

212 products, 64 worth keeping

An outdoor equipment brand shipped 212 products across eleven categories and defended all of them. Nobody could say which ones earned their place, so the line grew every season and the roadmap followed whoever complained last. The brand now takes the line and the roadmap to the Strategist, one expert inside a nine-expert AI Brain, which returns one ranked list and the reasoning for every cut.

64 PRODUCTS KEPT Cut from 212 across eleven categories	83% OF REVENUE PROTECTED Everything cut carried 17% of sales	9 ROADMAP ITEMS, RANKED Drawn from a backlog of 140 requests	1 PAGE OF STRATEGY Read by everyone, argued with by anyone
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WHAT THE STRATEGIST DOES

Ranks, and then stops. Everything goes on one ordered list. Work below the line is not scheduled, and the line is visible to the whole company.

Tests each product against a sentence. If nobody can say who it is for and why it wins, it does not stay in the line.

Protects the quality of the few. What a cut frees up is reassigned to the products that earned it, never spread evenly.

Kills politely and permanently. Every discontinued item keeps a written reason, so it cannot drift back next season.

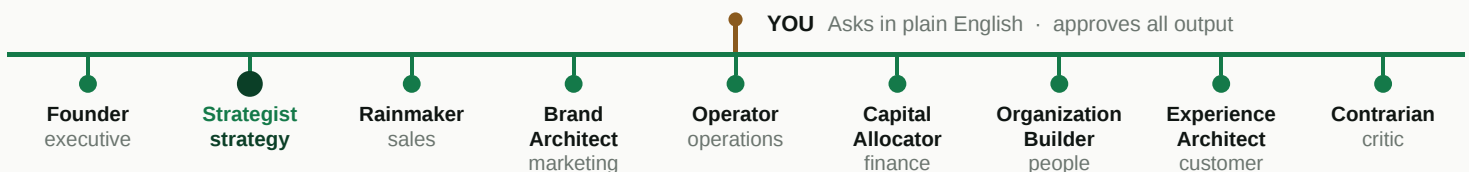
Keeps the strategy to one page. Position, ranked list, and the things deliberately not being done.

HOW A DECISION MOVES

- The question arrives in plain English**
No template or intake form required
- The Strategist ranks the options**
Against the brand's own position
- What is not being done is named**
The list of no is part of the answer
- The Contrarian challenges the cut**
The critic seat reviews before delivery
- You approve, then it ships**
Approval is required by rule

THE ADVISORY BOARD, AND THE STRATEGIST'S TOOLKIT

Nine specialists operating from one shared business context. Eight produce work; the ninth challenges it. The Strategist holds the strategy seat.



THE STRATEGIST'S TOOLKIT

The one-page strategy · Ranked backlog · The positioning test · Discontinuation log · The product map