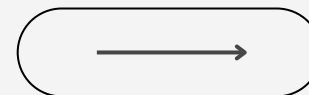


PRODUCT STRATEGY

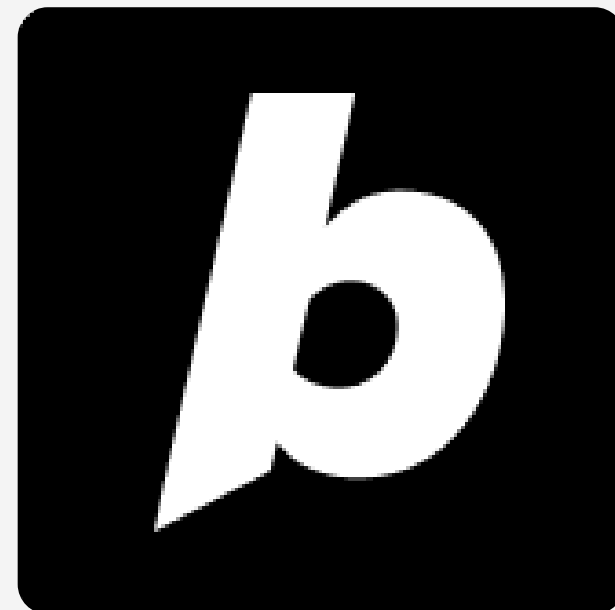
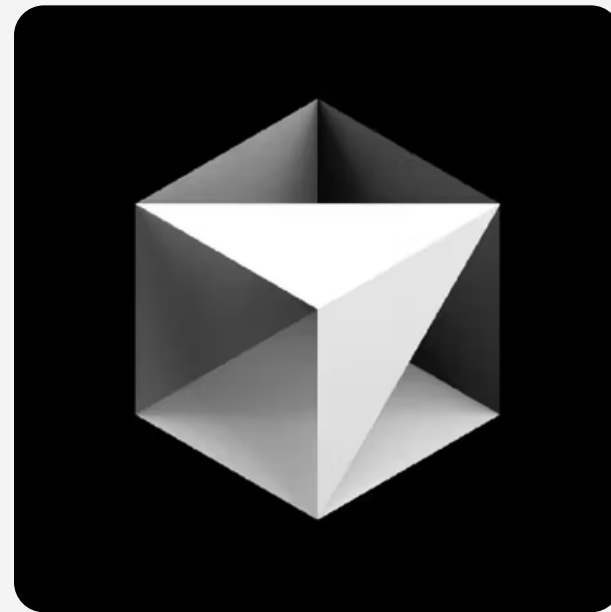
How to develop it
And why yours probably sucks



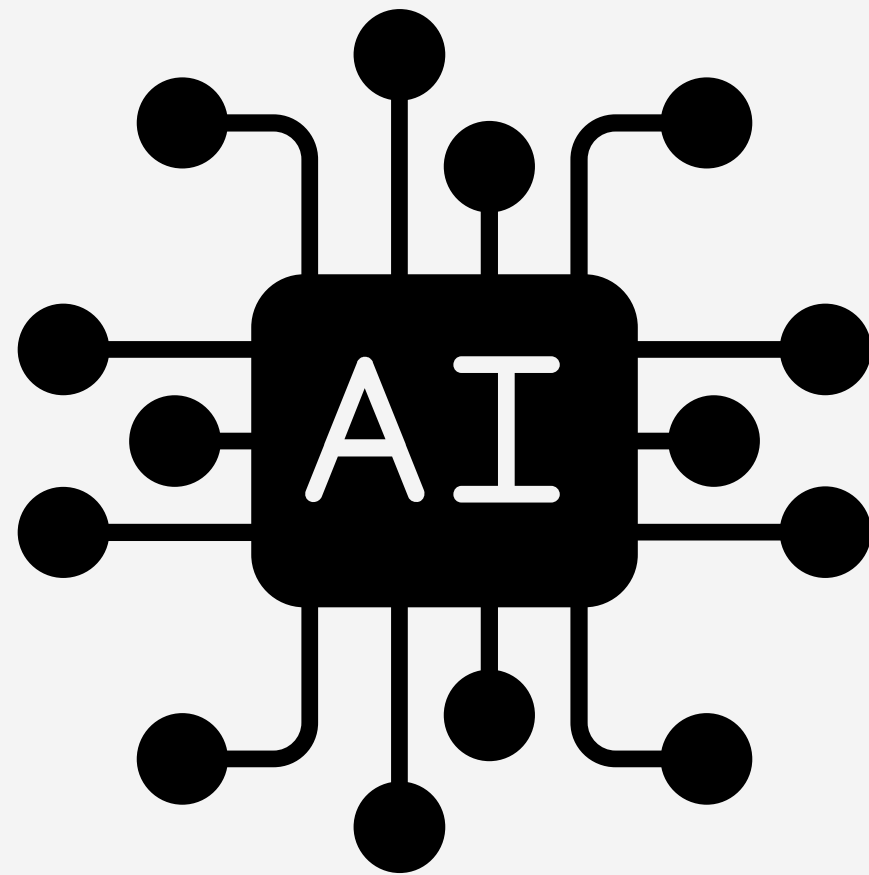
**MOST PRODUCT STRATEGIES
I'VE SEEN WERE A COMPLETE WASTE OF TIME**



MODERN TOOLS HAVE TOTALLY CHANGED THE GAME



AND AI MAKES STRATEGY MORE IMPORTANT THAN EVER IN 2025



1. MAKING ENGINEERS + DESIGNERS MORE EFFICIENT
2. ALLOWING PMS TO GET CLOSER TO PRODUCTS
3. STILL CAN'T REPLACE HUMAN EMPATHY DRIVING STRATEGY

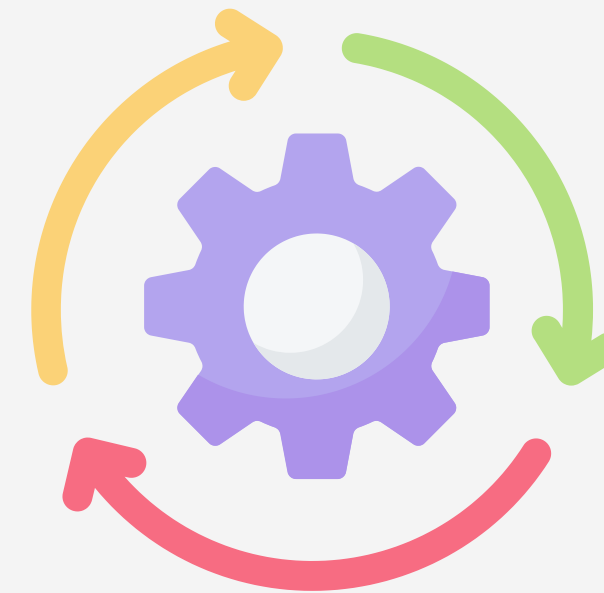
2025 STRATEGY PARADIGM SHIFT

TRADITIONAL APPROACH



DOCUMENTATION-DRIVEN STATIC ANNUAL CYCLES

2025 APPROACH



CONTINUOUS ITERATION VISUALIZATION-FIRST DATA-INFORMED

TODAY YOU'LL LEARN HOW TO CREATE A STRATEGY THAT ACTUALLY WORKS—IN 2025



(IN LESS TIME THAN IT TAKES TO WATCH A MOVIE)

REALITY



EXPECTATION



REALITY



**WHAT MOST
CONTENT
DRIVES US
TO**

THE STRATEGY CRISIS



WE'RE DROWNING IN DOCUMENTS BUT
STARVING FOR DIRECTION

PRODUCT TEAMS COST >\$1M/YEAR

	All-In Comp	Total Cost
5 Engineers	\$200K	\$1M
1 Product Designer	\$180K	\$180K
1 Product Manager	\$190K	\$190K
		\$1.37M

WHAT ARE YOU GETTING FOR THAT INVESTMENT?

WHY STRATEGIES FAIL



TOO LONG

NO ONE READS THEM

TOO VAGUE

NO CLEAR CHOICES

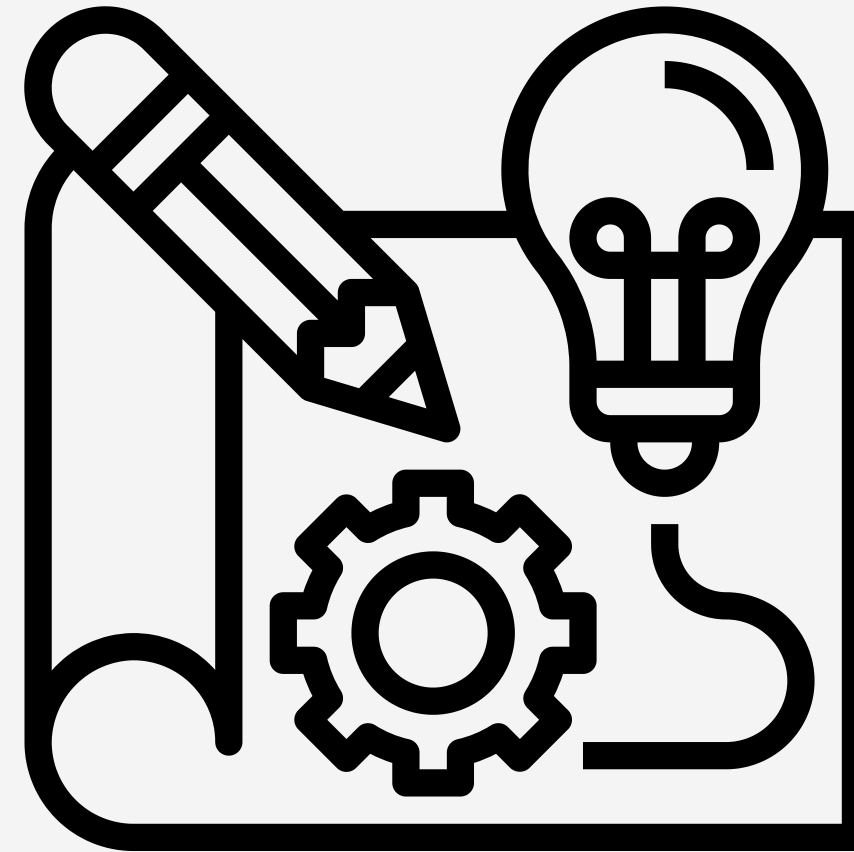
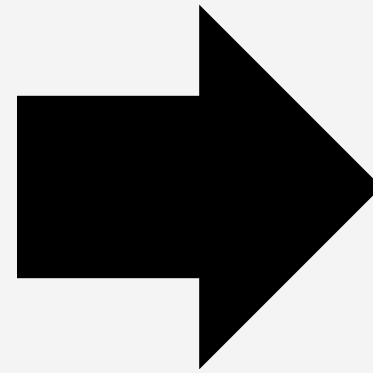
TOO DETACHED

