

THE WHO ELSE? FACTORY

How we build *500 marketplaces at once.*

AI does the engineering. Humans do the meaning.

A QUESTION

What if every category of human need
—
every place a person says *“who else?”*
—
had its own marketplace?

Not 1. Not 10. Five hundred.



WHY 500

Human need is not one market. It's hundreds.

300+

INTENT CATEGORIES

From dentist to divorce lawyer to dog walker — every recurring human question is a category.

7,000

LANGUAGES

“Who else?” exists in all of them. The kernel grammar is universal — the brand is portable everywhere.

1

VERB THAT FITS ALL

One linguistic primitive routes all of them. We don't need 500 ideas — we need 500 instances.

THE OLD WAY

**One company. One marketplace.
One decade.**

\$50–200M

to build a single vertical marketplace from scratch — Yelp, Zillow, OpenTable, Angi.

WHAT THE OLD MODEL REQUIRES

- Ten engineers, three years.
- A founding team that bets the decade on one category.
- Custom code, custom design, custom ops — every time.
- A new brand to teach the market from scratch.

THE SHIFT

Marketplaces aren't *products* anymore. They're *templates*.

Same skeleton — supply, demand, ranking, trust, payments — fitted to 500 different muscles.

If the skeleton is shared, the cost of the 500th marketplace approaches zero.

PART II

The Factory.

AI as the line workers. Humans as the architects.

THE DIVISION OF LABOR

Two halves of one assembly line.



AI ENGINEERING

The boring 90%.

- Schema generation
- Supply ingestion & matching
- Ranking & retrieval
- Localization across 40+ languages
- Trust signals, dedupe, moderation



HUMAN ENGINEERING

The interesting 10%.

- Picking the 500 categories
- Defining what “good” means in each
- Brand voice & cultural fit
- Trust calls, escalations, ethics
- When to launch, when to kill

THE PLAYBOOK

One marketplace, in five stages.

01

Define

Human picks the category. AI drafts the schema.

02

Ingest

AI pulls supply from public sources, partners, APIs.

03

Rank

AI scores, matches, and ranks against intent.

04

Wrap

AI localizes, brands, and ships the front door.

05

Tune

Humans audit. Feedback loop trains the next 100.

STAGE 01

Define the category.

EXAMPLE INPUT

Category:

Pediatric dentists

Geo:

United States, top 200 metros

Intent verb:

"Who else takes my kid's insurance?"

AI OUTPUT IN 90 SECONDS

- Schema: 38 fields (insurance, hours, languages, sedation, age range...)
- Trust signals: 11 ranked sources of truth
- Edge cases: weekend hours, walk-ins, telehealth flag
- Brand draft: domain, tagline, color story

STAGE 02

Ingest supply at industrial scale.

AI agents harvest supply from every public surface — and we pay no humans to do it.

Open data portals

Licensing registries

Review platforms

Industry directories

Partner APIs

Web crawls

Social signals

User submissions

Government records

STAGE 03

Rank against intent, not keywords.

“Who else takes Aetna, has weekend hours, and won’t scare my four-year-old?”

01

Parse intent

Extract every constraint, hard and soft, from natural language.

02

Score the supply

Each provider scored against every constraint, weighted by user signal.

03

Rank the answer

Returns who fits — and who else, ranked by why they fit.

STAGE 04

Wrap it. Ship it. Move on.



A live URL

Custom domain, branded shell, 40+ language variants generated from one source.



An API

Same data and ranking, available as a developer endpoint from day one.



An MCP integration

Plugs directly into ChatGPT, Claude, Perplexity — and the agentic web ahead.



Trust & safety

Moderation, dedupe, source-of-truth tagging, human escalation path.

STAGE 05

The humans show up where it matters.

Humans don't build the marketplace. They teach the factory what good looks like.

Curators

Domain experts who define quality in each category — the dentist for dentists, the realtor for housing.

