

ACTIVE CATEGORY DESIGN

From a product to a category.

A repeatable system for finding the **one problem you're uniquely built to solve**, then organizing your whole company around owning it.

Trying to be the better option means competing on the incumbent's terms. Active Category Design finds the problem worth solving that no one else has seen, the one that makes you **worthy of attention and demand**.

01 MAP & LISTEN

PREP · BEFORE THE ROOM

Map the existing market

Audit your competitors: the problems they solve, the problems they ignore, and the white space no one owns yet.

Competitor Map

Problem Big Board

Vendor & Opportunity Map

PREP · BEFORE THE ROOM

Run the ACD survey

Ask the people who know your business best, from your team to trusted customers and investors, what problem you really solve. Cluster the answers into the 6 to 12 problems that actually matter.

ACD Survey

Problem Cluster

Null-Hypothesis Statement

SESSION 1 · WITH YOUR TEAM

Problem & Solution

Find the lateral problem everyone feels but no one has named. Map who has it and what it costs, then shape the solution, the outcomes, and the category name.

Problem Statement

Who-Has-It Pyramid

Cost Cluster

Adjacent Possible Compass

Category Name

SESSION 2 · WITH YOUR TEAM

POV & Blueprint

Turn the problem into a point of view, and the solution into a Category Stack: the architecture that answers "yeah, but how does it actually work?"

POV Narrative

Category Stack

SESSION 3 · WITH YOUR TEAM

POV Lock-Down

Lock the villain, the category, and the point of view. Then map the personas who matter most, the start of making this real.

Locked POV

Villain

Persona Matrix

MOST CATEGORY WORK STOPS HERE

A deck, a manifesto, a line on the About page.



ACTIVE CATEGORY DESIGN KEEPS GOING

The POV becomes how you sell, build, and show up.

SESSION 4 · WITH YOUR TEAM

Lightning Strike

Plan the go-to-market moment that makes your category impossible to ignore. Not a booth or a keynote, an action you can't walk back from.

Lightning Strike Plan

GTM Objectives

Messaging Hierarchy

THE ACTIVE LAYER · ONGOING

ACD Agents

Operationalize the POV everywhere: bespoke pitches, features, and campaigns for each persona, kept on-narrative by agents trained on your category.

Persona-Mapped Assets

Category Agent Cookbook

Don't compete. Create the conditions to **win**.

