ANTHROPIC - WHAT I'D ACTUALLY DO

Two pages, pulled out of the long playbook. August 10, 2026.

I read everything again - the dossier, the evaluation, the marketing report, both summaries, and the hundred suggestions the focus group produced - and the same sentence kept coming back. This company is under-distributed, not under-loved. The work is good. Almost none of it gets carried anywhere. Everything below follows from that.

What I'd Fix First

1. **Define the ad-free promise** in writing, get a third party to audit it once a year, and publish what it costs you in advertising revenue you turned down. Right now it's the best line in the category and it's been said about four times. Say it until the category says it back.
2. **Resolve the two domains.** anthropic.com holds the research and claude.com holds the products, so every link the press gives you builds authority on the site that doesn't sell anything. If you can't merge them, at least publish the rule in one sentence and wire the canonicals properly.
3. Put somebody's name on **answer-engine citation share** this quarter. Three hundred buying questions, one clean page each, a weekly count of who gets cited in the assistants - including Claude. It costs less than one commercial and nobody owns it.
4. Ship **token budgets and forecasting**. Opaque metering is the loudest complaint about your fastest-growing product, and most of it is a communications problem wearing a metering costume. Call it FinOps for tokens and half the anger goes away.
5. Build the **procurement kit**: security posture, DPA, subprocessors, model documentation, insurance, references, plus a statement on what happens to a customer's workload if a model gets pulled. One dated folder. It takes a designer an afternoon and shortens every enterprise cycle by about two weeks.
6. Publish **named case studies with numbers**. You have eight of the Fortune 10 and you're still selling with adjectives. One named reference and one compliance document per regulated industry beats fifteen more solution pages.

What's Actually In The Way

1. **Capability is commoditizing.** Benchmark leads last months now. Any plan built on being the smartest has a date stamped on it, and the date is closer than the roadmap assumes.
2. Deployment capacity is the bottleneck, not demand. If marketing outruns the solutions architects, you buy bad references with good pipeline.
3. Once the S-1 is on file, **everything published becomes an exhibit**. Most companies respond by going quiet. That's the wrong answer - build the tiered message architecture instead and keep moving weekly.
4. The consumer gap isn't a messaging problem. 245 million monthly users against 1.1 billion is an absent front door, and campaigns don't build front doors.

What I'd Avoid

1. **No more fear-based advertising.** February worked because it was funny and true. July failed because it was solemn and about you. Your brand is honesty about uncertainty; frightening people breaks character and people notice.
2. Don't chase a second hit. Make the same argument forty more times in forty more places instead.
3. Don't **enclose the protocol**. Monetize the control plane above it - certification, security review, private registries, audit trails - but leave MCP genuinely open or it gets forked inside a quarter.

4. Don't restrict capability without publishing an access path. Withholding the top model from European institutions produced a competitor with a government behind it. That's not a hypothetical anymore.

5. Don't reorganize marketing again without inheriting the platform. Every eighteen months somebody restarts the brand, which is exactly why nothing compounds.

Who I'd Hire

1. A **head of answer-engine optimization**, this quarter. Cheapest advantage on the table and it's sitting unclaimed.

2. A VP of marketing science before Q4, so a listing-scale brand budget never gets spent without a holdout design attached to it.

3. A head of vertical marketing for regulated industries, measured on references and compliance artifacts rather than on pages shipped.

4. And the unglamorous one that matters most: **roughly 1,400 solutions architects** over six quarters. It's the highest-return line in the whole plan and it isn't a marketing hire at all.

The Questions I Keep Coming Back To

1. What's the market, exactly? Software engineering labor, or all knowledge work? The answer decides how ambitious the story is and therefore who you can recruit to tell it.

2. **When does the Trust refuse something?** Investors, safety researchers and pension trustees all asked for the same proof - a commitment that visibly cost you something. Better before the listing than after.

3. Is the application layer a customer or a competitor? Your biggest API customers route monthly and one of them now has its own model.

4. What's the trust premium actually worth in dollars? Nobody has tested whether it survives a twenty percent price gap, and when parity arrives that number is the whole strategy.

Five Things That Could Be Done This Week

1. Fix the footer. The copyright years disagree with each other on a company worth nearly a trillion dollars, and things like that get screenshotted.

2. Put a physical address and a real route to a human on the site. Buyers look for it and so do search engines.

3. Rewrite the startup program's eligibility copy so a founder can tell in two minutes whether it applies to him. Right now he assumes it doesn't and leaves.

4. Move the status page out of support and into the enterprise navigation. Reliability is a purchase criterion; hiding the evidence reads badly.

5. Write down the **two-quarter holdout rule** - any channel that can't pass a holdout test in two quarters gets cut - and agree it now, before the IPO budget lands and nobody will sign it.

If I could only get one thing done, it'd be the promise: define it, audit it, price it, and repeat it. Everything else on this page is a channel. That one is the company.