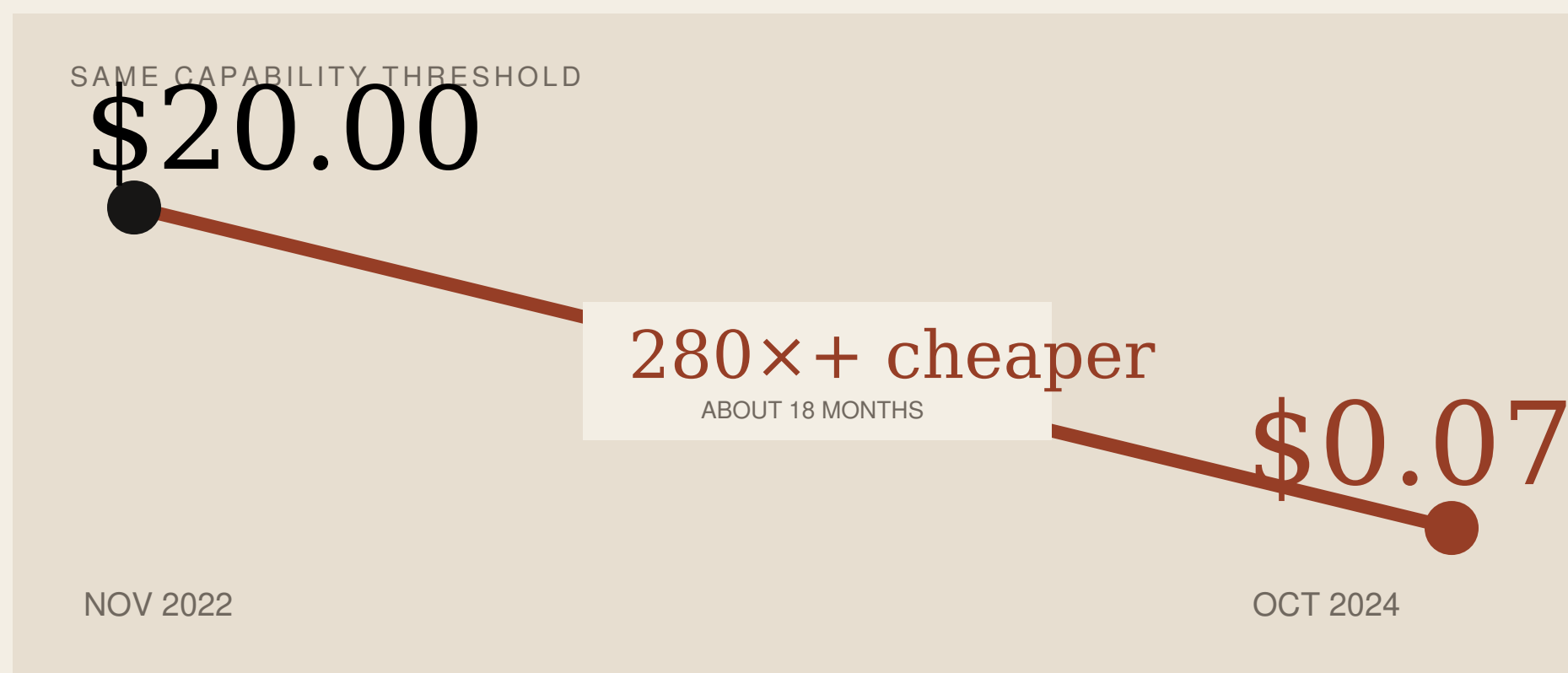


The moat moved.
You're guarding
the old wall.

Distribution now starts inside the machine.

THE PRODUCT LEAD

Better output buys less time than it used to.



When comparable capability diffuses this fast, a model advantage is a window—not a wall.

ASSUME

Capability catches up.

CAPTURE

Workflow context others cannot see.

BUILD

A reason to return after parity.

THE CROWDED TRADE

Capital crowded the category. It did not validate your moat.

