

DOMAIN NAMESPACE AUDIT

Atoms

formerly City Storage Systems · launched March 13, 2026

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PREPARED BY

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This report has been prepared as a demonstration namespace audit. All data is drawn from publicly available sources including WHOIS records, company announcements, and press coverage.

EXECUTIVE SUMMARY

On March 13, 2026, Travis Kalanick brought City Storage Systems out of eight years of stealth mode under a new name: Atoms. The company – parent to CloudKitchens, Otter, Lab37, Picnic, and ProFood Properties, and now acquiring autonomous trucking startup Pronto – was announced on the TBPN podcast with a 1,600-word manifesto on atoms.co.

The vision is a “wheelbase for robots”: purpose-built, high-cycle industrial systems for food, mining, and transportation. It is a serious company with thousands of employees, eight years of operational development, and the infrastructure footprint to support it.

The domain is atoms.co. atoms.com belongs to Atoms, a Brooklyn sneaker brand founded by Sidra Qasim and Waqas Ali. The footwear company launched publicly in 2019 on wearatoms.com then specifically acquired atoms.com from Adobe, which had held it as a dictionary domain. The upgrade was deliberate: a brand decision to claim its rightful address. The sneaker brand fought to own the .com that matched its name, reached \$75 million in valuation, sold more than 840,000 products, and generated \$36 million in lifetime revenue. It is profitable and is not going anywhere. Kalanick’s robotics holding company and a consumer footwear brand now share a name, a visual identity collision at every search result, and the wrong domain for one of them.

The name itself carries a decade of biographical weight. On the day of the March 13 launch, Kalanick posted on X: ‘Ten years ago.’ The attached video was titled ‘Bits and Atoms - Uber.’ The original Uber tagline: ‘We leave no bit or atom unturned to create industries that serve people.’ So Atoms is not a new coinage. It has been inside Kalanick’s own brand language for a decade, the phrase his first company used to describe what it was building. He chose for his robotics platform the word that has been his internal north star since at least 2015.

The .com of that word has been occupied by a funded consumer brand since 2019.

The irony is not incidental. This is the same Travis Kalanick who gave Universal Music Group a 2% equity stake in Uber to acquire uber.com - a stake the company later bought back for \$1 million. He lived through the domain acquisition in the most direct way possible: as the cost of not having the right address when the company needed it. That precedent makes atoms.co not just a tactical gap but a biographical one.

The subsidiary portfolio compounds the problem. Of six operational ventures under the Atoms umbrella, only two - CloudKitchens and ProFood Properties - hold their exact .com. The other four use workarounds: a try- prefix, a country-code TLD, an .ai extension, and a .us

The pattern across the portfolio is not bad luck. It is a governance posture and it is visible from the outside on the day the company announces itself to the world.

Parent brand domain	atoms.co - Colombia ccTLD. atoms.com is a Brooklyn sneaker brand with \$75M valuation, 840,000+ customers.
The Uber parallel	Kalanick traded 2% of Uber (later bought back for \$1M) to acquire uber.com from Universal Music Group. He has lived the cost of this problem at the highest level. atoms.co is a deliberate or overlooked repeat of it.
Subsidiaries with .com	<p>CloudKitchens – cloudkitchens.com ✓</p> <p>ProFood Properties – profoodproperties.com ✓</p>
Subsidiaries without .com	<p>Pronto – pronto.ai (pronto.com: AskMediaGroup, not actively used)</p> <p>Otter – tryotter.com (otter.com: parked; otter.ai: active transcription service, different company)</p> <p>Picnic – trypicnic.com (picnic.com: for sale, minimum offer \$500,000)</p> <p>Lab37 – lab37.us (lab37.com: parked, no active business)</p>

1. CURRENT DOMAIN INVENTORY

Based on publicly available records and company announcements as of March 2026.


