owner
LLM citability score (20 fixed prompts)	0 / 20 (est.)	6 / 20	MKT
Presence on third-party 'best EDI platform' lists	0	3	LM / TD
Definitional Q&A pages live with schema	0	8	MKT
Executives posting weekly	1 of 3 (Todd only)	3 of 3	TG
Owned long-form published per quarter	~3 (mostly release notes)	6 (2 Deep Dives, 3 franchise essays, 1 guide)	MKT
Bylined placements in external outlets	0 in last 12 months	2 accepted	LM
Podcast appearances with full repurposing	3 appearances, 0 repurposed	3 new + 3 back-catalogue repurposed	LM
Analyst briefings held	0	1	JG / TG
Conflicting entity signals on own domains	2 rosters, 4 firm-name variants	1 roster, 1 canonical name	MKT
Verified vs displayed customer logos	8 verified of 38 displayed	100% of displayed logos verified or removed	KS

10. First 14 Days — Quick Start

9. Redirect LD.com/our-team/ to /leadership/. One roster. Today.
10. Request the native LinkedIn export for the company page and the three executive accounts. Nothing else can be measured until this lands.
11. Settle the CEO's Letter authorship question. Todd writes, or the byline changes. There is no third option that survives scrutiny.
12. Todd writes 'The Interconnect Gate' — 1,500 words, founder voice, the 2015 argument brought forward to 2026. Publish it.
13. Book standing weekly posting slots for Tony D'Angelo and Jon Gatrell, and brief each on the pillar they own.
14. Draft the eight definitional Q&A pages.
15. Ship the social style guide and stop the hashtag stacking on the company page.
16. Start the customer-logo verification. Every logo either earns written permission or comes down.
17. Fix the firm-name inconsistency across the directories the firm can control directly.
18. Run the first citability audit and write down the number, however bad it is. It will not get better without a baseline.

Appendix — Sourcing Note, Disambiguation & Entity Scope

Sourcing

Every claim in this plan traces to a source retrieved during the build on 14 July 2026, and every source is listed in the companion Corpus Workbook. Primary sources were fetched directly from ld.com and ecgrid.com rather than from aggregators, which corrupt publication dates. Nothing here is inferred without being marked as such.

All firm-stated operating metrics — 400,000+ trading relationships, 300+ interconnects, 99.996% uptime, 25,000+ endpoints — are self-reported and unaudited. They are usable in marketing and unsafe in diligence without a source.

Disambiguation guardrails

- Ghostwriting is confirmed on at least one CEO's Letter: the July 2026 Peppol piece is bylined to Todd Gould, and the page's own meta-author field reads Linda Moore. Both CEO's Letters are flagged PROVISIONAL for voice. Do not train a founder persona on them.
- Departed and unverified voices: Don Reigrod (quoted as SVP, February 2021) and John Daub III (named in 2024 conference posts) appear on no current roster. Their content is still indexed as Loren Data's. Never attribute it as current firm position.
- Two live team pages disagree. LD.com/leadership (four executives, May 2026) is authoritative. LD.com/our-team (nine people, orphaned but crawlable) is not. Five people appear on one and not the other with no departure signal either way.
- Customer-competitor overlap: Orderful was announced as an ECGrid customer in 2021 and now publishes competing category content. Boomi is simultaneously a partner, an award-giver and a

listed alternative in third-party comparisons. Never generate competitive comparisons in firm voice.

- Thirty of the thirty-eight displayed customer logos are uncorroborated. Do not assert them as clients.
- EU-U.S. Privacy Shield (2019) is still in the indexed corpus. The framework was invalidated in 2020. Never cite it as a current credential.

Entity scope

IN SCOPE: Loren Data Corp. (one legal name since 1987; Marina del Rey, California), both operated domains (ld.com, ecgrid.com), and all product brands — ECGrid, ECGridAS2, ECGridOS, ECGrid Simplify, Global Product Access. All content authored by Todd Gould, Anthony D'Angelo, Jon Gatrell and Kristine Simpson while in role.

OUT OF SCOPE: the customer and partner platforms displayed on the ECGrid logo walls (they are the distribution channel, not the firm's voice); The Barbaro-Gould Foundation (Todd and Jennifer Gould's personal 501(c)(3)); Hubbub (a 2016 product no longer surfaced on either site); and content authored by departed or unverified individuals.

There is no rebrand, no prior name and no DBA. The firm has traded under one name for thirty-nine years. The functional equivalent of a rebrand risk here is the two-domain, two-register split created by the 2026 site rebuild — and the orphaned pages it left behind, which are still indexed and still speaking in the firm's name.