60%

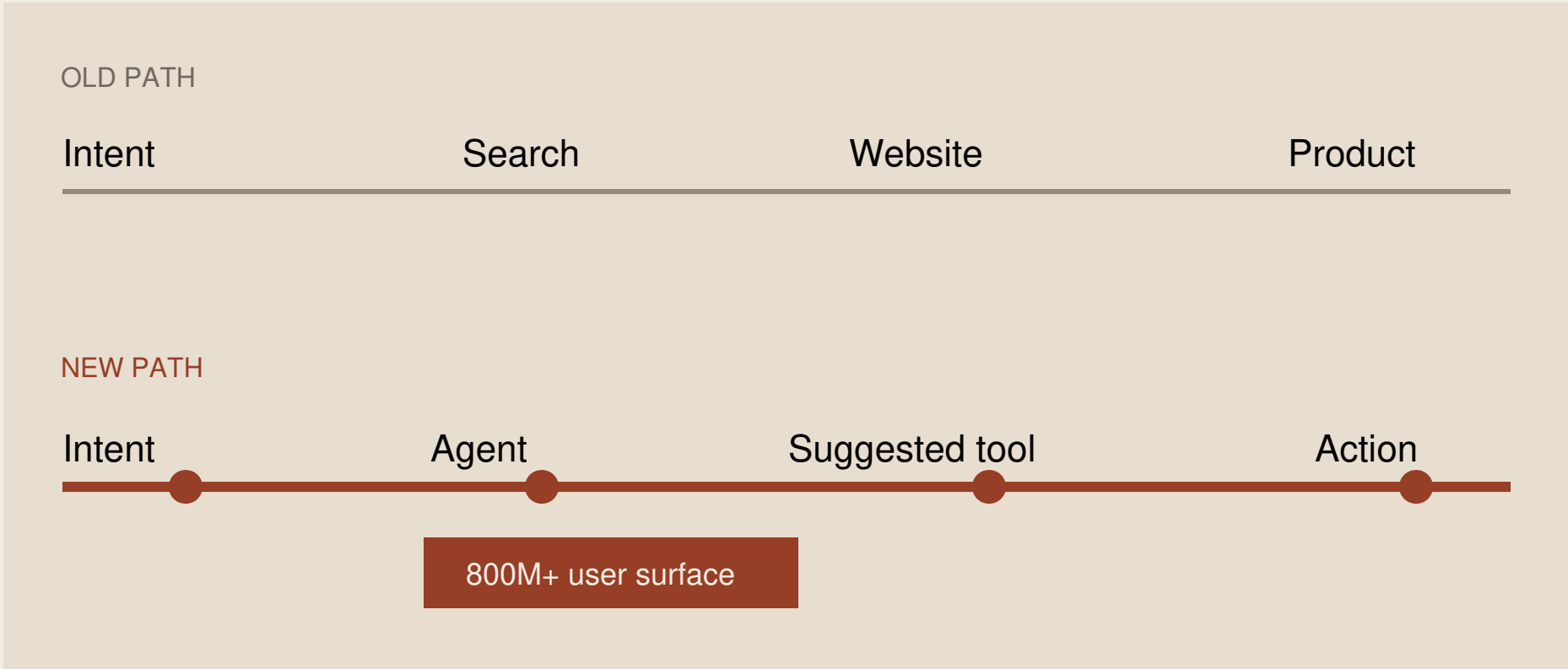
+

of venture dollars on Carta went to AI companies in Q1 2026.

The harder diligence question:
How do you get chosen, installed, and used again?

WHERE DISCOVERY LIVES

The user still decides. The agent increasingly shapes the shortlist.



Discovery can now happen after intent enters the machine, before a buyer visits your site.

MAKE LEGIBLE When the agent should call you.	MAKE USEFUL What action it can complete.	MAKE SAFE What permission and proof return.
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A DISTRIBUTION PORTFOLIO