NO CONNECTION TO DAILY WORK

TOO STATIC

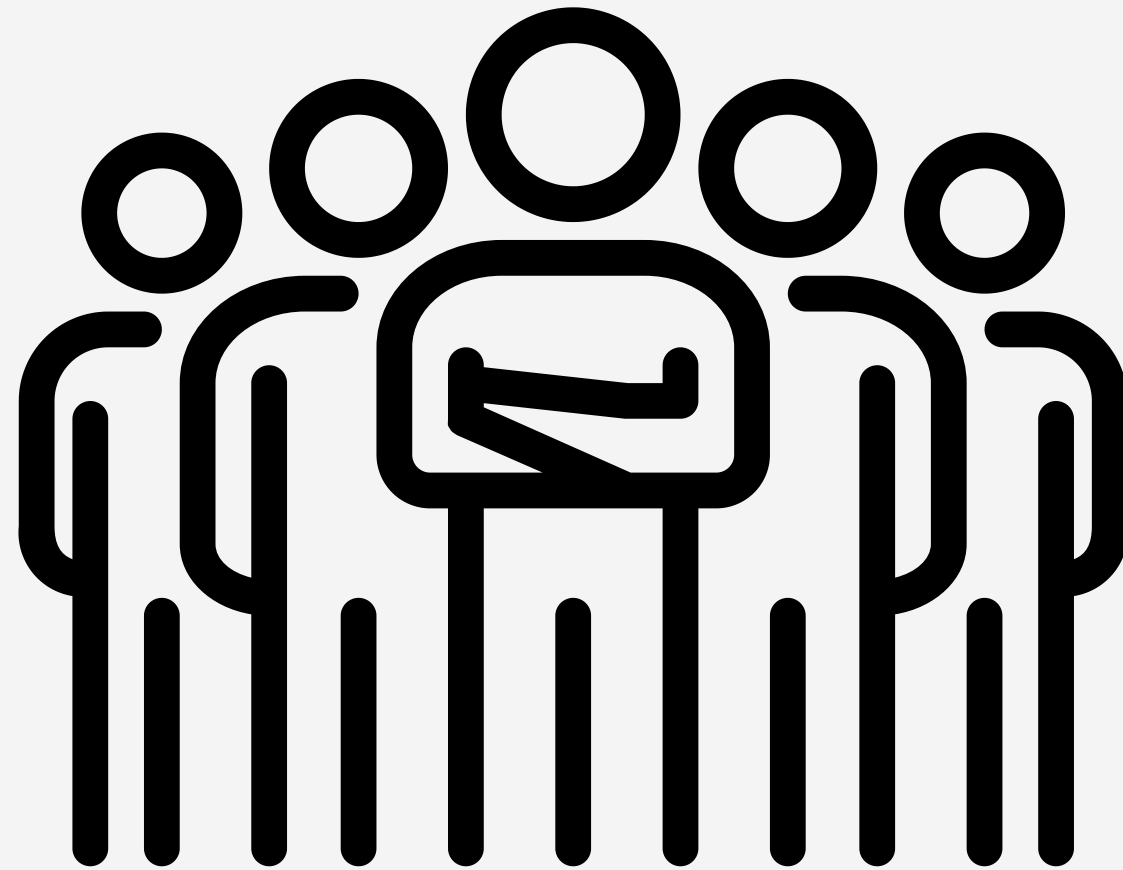
NEVER UPDATED

THE BETTER WAY



GREAT STRATEGIES ARE SIMPLE

THIS MATTERS FOR PMS AND FOUNDERS



STRATEGY IS NOT JUST FOR LEADERS

WHEN TO USE EACH

BIG S STRATEGY

- ✓ COMPANY PIVOT
- ✓ NEW MARKETS
- ✓ VISION-SETTING
- ✓ CEO OR GM-DRIVEN

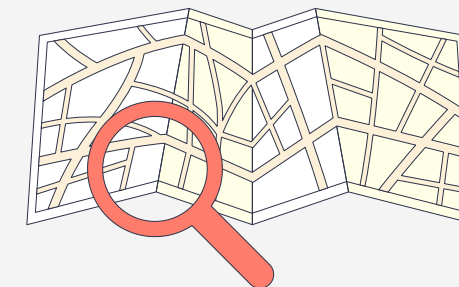


3-10 YEAR VISIONARY DIRECTION
FUTURE-BACKWARD THINKING
TRANSFORMATIONAL POSSIBILITIES

"THE BEST STRATEGISTS DON'T PREDICT THE FUTURE—
THEY CREATE IT BY DEFINING A BOLD DIRECTION THAT
TEAMS CAN ACTUALLY FOLLOW"

LITTLE s strategy

- ✓ FEATURE EXPANSION
- ✓ CURRENT CUSTOMERS
- ✓ EXECUTION PLANNING
- ✓ PM-DRIVEN



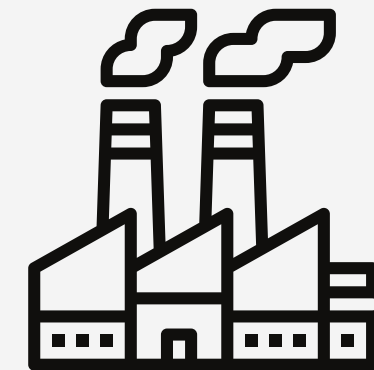
1-2 YEAR TACTICAL DIRECTION
PRESENT-FORWARD THINKING
SOLVING IMMEDIATE PROBLEMS

"GREAT TACTICAL EXECUTION BEATS PERFECT STRATEGY EVERY
TIME. LITTLE 'S' STRATEGY IS ABOUT SOLVING TODAY'S PROBLEMS
SO BRILLIANTLY THAT YOU CREATE TOMORROW'S
OPPORTUNITIES"

“BUT I’M IN A FEATURE FACTORY”

EMPOWERED

FEATURE FACTORY



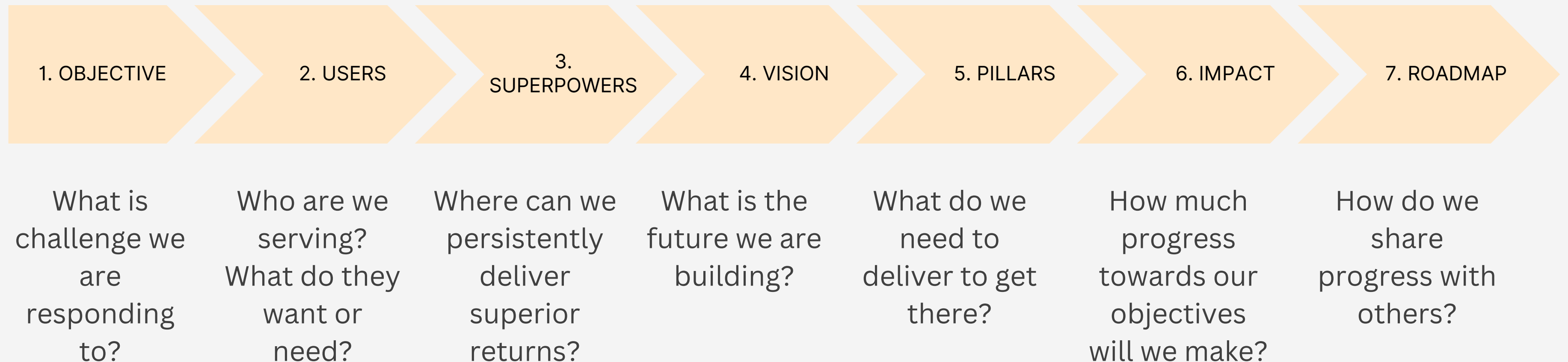
YOU ARE EXPECTED
TO DO STRATEGY
WELL

THE BEST WAY TO
SHOW THE LIGHT IS
THE ALTERNATIVE

STRATEGY MATTERS IN EITHER SITUATION

THE 7-STEP STRATEGY FRAMEWORK

Works for both little s and Big S strategy.



Never “done.” Continuous process.

Iterative. Not necessarily linear.

Source: Ed Biden in My Newsleter and Podcast

1 DAY / 1 WEEK / 1 MONTH

It works well to do a snap strategy - then progressively layer into it.

1 DAY

- Right more often than you realize
- Similar to “just writing” as a writer--gets thoughts out

1 WEEK

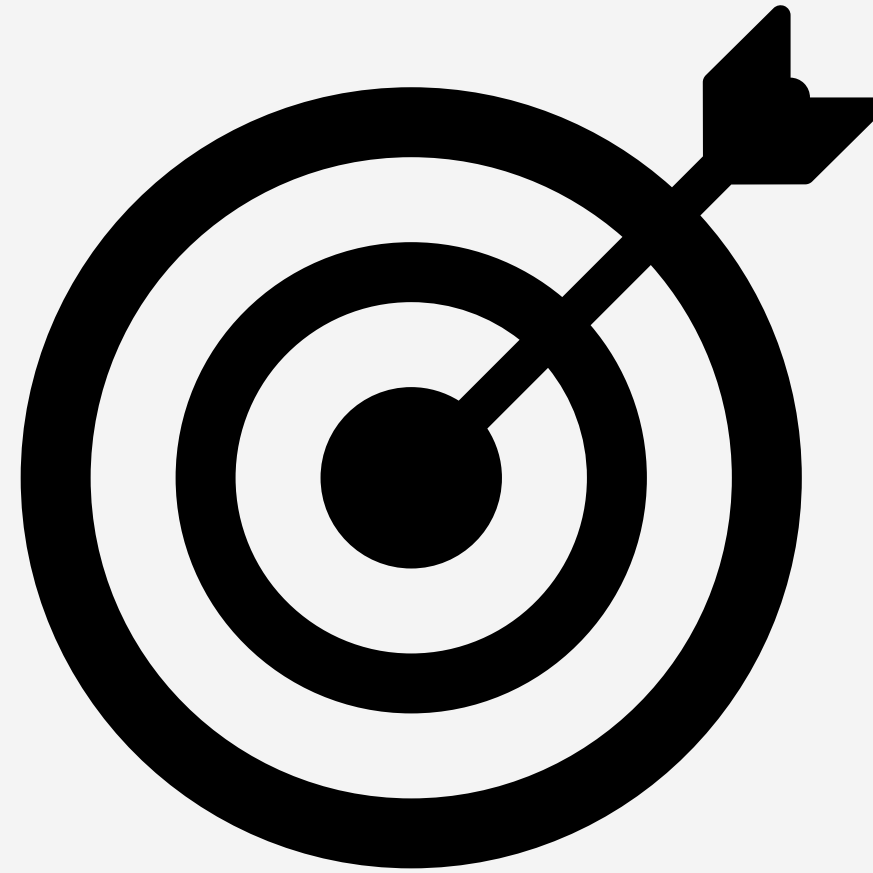
- Bring along others
- Test out different solutions

1 MONTH

- Fully socialize
- Find better evidence

STEP 1: SET YOUR OBJECTIVE(S)

OBJECTIVE = MISSION + MEASURE



"INCREASE DAY 30 RETENTION FROM 18% TO 22% BY Q3"