Domain	Status	Owner	Notes
atoms.co	Active - primary	Atoms (Kalanick)	Current parent brand domain. Colombia ccTLD (.co). Widely used as a brand extension but reads as a workaround to any audience aware that atoms.com exists.
atoms.com	Not owned	Atoms sneaker brand (Brooklyn, NY)	Active footwear company. Founded by Sidra Qasim and Waqas Ali; launched publicly 2019. \$75M valuation, 840,000+ products sold, \$36M lifetime revenue, profitable. Started on wearatoms.com; specifically acquired atoms.com from Adobe, which held it as a dictionary domain. Not a passive holder - a brand that deliberately fought to own this address.
cloudkitchens.com	Owned ✓	CloudKitchens	Exact .com match. The only Atoms subsidiary with clean primary domain alignment.

profoodproperties.com	Owned ✓	ProFood Properties	Exact .com match. Clean namespace alignment.
pronto.ai	Workaround	Pronto (Atoms, pending acquisition)	pronto.com belongs to AskMediaGroup – a media content company. Not in active use for the primary brand. Acquisition pending; domain situation unresolved at parent level.
tryotter.com	Workaround	Otter (Atoms subsidiary)	otter.com: parked, for sale. otter.ai: active AI meeting transcription service – well-funded, widely used, completely separate company. tryotter.com prefix distances the brand from both and resolves to neither.
trypicnic.com	Workaround	Picnic (Atoms subsidiary)	picnic.com: for sale with minimum offer of \$500,000. The floor price signals the holder knows the brand value of this word in the food and grocery sector.
lab37.us	Workaround	Lab37 (Atoms food robotics division)	lab37.com: parked, no active business – appears acquirable. Using .us ccTLD for a US-based company creates the same legibility friction as other workaround extensions, without the technical familiarity .ai or .co carry.

2. RISK ANALYSIS – FOUR ISSUES

The four issues below are not independent. They share a root: domain strategy was not treated as a prerequisite to brand decisions across the portfolio.

Risk 1: atoms.com Is an Active Consumer Brand, Not a Parked Domain



atoms.com is a profitable Brooklyn footwear company with a \$75M valuation and 840,000 customers.

This is not a squatter to negotiate with. Not a parked asset open to a reasonable offer. It is an established brand that has been building equity in the Atoms name since 2019 – while City Storage Systems was in stealth. The sneaker brand was there first at .com.

The collision between Kalanick’s Atoms and the Atoms footwear brand is not a future risk. It is live as of the day of the March 13 announcement. A search for “Atoms” returns sneaker reviews, product pages at atoms.com, and Wefunder investment listings alongside the robotics launch coverage. The two brands share a name, compete for search real estate, and occupy adjacent positions in consumer awareness – one a B2C product, one a B2B infrastructure company, but both named Atoms and both now in the public domain.

The sneaker brand’s LinkedIn handle is @wearatoms - they registered a qualified handle precisely because Atoms as a standalone was already contested. They have been managing this problem from their side since launch. Kalanick’s company has now entered the same namespace from the other direction, at a much larger scale, with a much larger media footprint.

The announcement on March 13 generated coverage across Bloomberg, TechCrunch, CNBC, Fortune, and The Next Web. Every one of those stories sends curious readers to search for “Atoms.” A meaningful share of that search traffic resolves to sneakers.

The history of atoms.com sharpens the point. The sneaker brand launched on wearatoms.com in 2018 - a qualified workaround, the same architecture Kalanick's company is now using. The sneaker Atoms team, facing atoms.com registered to Adobe, went out and acquired it anyway. They started where Kalanick's company is now and did the thing the current audit recommends. The result is a profitable, funded consumer brand sitting at atoms.com, having done exactly the work that Kalanick's company has not. The domain is not parked. It is not passively held. It was fought for and won.

atoms.com is not acquirable in any near-term scenario. The footwear brand is funded, profitable, and actively building. A \$75M valuation company does not sell its primary domain to a robotics holding company. The name conflict is structural and durable. The question is not how to acquire atoms.com but whether the Atoms brand was the right choice when atoms.com was already occupied by an active, recognisable company in a consumer category with high search volume.

Risk 2: The Man Who Paid to Learn This Lesson Is Repeating It



Kalanick traded 2% of Uber to Universal Music Group to acquire uber.com. He later bought the stake back for \$1 million.

That transaction happened because UberCab launched on ubercab.com, was forced by regulators to drop “cab,” became Uber, and needed uber.com, which someone else owned. The lesson was expensive and personal. atoms.co is a biographical echo of it.

The Uber domain history is worth understanding precisely. In 2009, Garrett Camp and Kalanick co-founded UberCab on ubercab.com. In October 2010, the San Francisco Municipal Transportation Agency issued a cease-and-desist requiring the company to drop the word “cab.” The company became Uber. uber.com was owned by Universal Music Group. Kalanick, cash-constrained, offered UMG a 2% equity stake to acquire the domain. UMG accepted. Uber later bought the stake back for \$1 million. The total cost of not owning the right domain name at the moment of renaming was a \$1 million cash payment on top of the dilution and the negotiation.

