

Michel's category creation playbook

[Blog post](#) + [Podcast](#)

Look for 3 big shifts in the buyer's world

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Conduct day in the life interviews

Context

- When you walk in in the morning, what is the first thing you do every day?
- How many applications do you log into?
- What applications do you love and why?
- Who do you report to
- What are your MBOs

Questions

- If there was a problem I could solve for you, what would it be and why?
 - Important - 10/10
 - Satisfied - 2/10
- Ask for a referral - who else do you know that should I talk to about this?

Looking for

- What did they do all day
- What did they love
- What did they perceive as pain
- What were they promoted for if they did well
- What are their challenges in their interactions with their boss

Make sure you understand

- Technology landscape
- Daily work life
- Responsibilities / mission

Look for patterns in the data

- Common pains / problems
- Value attached to solving it

Find a gap you can solve

- What's the value to the user?
- What's the impact on the organization?
- What's the ROI of the impact? Value of solving?

Market

Start with a bottoms up TAM

- How much do I think they'll pay me for this? Shoot for 10% of the value, eventually.
- If I achieve 20% share of the market, is it a \$1 billion company?

Then do a top down TAM

- If I could redirect 1% of category spending, what would that be?
- \$100b TAM = great for B2B, \$1t for B2C?

Product

Break down what you're going to build

- Is it defensible enough from the way our competitors are currently doing things?
- Is there mental space for a new Kleenex?
- Whiteboard the solution

Identify 3 core capabilities you must build

- See what's out there for each of these
- How difficult is it to build each?
- How defensible is it?

Time horizon

- Is anyone out there doing anything close to this?

Positioning / differentiated narrative

- Can you define the narrative?
- How difficult is it to copy?
- How different is the platform?
- Can you get your competitors to sell on your narrative?
 - Ex. No Software, Inbound Marketing, Conversational Marketing

Value

- Early days you'll only get 1% of the value you create
- As you grow, you'll have more leverage and will be able to slowly bring that up to 10%