STORY TIME: THE OBJECTIVE TRAP



**AT AFFIRM, WE STARTED WITH
14 "TOP PRIORITIES"**

→ NO TEAM COULD FOCUS

**WE NARROWED TO 3 CLEAR
OBJECTIVES**

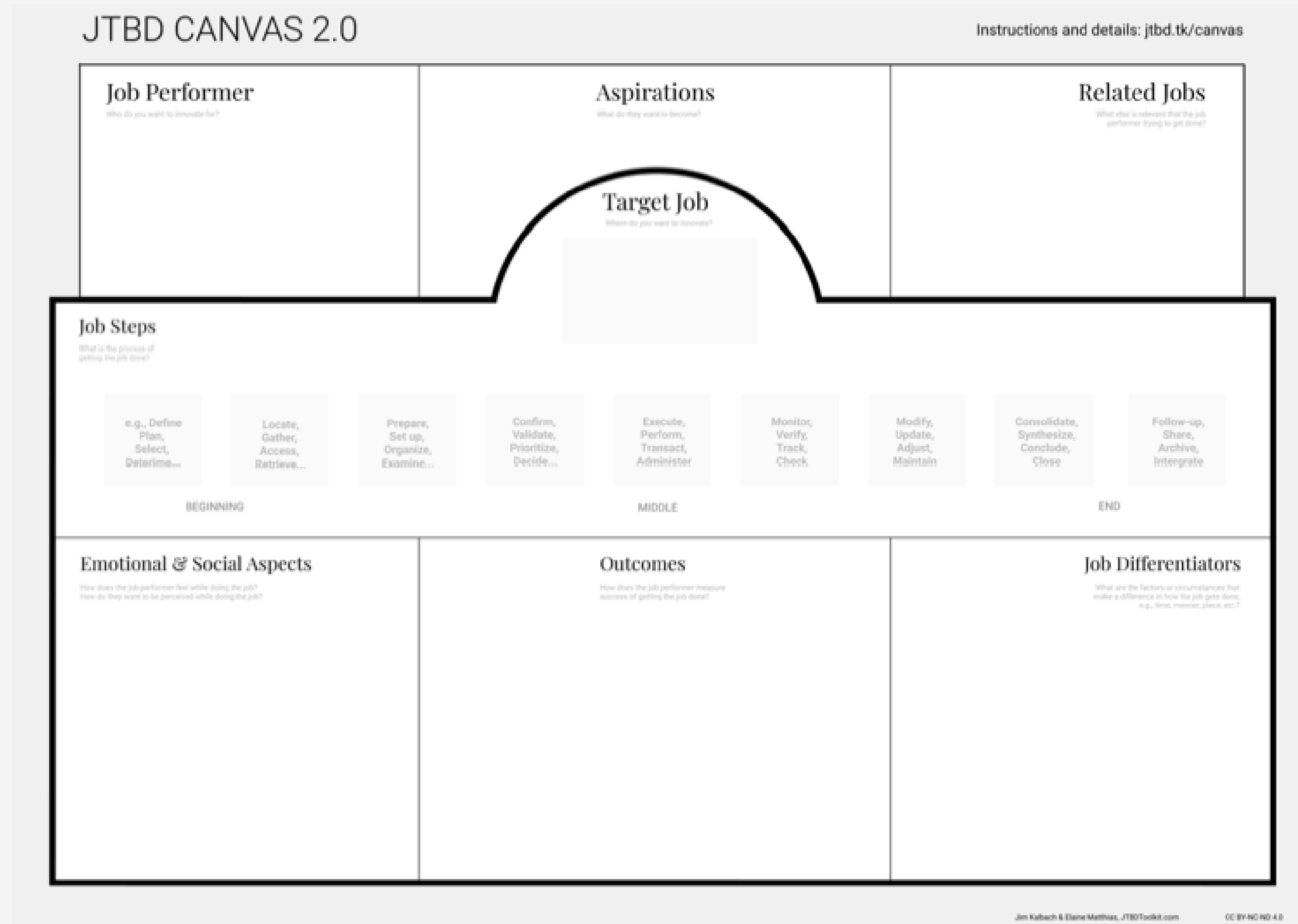
→ GROWTH ACCELERATED
IMMEDIATELY

STEP 2: UNDERSTAND YOUR USERS



*NOT JUST WHO THEY ARE, BUT WHAT PROGRESS
THEY'RE TRYING TO MAKE*

THE JOBS TO BE DONE FRAMEWORK



HOW SLACK CRUSHED EMAIL



THEY DIDN'T BUILD "BETTER EMAIL"



THEY UNDERSTOOD THE REAL JOB:
TEAM COMMUNICATION

***"IF YOU UNDERSTAND THE CUSTOMER'S NEEDS DEEPLY,
THE SOLUTION BECOMES OBVIOUS."***

- MARTY CAGAN

STEP 3: YOUR UNFAIR ADVANTAGE



WHAT CAN YOU DO THAT OTHERS CAN'T?

- NETWORK EFFECTS
- SCALE ECONOMIES
- SWITCHING COSTS
- BRAND
- UNIQUE TECH/DATA

THE 7 POWERS FRAMEWORK

HAMILTON HELMER'S APPROACH TO SUSTAINABLE ADVANTAGE

NfX	High-Level	Benefit	Barrier
1. Scale Economies	Fixed costs, volume/ area relationships, distribution network density, learning economies, purchasing economies.	Reduced Cost	Prohibitive Costs of Share Gains
2. Network Economies	Value of a product to a customer is increased by use of the product by others. Winner take all, boundedness.	Ability to Charge Higher Prices	Prohibitive cost of share gains
3. Counter-Positioning	New business model which the incumbent does not mimic due to anticipated damage to their existing business.	Lower Cost/Higher Prices from More Valuable Product	Cannibalization of existing business
4. Switching Costs	Causes their customers to incur a value loss from switching to an alternate supplier.	Ability to Charge Higher Prices for Same Product	High Costs
5. Branding	Higher perceived value to an objectively identical offering from historical information about the seller.	Ability to Charge Higher Prices	Significant Time Needed
6. Cornered Resource	Has preferential access at attractive terms to a coveted asset that can independently enhanced value.	Charge Higher Prices or Reduce Costs	Property and Patent Law
7. Process Power	Enables lower costs and/or superior product and which can be matched only by an extended commitment.	Improved Product Attributes and/or Lower Costs	Hysteresis

**Companies Using
7 Powers Framework**

TESLA

NETFLIX

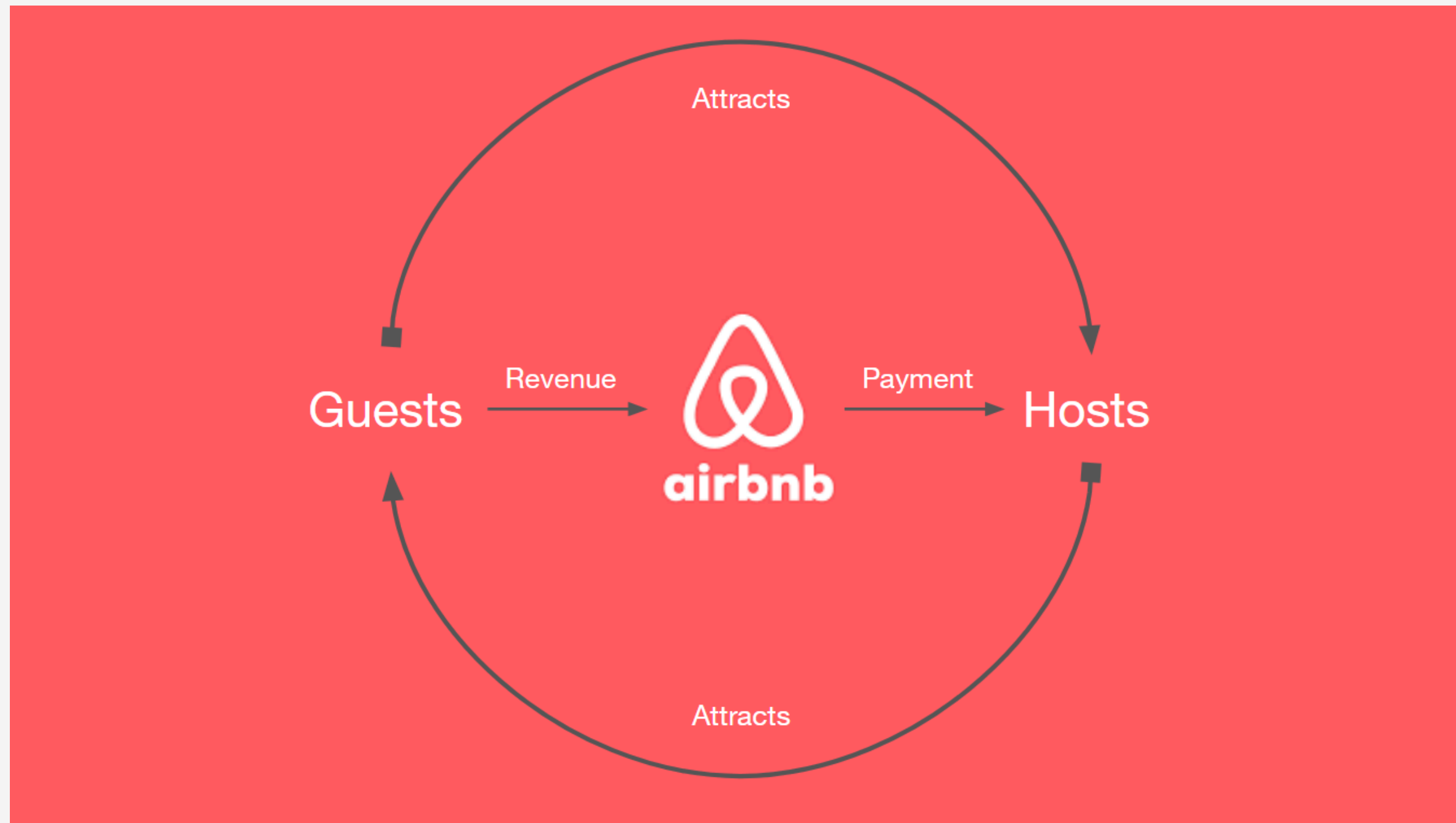
 Apple

PIXAR

 twilio

AIRBNB'S SUPERPOWER

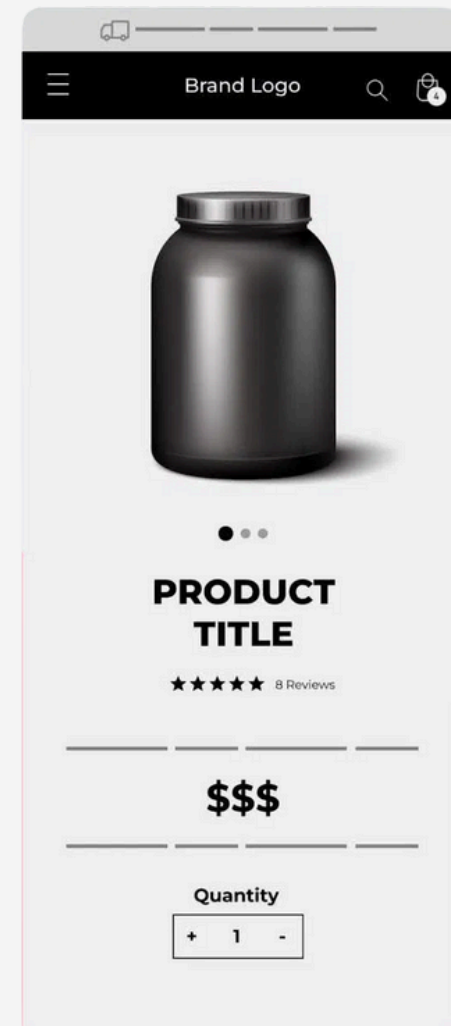
NETWORK EFFECTS + BRAND + COUNTER-POSITIONING