Kalanick has spoken publicly about the value of stealth: “You build a culture of people that want to build and do not need to be famous.” Eight years of stealth provided the time to think carefully about what the company would be called and what infrastructure it would need. During those eight years, atoms.com was a funded sneaker brand building a consumer audience. The choice to launch on atoms.co – whether deliberate or by oversight – replicates the structural error of ubercab.com: a name chosen before the namespace was secured.

The difference between then and now is not trivial. In 2010, Uber was a startup with no leverage. The equity trade was a creative solution to a real constraint. In 2026, Atoms launches with thousands of employees, a ghost kitchen network across multiple countries, an autonomous trucking acquisition in process, and a manifesto announcing a platform for industrial robotics. The company has the resources to resolve a domain situation. The question is whether it has treated it as something that needs resolving.

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We’ve been in stealth mode for eight years. Employees were not allowed to put the name of the company on their LinkedIn. We have thousands of employees.

Travis Kalanick, TBPN podcast, March 13, 2026

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We leave no bit or atom unturned to create industries that serve people.

Bits and Atoms – Uber, internal brand video, c. 2015 · posted by @travisk on X, March 13, 2026: “Ten years ago.”

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Atoms is not a new name. It is a decade-old piece of Kalanick’s own brand language, resurfaced and made literal. The stealth company had eight years to think about what it would be called and what domain it would need.

Risk 3: Four of Six Subsidiaries Don't Own Their Primary .com - Three of Those .coms Are Available



Pronto, Otter, Picnic, and Lab37 all operate on workaround domains. The pattern across the portfolio is systemic.

tryotter.com. trypicnic.com. pronto.ai. lab37.us. These are not individual bad luck. They are a consistent posture: build the brand, accept the domain compromise, move on. Three of the four blocked .coms are not in active use. The window to act is now, before the launch announcement raises price expectations.

CloudKitchens and ProFood Properties are the exceptions. CloudKitchens occupies cloudkitchens.com without conflict - a distinctive compound name that was available and has been held cleanly. ProFood Properties is similarly uncomplicated. The other four ventures tell a different story - but within that four, there is an important distinction: three of the four corresponding .coms are parked or inactive, meaning the path to ownership exists. The fourth is a more complex negotiation.

Otter operates on tryotter.com. otter.com is parked and listed for sale - a passive holder, no active business. It is acquirable. The complication is otter.ai: a well-funded AI meeting transcription service used by millions of people, with no relation to the Atoms restaurant software. A restaurant operator searching for the Atoms Otter platform who types otter.ai reaches a productivity app for business meetings. tryotter.com adds a prefix that signals the brand couldn't own its natural address, and leaves both the .com and the .ai creating noise in the namespace. otter.com, being parked and for sale, is the immediately actionable piece.

Picnic operates on trypicnic.com. picnic.com is listed for sale with a minimum offer of \$500,000. That is the most transparent acquisition path in the portfolio: a seller, a floor, a conversation to be had.

Lab37 operates on lab37.us. lab37.com is parked with no active business. The counterparty is likely a passive holder - no brand conflict, no active use. This is the most straightforward acquisition in the portfolio. Using .us for a US-based food robotics division carries a specific legibility problem: .co and .ai have been partially normalised through use by tech startups; .us has not earned the same familiarity, and reads as a ccTLD of last resort. It is also the wrong signal for a company whose ambitions are explicitly global.

Pronto, now being acquired, operates on pronto.ai. pronto.com belongs to AskMediaGroup – a media content company that does not appear to use it as a primary brand. A corporate asset holder with a parked or underused domain is a negotiation, not an impossibility. Whether that conversation has been started as part of the Pronto acquisition process is not publicly known. It should be.

Risk 4: The Portfolio Has No Visible Domain Governance Standard

A holding company's domain portfolio is a readable map of how it thinks about brand infrastructure. When the parent brand is on a ccTLD and four of six subsidiaries are on workaround addresses, the map says the same thing in six different ways: domain decisions were made after brand decisions, reactively, and with whatever was available.

This matters for a company announcing itself as a platform. Atoms is not presenting itself as a collection of independent ventures - it is presenting a unified thesis about robotics infrastructure applied across food, mining, and transportation. The “wheelbase for robots” framing implies coherence. The domain portfolio implies the opposite. tryotter.com and trypicnic.com and lab37.us and pronto.ai under the atoms.co parent do not read as a platform. They read as a portfolio of companies that each reacted to domain problems independently and never revisited it.