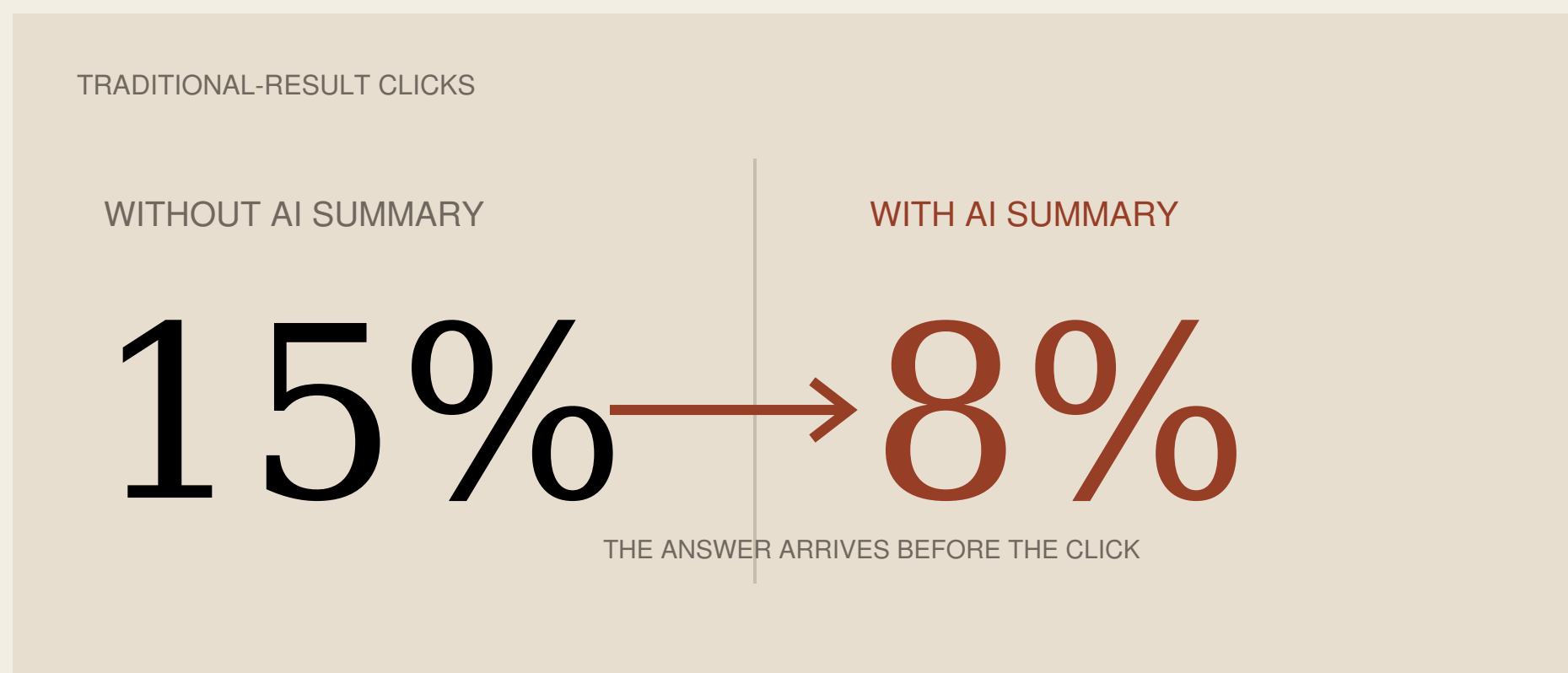
Three surfaces compound. Each charges a different entry fee.

1	Inside the agent	ENTRY FEE Earn invocation with a useful, legible tool contract.
2	Inside the workflow	ENTRY FEE Earn installation where data and action already live.
3	Inside the relationship	ENTRY FEE Earn permission to reach the user directly.

200+ partners at the launch of Salesforce’s agent marketplace—with hundreds of agents.

RENTED DISCOVERY

Reach leaks. Control compounds.



If a platform can answer before the click, your audience belongs to the interface first.

An audience you reach only through someone else's answer box is reach—not control.

RENTED

The platform owns ranking and access.

CONTROLLED

You retain permission and repeat use.

RUN THE AUDIT

Four uncomfortable questions.

☐

Can an agent discover and invoke the product when intent begins?

YES / NO

☐

Does the product become harder to remove once it enters the workflow?

YES / NO

☐

Can the team reach users directly without buying the same attention again?

YES / NO

☐

If a platform changes ranking or access tomorrow, does demand survive?

YES / NO

Mostly “no” means the product has reach, not distribution power.

THE DECISION

The next moat is not another feature.

It is the right to be chosen.

A QUESTION FOR BUILDERS

If the agent becomes the front door, what earns your product that right?