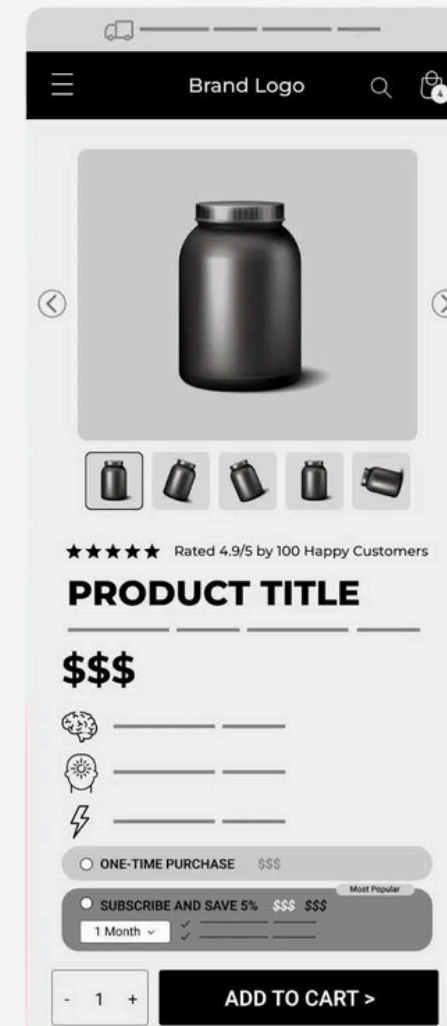
EVERY NEW HOST AND GUEST MAKES THE PLATFORM MORE VALUABLE

STEP 4: SHOW THE FUTURE

Before



After

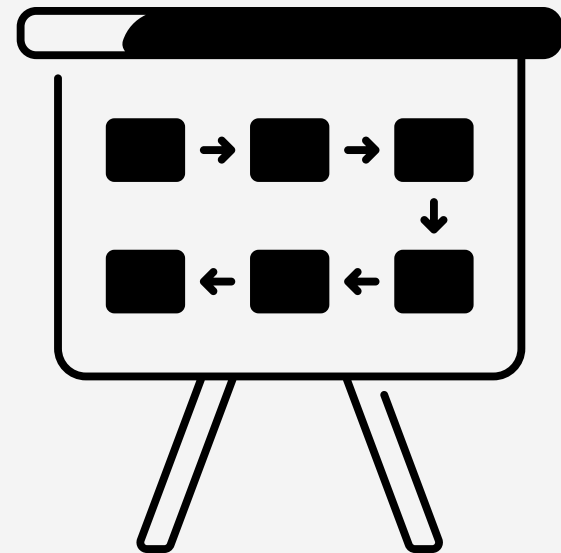


"THERE'S SOMETHING ABOUT SEEING THE USER EXPERIENCE THAT TURNS THE LIGHT ON..." - JEFF MIDDLESWORTH

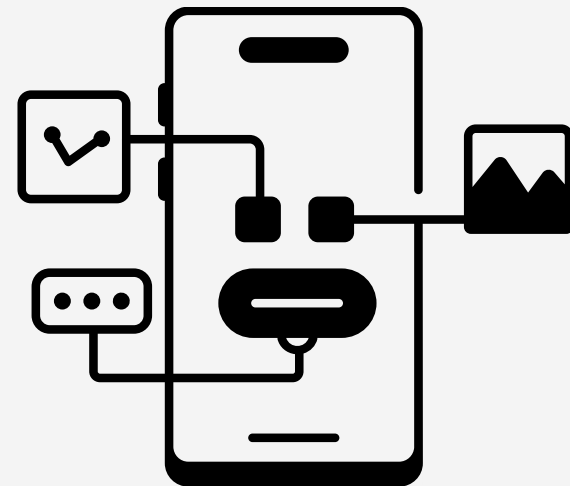
CREATING YOUR VISIONTYPE

MAKE THE FUTURE TANGIBLE

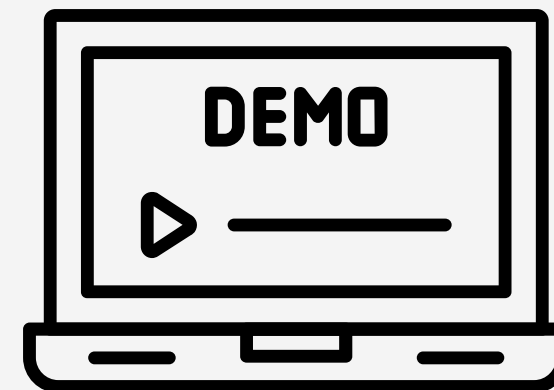
STORYBOARDS



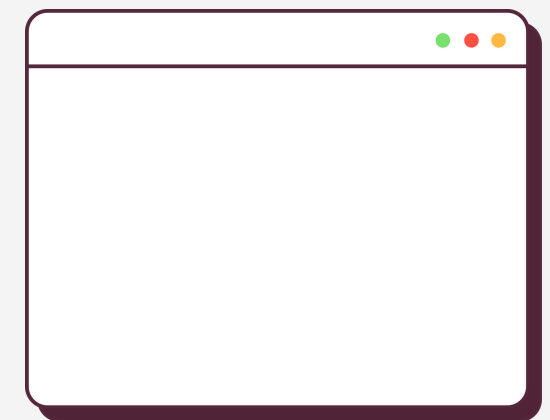
PROTOTYPES



VIDEOS

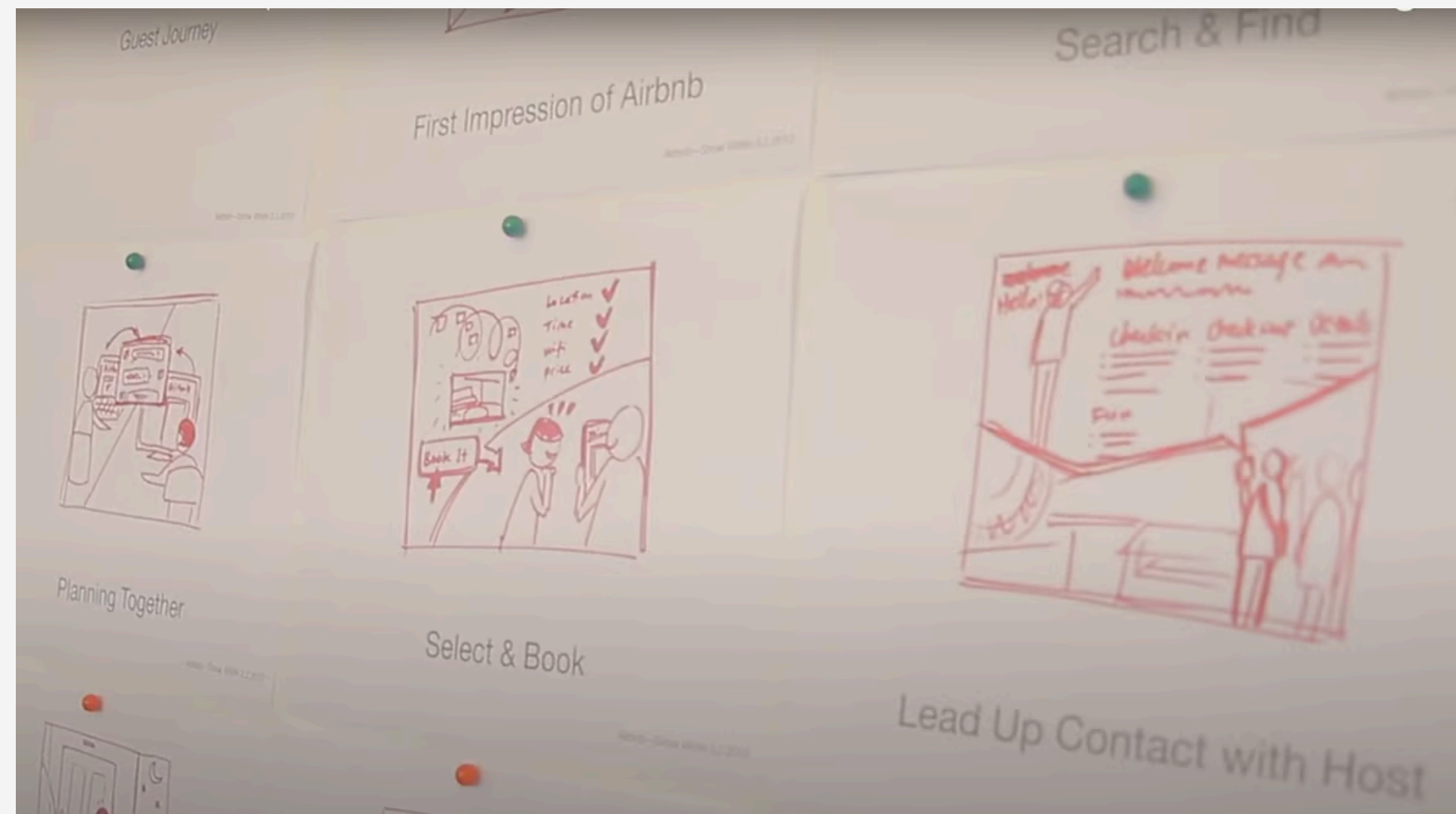


MOCKUPS



AIRBNB'S SNOW WHITE PROJECT

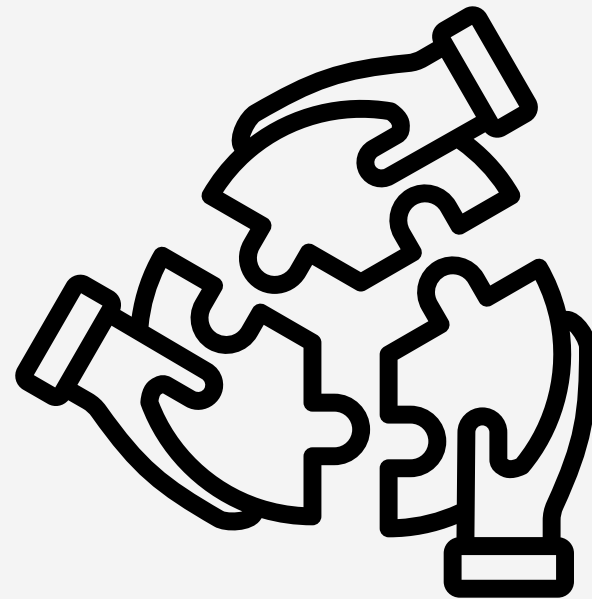
IN 2016, THEY STORYBOARDED THE PERFECT EXPERIENCE WITH A PIXAR ANIMATOR, SNOW WHITE STYLE



THIS VISION GUIDED THE COMPANY FOR 3-4 YEARS

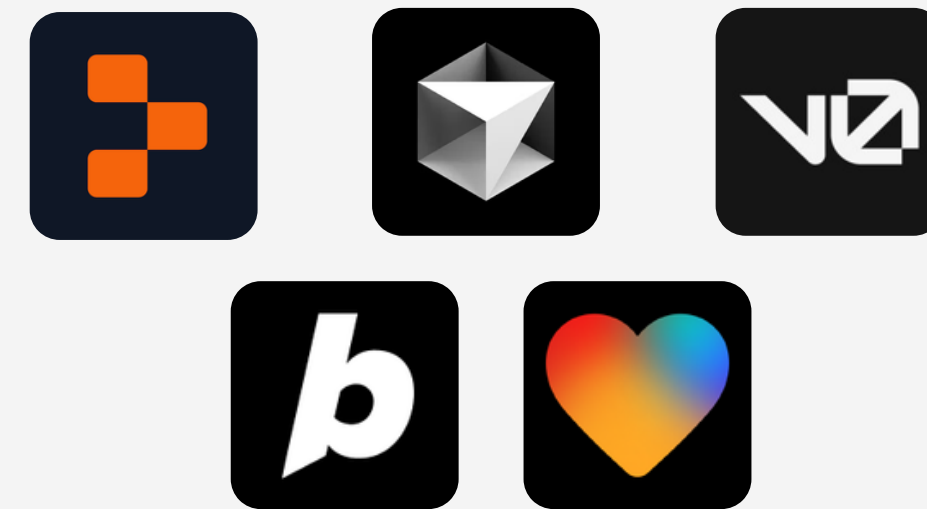
YOU DON'T NEED A PIXAR DESIGNER IN 2025 - PM'S CAN DO THIS NOW!