Auditors

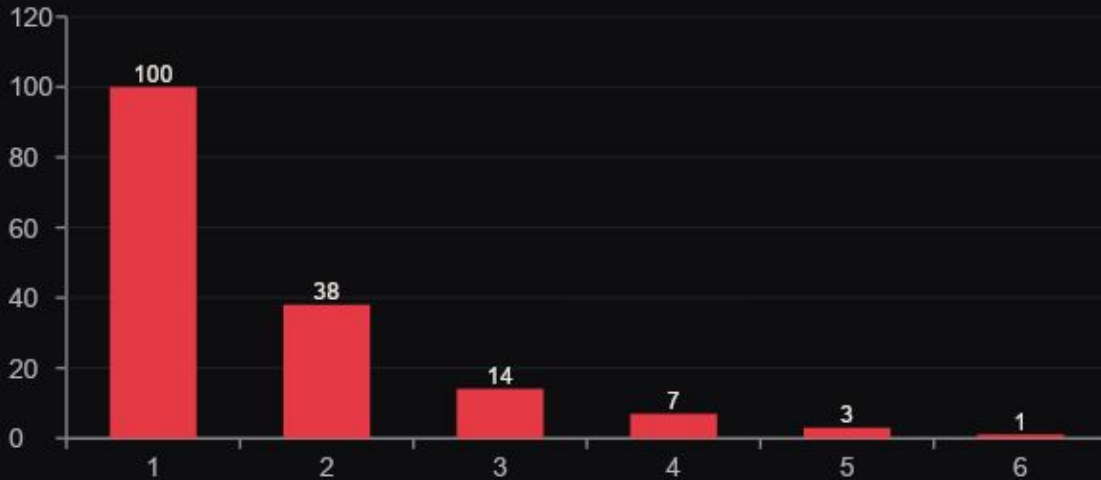
Spot-check rankings, flag bias, escalate edge cases. A small team covering hundreds of marketplaces.

Operators

Decide which marketplaces to launch, scale, or sunset based on real demand and unit economics.

THE ECONOMICS

Marginal cost of marketplace #500.



99%

cheaper to launch the 500th than the 1st.

Same playbook. Same skeleton. Different muscle.

WHAT 500 LOOKS LIKE

A sampler from the catalog.

Pediatric dentists	Family lawyers	Tax preparers	Wedding photographers
Pet boarding	Notaries	Driving schools	Estate planners
Pediatricians	Plumbers	ESL tutors	Doulas
Auto body shops	Movers	Personal trainers	Coding bootcamps
Therapists	House cleaners	Caterers	Funeral homes

WHY WE CAN DO THIS AND OTHERS CAN'T

We own the verb.

ONE QUESTION.

*Every
language.*

THE MOAT

THE FOUNDATION

DIN SPEC 2343

Published German standard for the “who else?” query interface.

Universal Grammar

Whitepaper formalizes “who else?” as a kernel grammar primitive across 7,000+ languages.

Top-5 in COCA

Among the most frequent interrogatives in real-world English use.

WHO BUILDS 500 MARKETPLACES WINS.

The single-vertical era is ending.

VERTICAL INCUMBENTS

**Yelp, Zillow,
Angi.**

One vertical each. Ten years to build.
Now defending one moat against the
agent-native web.

HORIZONTAL GIANTS

**Google,
Amazon.**

Want to be every marketplace. Stuck on
legacy ad and SEO economics that don't
survive agents.

WHOELSE.AI

500 at once.

AI-native, agent-native,
language-native. The factory was the
product all along.

WE ARE NOT THEORIZING

The factory is already partially built.

300+

Categories mapped

Spreadsheet of human-need categories with frequency scores and existing-service maps.

1,000

Reference sites

English-language marketplaces, social, events, and booking sites benchmarked.

40+

Languages translated

“Who Else? Translator” spec ships across the long tail of world languages.

1

Published standard

DIN SPEC 2343 — the recognized interface for asking “who else?” of a system.

100

Page whitepaper

Academic foundation: Kernel Grammar Hypothesis, ~135 references, peer-ready.

30

Strategy directives

Operational playbooks for category selection, ranked across six expansion strategies.

TWELVE MONTHS

From factory blueprint to 500 live marketplaces.

Q2 '26

Q3 '26

Q4 '26

Q1 '27

First 10 live

First 50

First 200

500 live



Manual curation. Playbook v1.

Factory pipeline online.

AI auto-builds. Humans audit.

Long tail filled. Agentic distribution.

By Q1 2027 we are not pitching a marketplace. We are pitching a category of company.

THE END OF THE SINGLE-VERTICAL ERA

AI builds the engineering.
Humans build the meaning.
We build *the answer.*