The governance question is straightforward: who is accountable for the namespace across the Atoms portfolio? Not for any individual domain acquisition, but for the standard that determines what a subsidiary's domain architecture should look like when it launches under the Atoms umbrella. If that standard does not exist, the audit for every new venture will look like this one.

The day of the launch announcement is the highest-leverage moment to resolve this. Every journalist covering the story is constructing a mental map of what Atoms is. Every potential client, partner, and recruit is doing the same. The domain portfolio is visible, searchable, and permanently indexed. It is not a footnote. It is part of the first impression, and the first impression is happening now.

3. PRIORITISED RECOMMENDATIONS

Four actions across the portfolio. The first is strategic; the rest are tactical and executable immediately.

#	Priority	Action	Timeframe	Cost
1	Immediate	<p>Determine the long-term position on atoms.com</p> <p>atoms.com is not acquirable today – the sneaker brand is funded, profitable, and active. But “not acquirable today” is not the same as “never.” Companies change ownership, brands pivot, portfolios get consolidated. Kalanick has done this before – he knows that the right domain sometimes requires patience and the right moment, not just the right price. The question for now is whether atoms.co is an acceptable permanent address for a company intending to be the robotics infrastructure platform for the physical economy, or a placeholder. If it is a placeholder, the strategy for atoms.com needs to be defined – and monitored – even if the transaction is years away. If it is permanent, the brand architecture needs to be built around that constraint rather than against it.</p>	Ongoing	Strategic

2	Immediate	<p>Open acquisition conversations for lab37.com, pronto.com, and otter.com</p> <p>Three of the four workaround subsidiaries have .coms that are not in active use: lab37.com is parked with no active business – a passive holder, no brand conflict, acquirable at a reasonable price. pronto.com belongs to AskMediaGroup, a media company that does not actively use it – a corporate asset holder who may be willing to sell. otter.com is parked and listed for sale – a passive holder with a price. None of these require the complexity of acquiring a funded competitor’s primary brand domain. All three conversations should be started now, before the Atoms launch announcement generates wider awareness and raises price expectations.</p>	This month	3 conversations
3	30 days	<p>Acquire picnic.com at the \$500,000 floor</p> <p>picnic.com has a listed minimum offer of \$500,000. There is a seller, a floor, and a clear path. The acquisition conversation is the simplest in the portfolio at the cost level.</p>	30 days	\$500K+
4	Structural	<p>Set a domain standard for subsidiaries launching under the Atoms platform</p> <p>The existing portfolio inherited its domain gaps venture by venture, without a governing standard. Every new company Atoms builds or acquires going forward should have domain architecture reviewed before the brand name is finalised – not after. The Uber lesson applies at the subsidiary level as much as at the parent: the cost of changing names after launch far exceeds the cost of securing the right domain before it. Assign a named owner for the Atoms domain portfolio, set a standard for primary .com alignment, and make it a prerequisite for brand sign-off.</p>	Ongoing	€0

THE BIOGRAPHICAL QUESTION

Travis Kalanick is one of the few founders who can say he paid \$1 million, in cash, to learn that the right domain is not optional. The uber.com acquisition – 2% equity to Universal Music Group, bought back for \$1M – is not a footnote in the Uber story. It is a case study in what happens when a company outgrows its domain architecture faster than it can replace it. He was the CEO who authorised that transaction. He knows exactly what it cost and why.

Eight years in stealth. Thousands of employees. A portfolio of operational businesses in food, logistics, and automation. A robotics platform announced to the world on March 13, 2026. And the company's home address is atoms.co, because atoms.com is a sneaker brand in Brooklyn that has been building its own equity in that name since 2019.

This is not a fatal flaw. atoms.co functions. The company will grow regardless. The subsidiaries on try-prefixes and country-code TLDs will continue operating. But a platform company claiming to digitise the physical economy, whose founder personally arbitrated a domain acquisition at Uber, now presents its brand to the world from a ccTLD because the .com belongs to someone else. The question the audit ends on is not technical. It is whether the person who knows this problem better than many in Silicon Valley looked at atoms.co and decided it was good enough, or whether the decision was made before anyone asked.

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I never left.

Travis Kalanick, manifesto on atoms.co, March 13, 2026

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They know who they are. The domain is the last thing that needs to catch up.

All data in this report is drawn from publicly available sources, including WHOIS records, company announcements, press coverage, and company websites. This report was prepared as a demonstration audit.