HOW WE USED TO DO IT



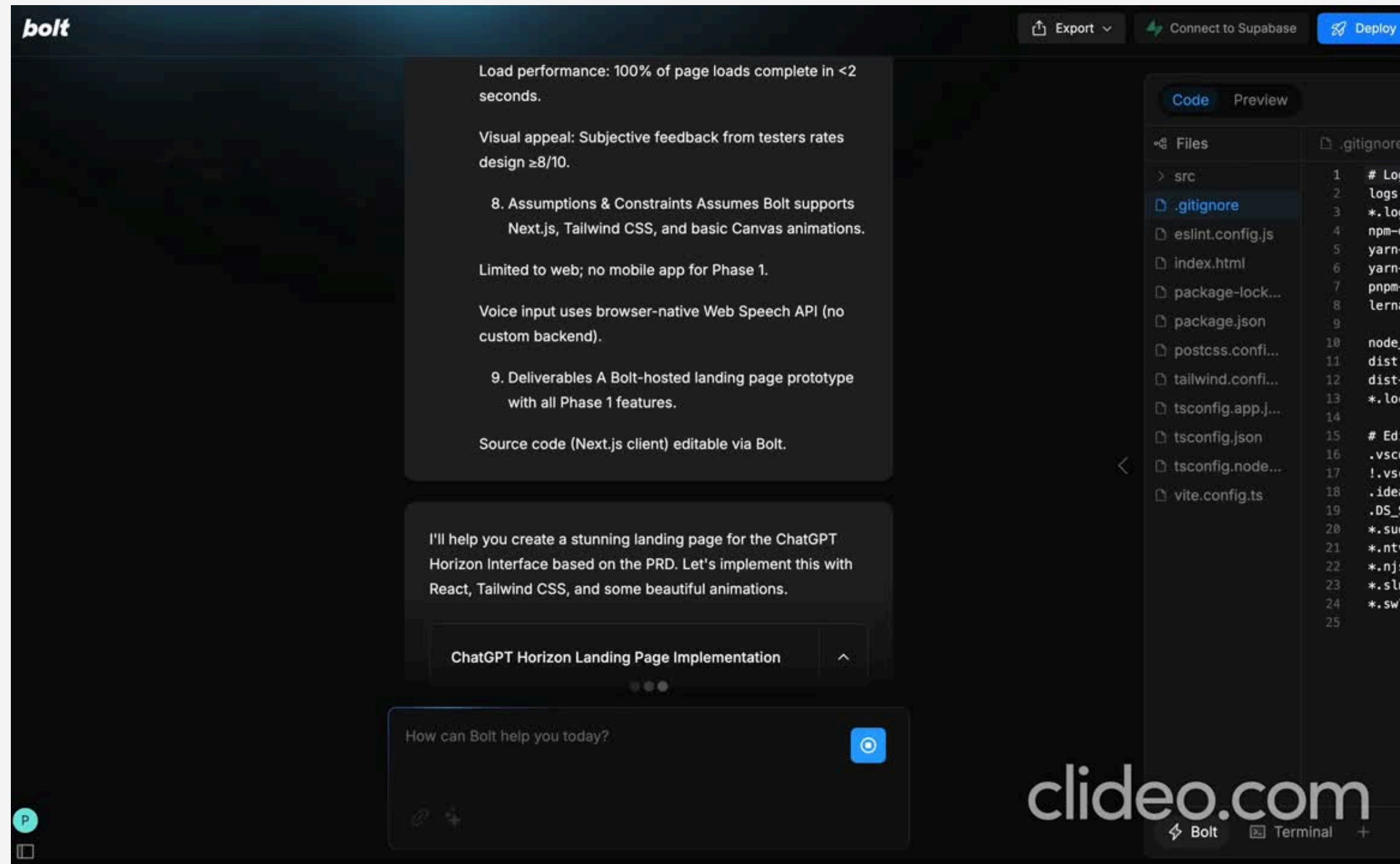
- PM'S NEED DESIGNER BANDWIDTH
- STRATEGY IS STUCK TILL DESIGNER IS AVAILABLE

HOW TO DO IT NOW



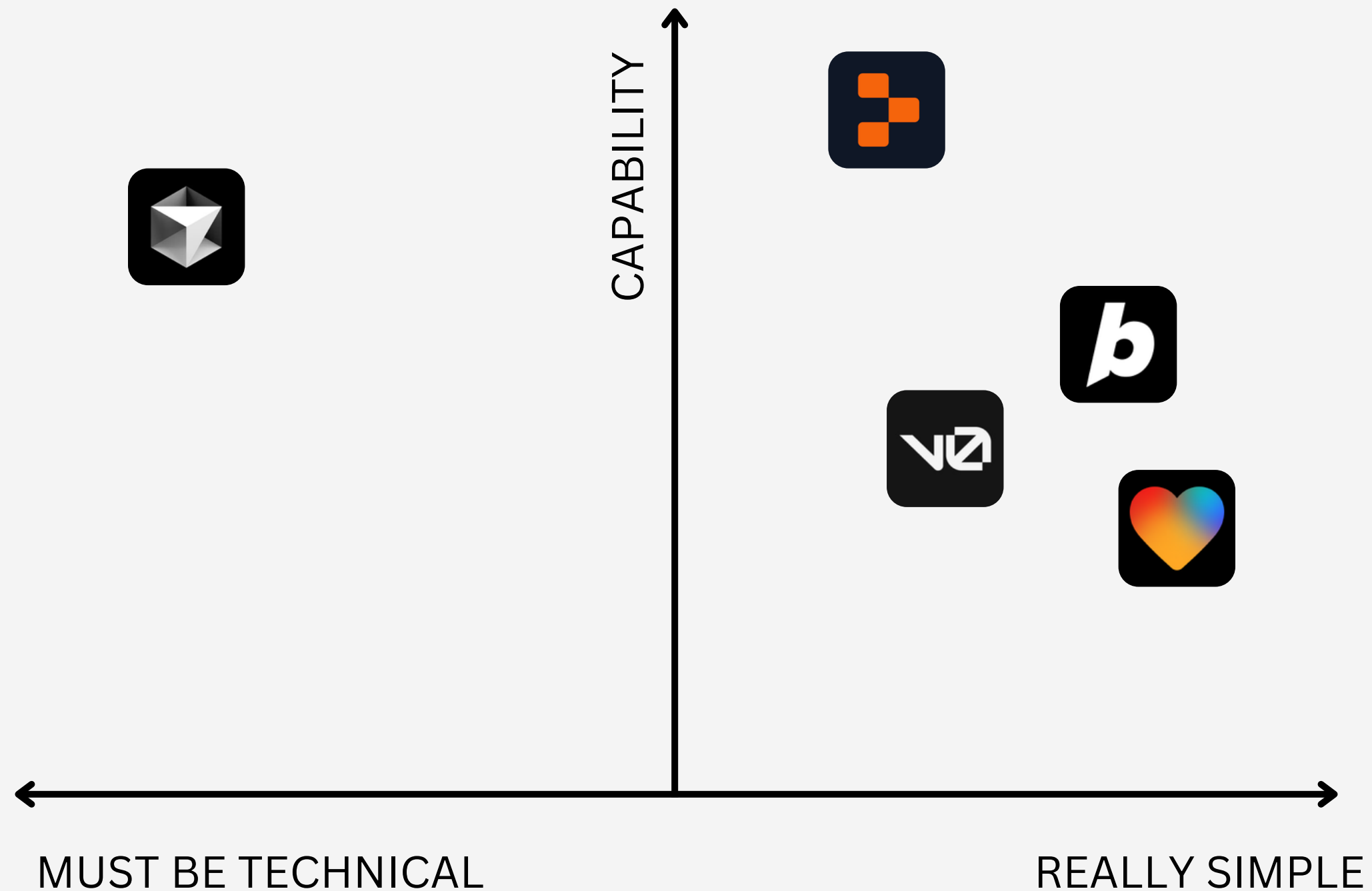
- PM'S CAN CREATE THE PROTOTYPES RIGHT AWAY
- AI IS ACTUALLY GREAT AT DESIGN WITH A GOOD PRD

CHECK THIS OUT

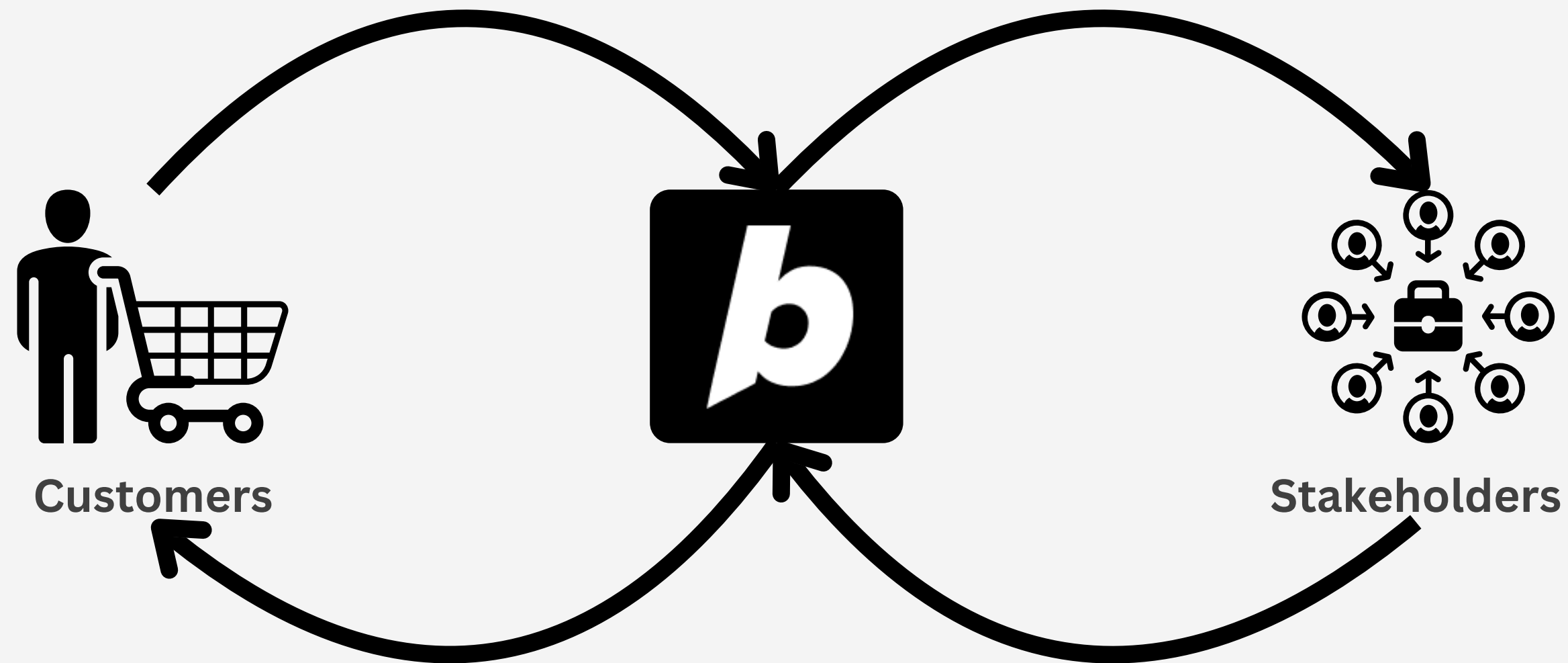


PRD GENERATES A PROTOTYPE

WHICH PROTOTYPE TOOL SHOULD YOU USE?

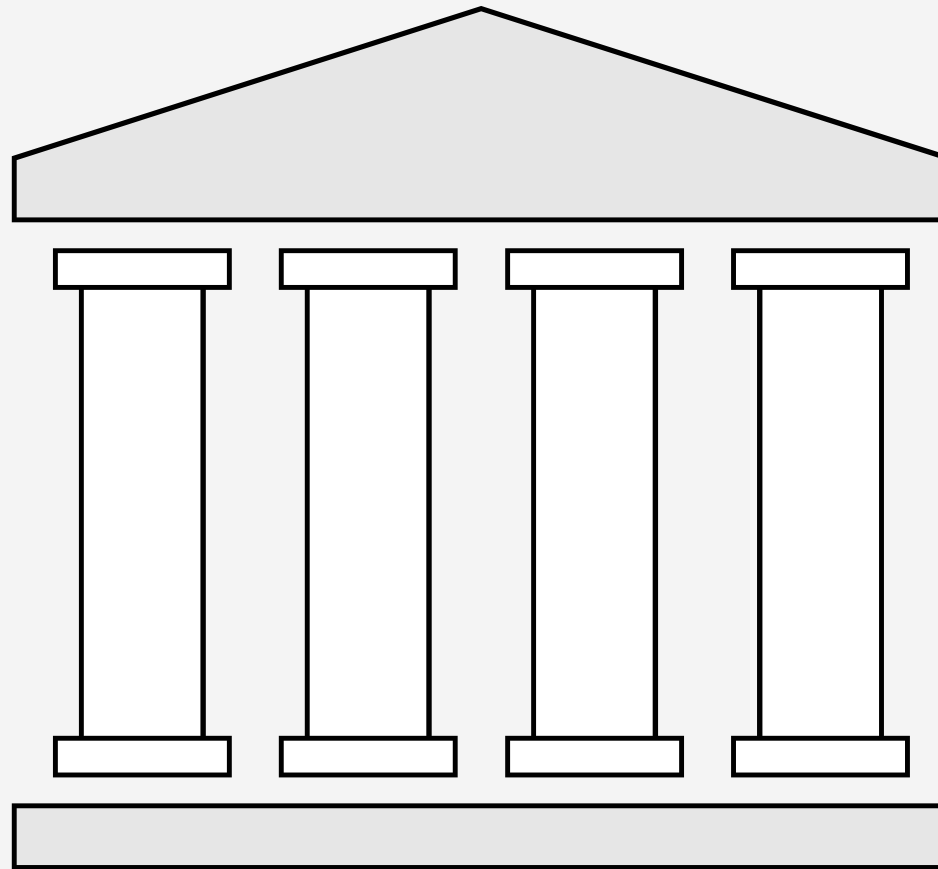


HOW TO USE THESE TOOLS AS A PM



THE TOOL IS YOUR ITERATION CANVAS

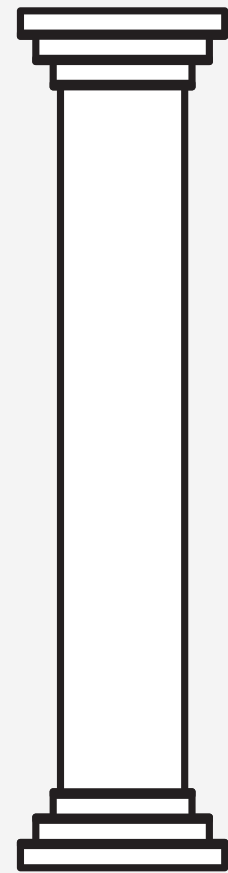
STEP 5: CHOOSE YOUR BATTLES



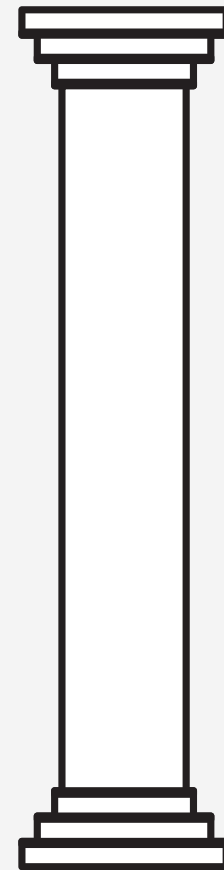
2-4 BIG BETS THAT WILL DELIVER YOUR OBJECTIVE
NOT 10, NOT 20 - JUST THE VITAL FEW

NETFLIX 'S 3 PILLARS

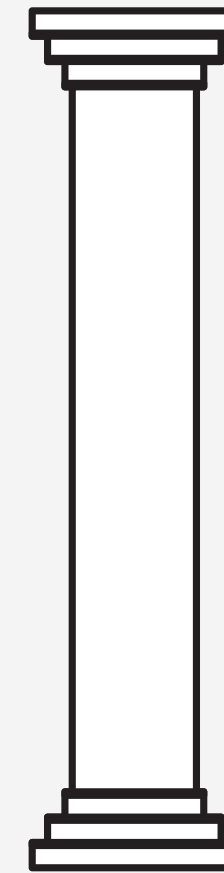
(2009)



TRANSITION
DVD →
STREAMING



EXPAND DEVICE
SUPPORT

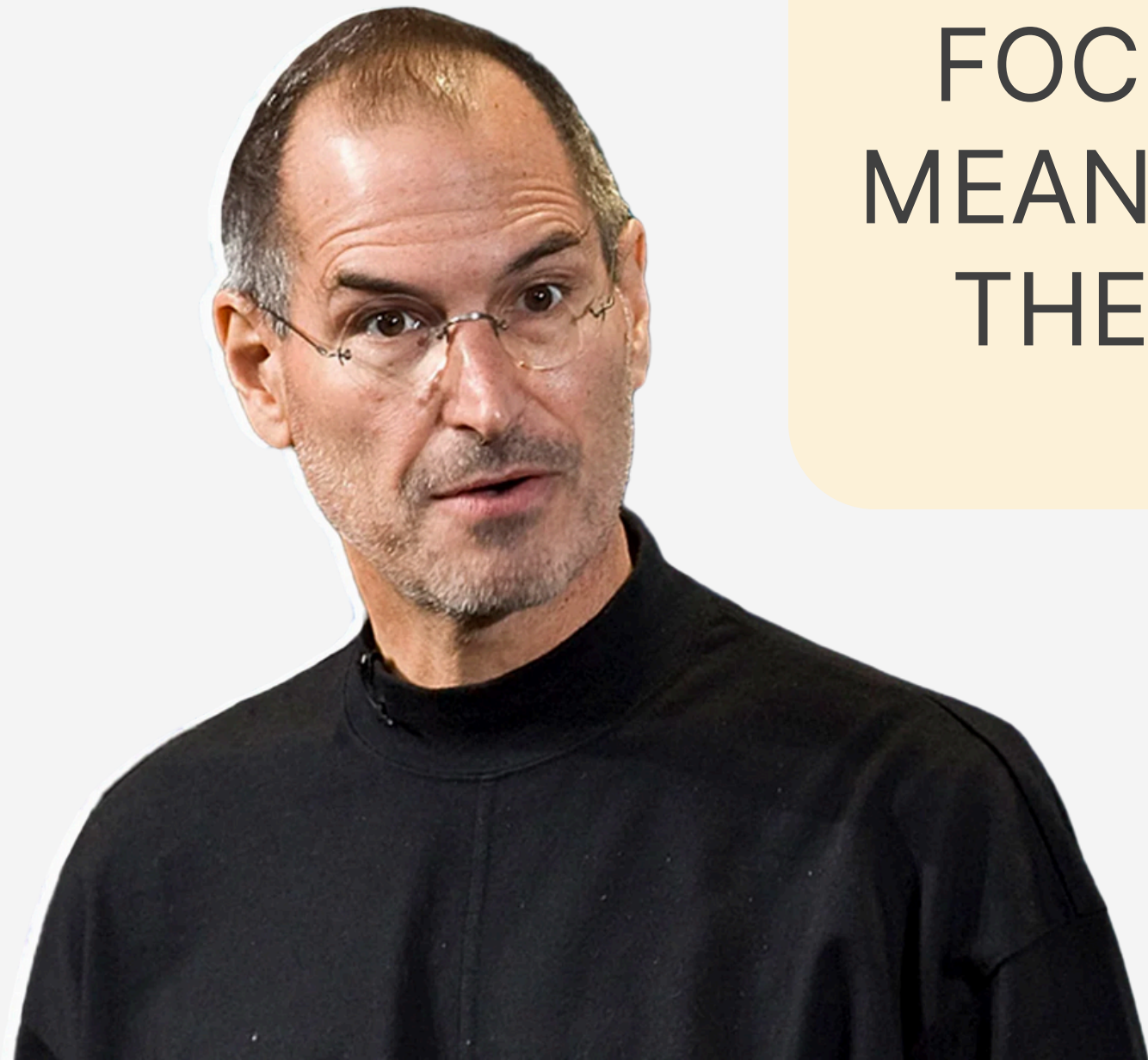


IMPROVE
CONTENT
LICENSING

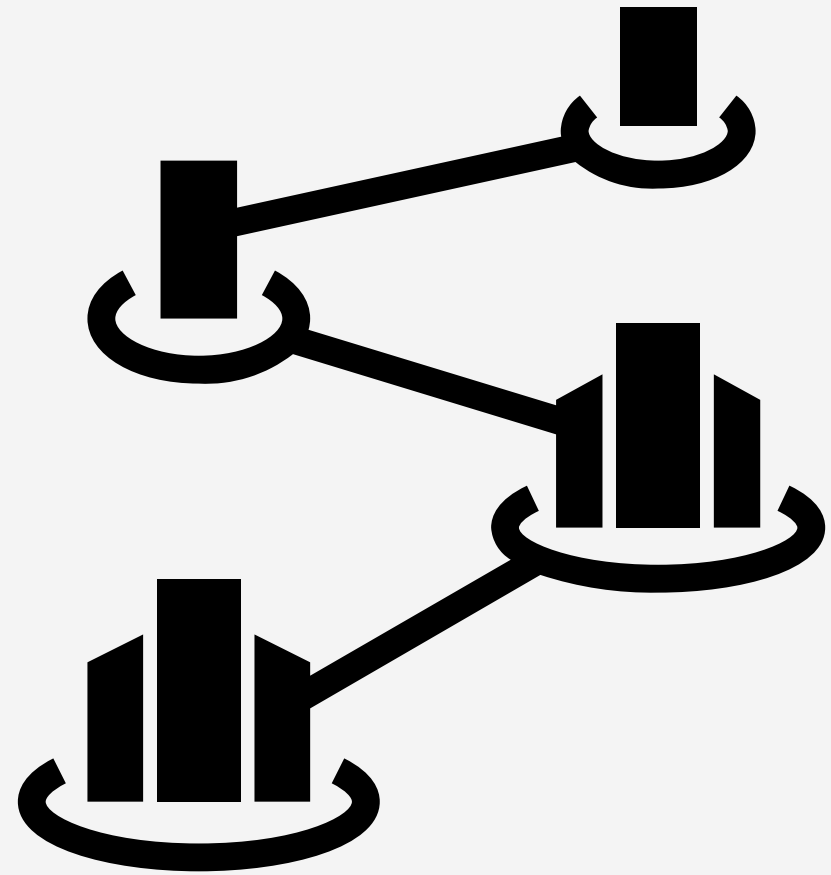
THEY **SAID NO** TO SOCIAL, GAMES, NEWS, SPORTS

THE POWER OF SAYING NO

"PEOPLE THINK FOCUS MEANS SAYING YES TO THE THING YOU'VE GOT TO FOCUS ON. BUT THAT'S NOT WHAT IT MEANS AT ALL. IT MEANS SAYING NO TO THE HUNDRED OTHER GOOD IDEAS."



STEP 6: QUANTIFY IMPACT



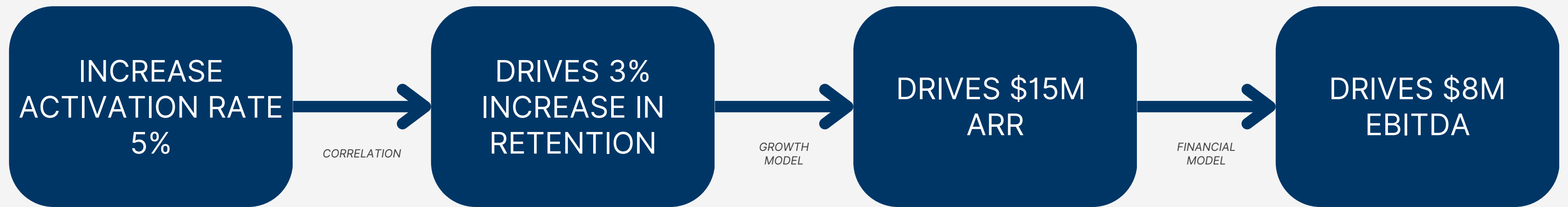
*IF YOU CAN'T MEASURE IT, YOU
CAN'T IMPROVE IT:*

- WHAT METRICS WILL MOVE?
- BY HOW MUCH?
- WHAT'S THAT WORTH?

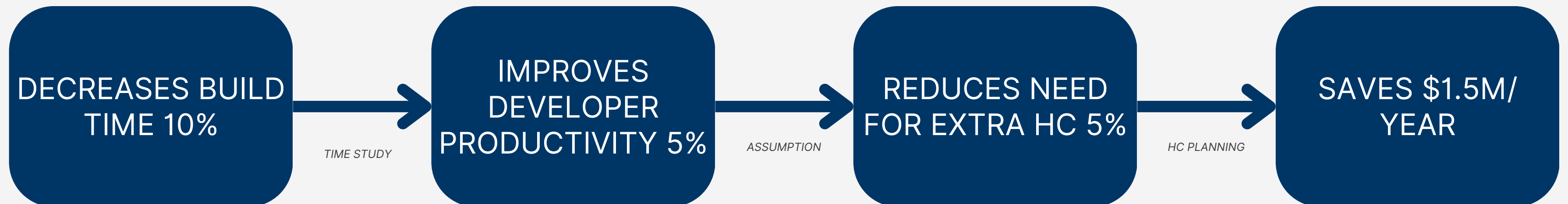
IMPACT MODELING IN PRACTICE

THE DRIVER TREE APPROACH

REVENUE SIDE



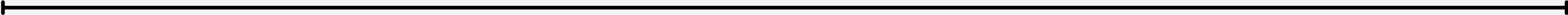
COST SIDE



THE ROI SHOULD BE CLEAR

	Total Cost
5 Engineers	\$1M
1 Product Designer	\$180K
1 Product Manager	\$190K
	\$1.37M

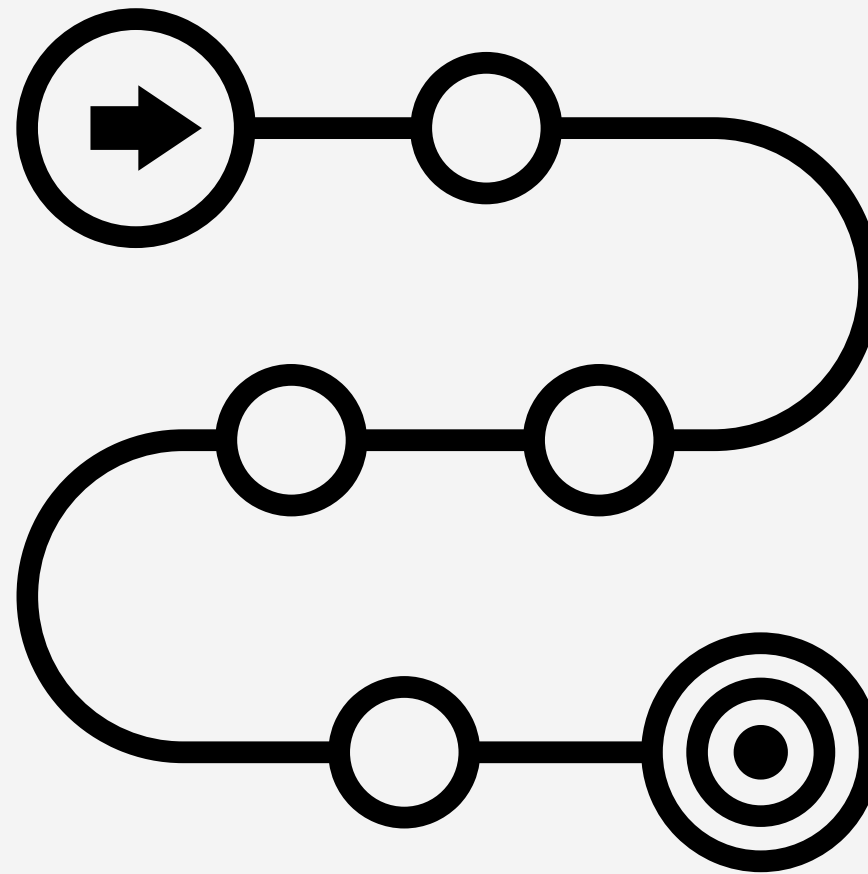
	Est. Profit/ Year
Increase Activation Rate 5%	\$550K
Optimize AWS Usage 14%	\$700K
Improve Retention Rate 3%	\$325K
	\$1.58M



Return in 1 Year = 15%

STEP 7: PLAN YOUR PATH

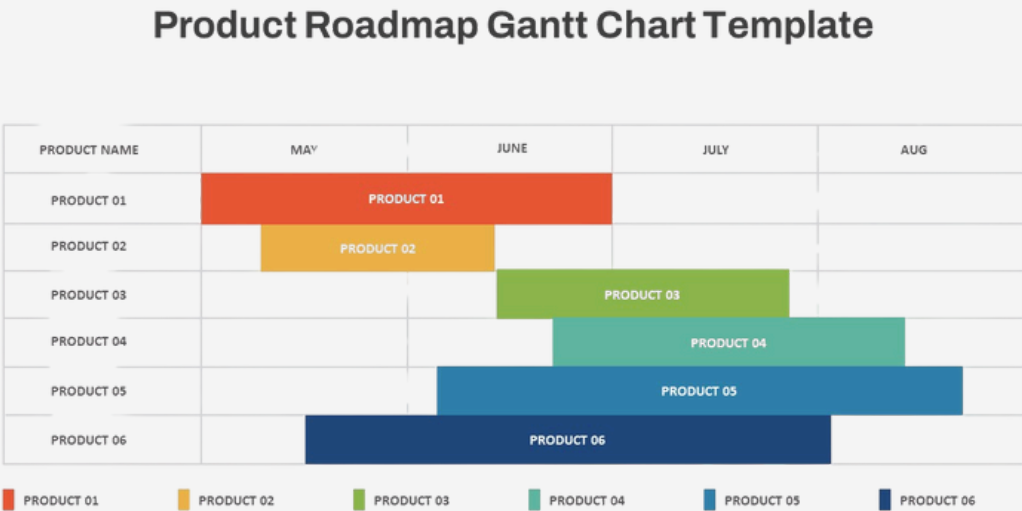
FROM THEMES TO EXECUTION



NOT DATES AND FEATURES - PROBLEMS AND OUTCOMES

ROADMAP EVOLUTION

BAD



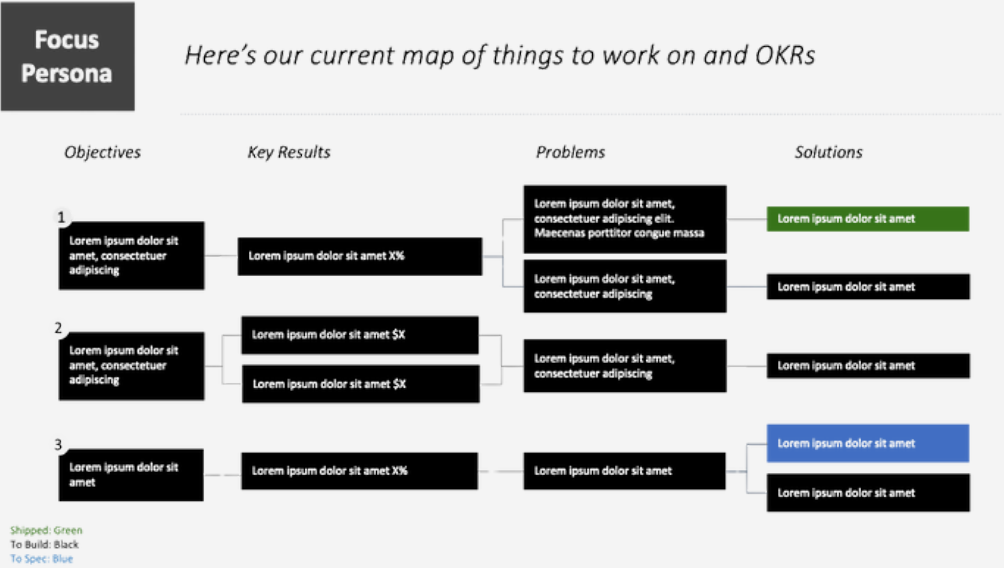
FEATURES
+ DATES

BETTER

Goal	Now (1-2 months)	Next (3 - 6 months)	Later (6+ months)
Double DAU within the next 6 months	EU Daily Usage = 34% of users	EU Usage Mobile worker DAU increased 30% in EU by Feb 28, 2023	Daily use At least 80% of all app users manage at least 5 work orders weekly
	Total downloads = 120k	Total downloads Daily app downloads up by 80% by end of 1H2023	
Go big in Europe with 35% usage	Work in your language Customers create a work order in their language within 5 min of app download by Dec 31 2022	Expand deeper in EU Enter Easter European EU Market by 1Q2023	Increase native language use 35% of all application usage is in Portuguese, French, or Spanish by end of 2023
		Compliance needs Full GDPR compliance by 1Q2020	

THEMES
+ TIMEFRAMES

BEST



PROBLEMS
+ OUTCOMES

THE DAY 1 STRATEGY

YOU CAN CREATE THIS TOMORROW

1. DRAFT OBJECTIVE
2. LIST KEY USER NEEDS
3. IDENTIFY 1-2 SUPERPOWERS
4. SKETCH VISION ELEMENTS
5. CHOOSE 2-3 PILLARS

DAY 1 STRATEGY EXAMPLE

APOLLO'S INITIAL STRATEGY DRAFT

Product Growth Strategy [WIP]

Aakash Gupta | Apollo.io

Apollo.io can improve its paid retention by driving greater usage of aha moments within the product that retain well. By influencing the information architecture of the site, onboarding, and key product features, it can use retention to drive higher WAU.

[High Level Framing Strategy](#)
[Metrics & Growth Model](#)
[Potential Roadmap](#)
[Theme 1: Incentives Determine Behavior](#)
[Theme 2: Make it easier](#)
[Theme 3: Make Aha Use Cases More Prominent](#)
[Theme 4: Highlight the value](#)

[Appendix](#)
[Steps to Magic Moment by Product](#)
[Growth Model Assumptions](#)
[Holistic Growth Model](#)
[Pricing](#)

High Level Framing

Vision: Every paid user of Apollo experiences Aha moments and retains on paid plans for as long as they need them

Key Metric: Paid User Retention

Charter

- Own the information architecture & onboarding experiences: optimize those holistically
- Collaborate with pricing, credits & core product teams in a contributor model to drive paid retention
- Influence marketing, sales & customer success to drive paid retention

Business Context: The paid retention rate is one of the highest leverage areas in the product currently. We also have the tools to drive that retention, if we can increase the uptake of those products.

Strategy

Our strategy is to drive increased uptake on sticky products to drive a higher Aha! Moment rate, and thus retention. The four key user problems & their solutions are:

- Prospecting only:** Most users use Apollo for prospecting, but once they've solved their prospecting problem, they leave

User Anecdote: "I didn't know Apollo had email engagement & meeting scheduling"

→ **Solution:** Drive more users to a second Apollo product

- Less engagement with stickier products:** Few users use Apollo's stickier use cases, like email sequences, chrome extension, and CRM connection

Data: 9% crm connection rate, 18.5% chrome extension install rate, 33% email engagement use rate

→ **Solution:** Drive uptake on email engagement, chrome extension, CRM connection and other future sticky products

- Complex interface with awareness problems:** 1&2 are because the product is complex and feature filled, so early users get lost in all the options

User Anecdote: "I didn't know Apollo had email prospecting or meeting scheduler!"

→ **Solution:** Simplify the information architecture to intelligently route more basic users

- Lack preference:** Even the users who understand all the options are unclear on why they should Apollo over their other paid tool that does the same

User Anecdote: "But I already have Hubspot and Outreach so why should I use list or sequences on Apollo?"

→ **Solution:** Make the value proposition of why Apollo over other tools clear, and deliver

Metrics & Growth Model

Key Metrics:

- Input:
 - Paid Retention Rate:
 - Returning users: 95% → 96.4%
 - New users: 92.5% → 94.3%
 - Incremental WAU: 55K
- Output:
 - Incremental Annualized Revenue: \$7.2M

Example Growth Model and Materiality:

- Drive paid retention rate via:
- Retained users
 - Increase Aha rate: 50 → 56% in the half
 - Increase Aha impact (Aha → Habit in retention terms): 10% → 11.5%

- New Users
 - Increase Aha rate: 25 → 37% in the half
 - Increase Aha impact (Aha → Habit in retention terms): 10% → 11.5%

	April	May	June	July	August	September	October
Customers	15,380	16,662	17,975	19,322	20,702	22,117	23,567
Customers per user	62.5	62.5	62.5	62.5	62.5	62.5	62.5
Base Active Users	865,125	895,965	929,374	965,486	1,004,458	1,046,465	1,091,704
Monthly Active Retention without Aha	90%	90%	90%	90%	90%	90%	90.0%
Aha moment rate (returning users)	50%	51%	52%	53%	54%	55%	56%
Aha moment impact rate	10%	10.3%	10.5%	10.8%	11.0%	11.3%	11.5%
Existing user Retention Rate	95.0%	95.2%	95.5%	95.7%	95.9%	96.2%	96.4%
New customers	1,282	1,314	1,347	1,380	1,415	1,450	1,486
New users	80,104	82,107	84,159	86,263	88,420	90,631	92,896
Aha moment rate (new users)	25%	27.0%	29.0%	31.0%	33.0%	35.0%	37.0%
Aha moment impact rate	10%	10.3%	10.5%	10.8%	11.0%	11.3%	11.5%
New User Retention Rate	92.5%	92.8%	93.0%	93.3%	93.6%	93.9%	94.3%
End Active Users	895,965	929,374	965,486	1,004,458	1,046,465	1,091,704	1,140,399
Incremental Users		2,258	4,734	7,452	10,441	13,730	17,351
Incremental Annualized Revenue		\$291,276	\$610,659	\$961,361	\$1,346,896	\$1,771,116	\$2,238,262

Play Around: MAU Growth Model Apollo

Sanity Check Materiality: Yields total of incremental annualized revenue of \$7.2M, estimated to about 3.6% (assuming 2 years of 100% growth since [announced](#) \$31.5M in 2020).

Key Growth Loop:

- Drive high retaining feature adoption
 - Email engagement
 - Chrome extension
 - CRM connection
- Increase retention via those features

Potential Roadmap

~15 initiatives

Theme 1: Make it easier to aha

Goal: Decrease setup → aha friction
Problem to solve: many people drop-off at some point in the fairly long funnel

1. Add one-click email send options post prospecting actions

Potential Impact: High - Improve 1st Email Sequence Send Rate >10%
Estimated Work: Medium (1-3 Months)
Description: Drive people to the next best action of email post prospecting. If they don't have a setup, encourage that. If they have setup, drive them to a one-click sequence send. Include email scheduling integration into templated emails to drive to aha.

2. GPT-driven sequence generator

Potential Impact: High - Improve 1st Email Sequence Send Rate >5%, Improve Email Sequence 30 Day Retention >2%
Estimated Work: Medium (1-3 Months)
Description: Help build out all of the logic for email writing easily with GPT-4. This will reduce all the friction for the user at the scariest moment. In the future version of this, consider a fully GPT-driven interface (Would be 3-6 Months so go to market early first).

3. Add segmentation to onboarding and create easy mode

Potential Impact: High - Improve 1st Email Sequence Send Rate >5%, Improve Email Sequence 30 Day Retention >1%
Estimated Work: Medium (1-3 months)
Description: The goal of this is to make the experience different for a first-time SDR vs an advanced user vs sales ops. The idea is for a simplified easy mode to drive cross-sell. The current interface has many different options and is built mostly for a power-user persona. It could actually go further that way for sales ops, and less that way for other users. This builds on my experience to 2x video upload for field reps vs IT ops.

4. Improve speed of longest email funnel steps

Potential Impact: Medium - Improve 1st Email Sequence Send Rate: >5%
Estimated Work: Medium (1-3 Months)
Description: This has two components. (1) Technical - Steps like adding email to sequence and adding to a list have loading screens. Work to minimize these times so time to value for the user is faster. (2) UX - Simplify choice. Choosing add to sequence should be a one click sculpted experience for new users. You should be able to add prospecting users to an email sequence in the prospecting UI without any popups or loading time.

5. Move other messages out of the way of first email sequence (Onboarding, Update Pop ups)

Potential Impact: Low - Improve 1st Email Sequence Send Rate: >2%
Estimated Work: Low (1-3 Weeks)

Description: There are several other messages that are shown, but there should be a priority queue to simplify user guidance and IA.

6. Light chrome extension

Potential Impact: Medium - Decrease uninstall rate >5%
Estimated Work: Medium (1-3 Months)
Description: The current chrome extension is very embedded into the browser and email. Make a "light" version that's less intrusive to decrease uninstalls.

Theme 2: Drive awareness and preference to aha

Goal: Improve awareness and preference to drive to setup

1. Make plays a part of onboarding and setup

Potential Impact: Medium - Improve Email Sequence 30 Day Retention >2%
Estimated work: Low (1-3 weeks)
Description: Make some level of automation part of onboarding to drive preference.

2. Put email value props in heavy-prospecting users

Potential Impact: Medium-High - Improve 1st Email Sequence Send Rate: >7.5%
Estimated Work: Low (1-3 Weeks)
Description: For power users using prospecting features, inject 1 click email sequence options and messaging to drive awareness and preference over time.

3. Create more scarcity in free prospecting to drive email usage, chrome extension & CRM connect from the free tier to start

Potential Impact: Medium - Improve Email Sequence Habit >5%
Estimated Work: Low (1-3 Weeks)
Description: Create the habit for high retaining products from the start to keep the product very high retention, even for free users.

4. Add email value prop to top message in onboarding

Potential Impact: Medium - Improve 1st Email Sequence Send Rate: >5%
Estimated Work: Low (1-3 Weeks)
Description: What's on top and featured gets used. Make the email sequences we send all about making it easy for the readers to send their own email sequences.

5. Increase the prominence in marketing materials & website pre-signup

Potential Impact: Medium - Improve 1st Email Sequence Send Rate: >1%, Improve Email Sequence 30 Day Retention: >1%
Estimated Work: Medium (1-3 Months)

Description: Emphasize the case studies and impact that Apollo sequences can have versus their existing tool. Personalize the emails based on knowledge of their current tool. Also make users want to sign up for the chrome extension and make the CRM connection.

Theme 3: Drive aha to habit by highlighting the value

Goal: Increase aha → habit to drive aha moment impact

1. Dashboards with ROI - feature in comms

Potential Impact: Improve Email Sequence 30 Day Retention: >2%
Estimated Work: Medium (1-3 Months)
Description: Make estimates and work with the sales ops persona to improve estimates to show to sales folks how much return they are getting from Apollo over and above alternative tools they also have.

2. Add more email functionality to the basic plan

Potential Impact: Improve 1st email sequence send rate >2%
Estimated Work: Medium (1-3 Months)
Description: The basic plan doesn't have functionality like A/B testing or plays. So these users are less likely to understand why Apollo is a better solution. In addition, make it easier to paste a list of target companies and the tool will help you find the prospects.

3. Transactional notification sequence followup & optimization

Potential Impact: Improve Email Sequence 30 Day Retention: >2%
Estimated Work: Medium (1-3 months)
Description: I received over 40 data request complete emails for filling up a 200 email sequence. Some transactional emails are too many and need to be batched. In those, the focus should be on the context and next best action like CRM connection or a new sequence.

4. Lifecycle email enhancements with dashboards & other data (+ Optimize key unsubscribe moments)

Potential Impact: Improve WAU >1%, 1st Email Sequence Send Rate >2%
Estimated Work: Medium (1-3 Months)
Description: Add in more dashboards on email performance throughout even prospecting triggered emails to demonstrate potential and then realized ROI of email and chrome extension.

5. Sales follow ups with performance for Medium+ Accounts

Potential Impact: Improve Email Sequence 30 Day Retention: >2%
Estimated Work: Eng N/A
Description: Work with sales & customer success to put a human touch into fairly large accounts to capture their issues attaching to higher retaining products. Eventually build around them but initially walk them through them.

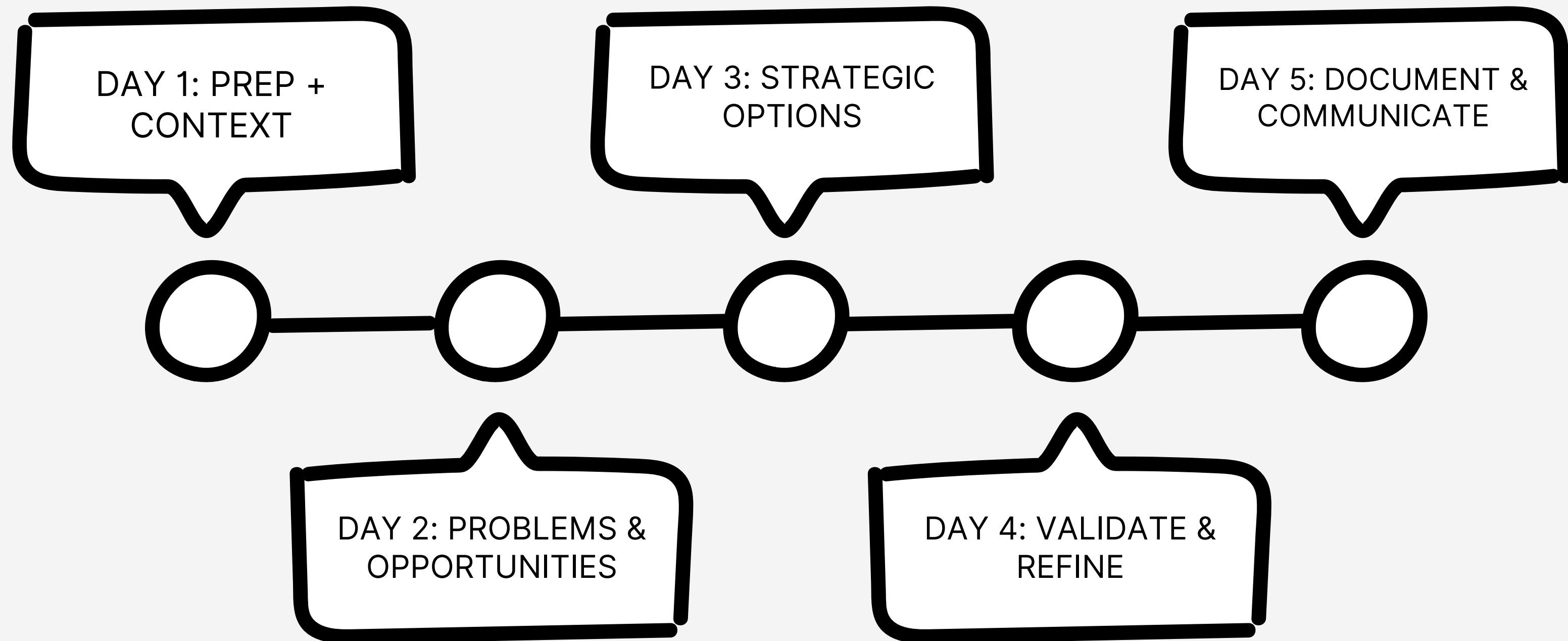
THE WEEK 1 STRATEGY

ADD EVIDENCE AND VALIDATION

1. TEST OBJECTIVE WITH STAKEHOLDERS
2. VALIDATE USER NEEDS (5-8 INTERVIEWS)
3. ASSESS COMPETITORS' RESPONSE
4. GET FEEDBACK ON VISION
5. ESTIMATE IMPACT OF PILLARS

THE STRATEGY SPRINT

HOW TO DEVELOP STRATEGY IN A WEEK



THE DESIGN SPRINT

BRINGING YOUR STRATEGY TO LIFE



MAP THE
CHALLENGE

SKETCH
COMPETING
SOLUTIONS

DECIDE ON
THE BEST
APPROACH

BUILD A
PROTOTYPE

TEST WITH
CUSTOMERS

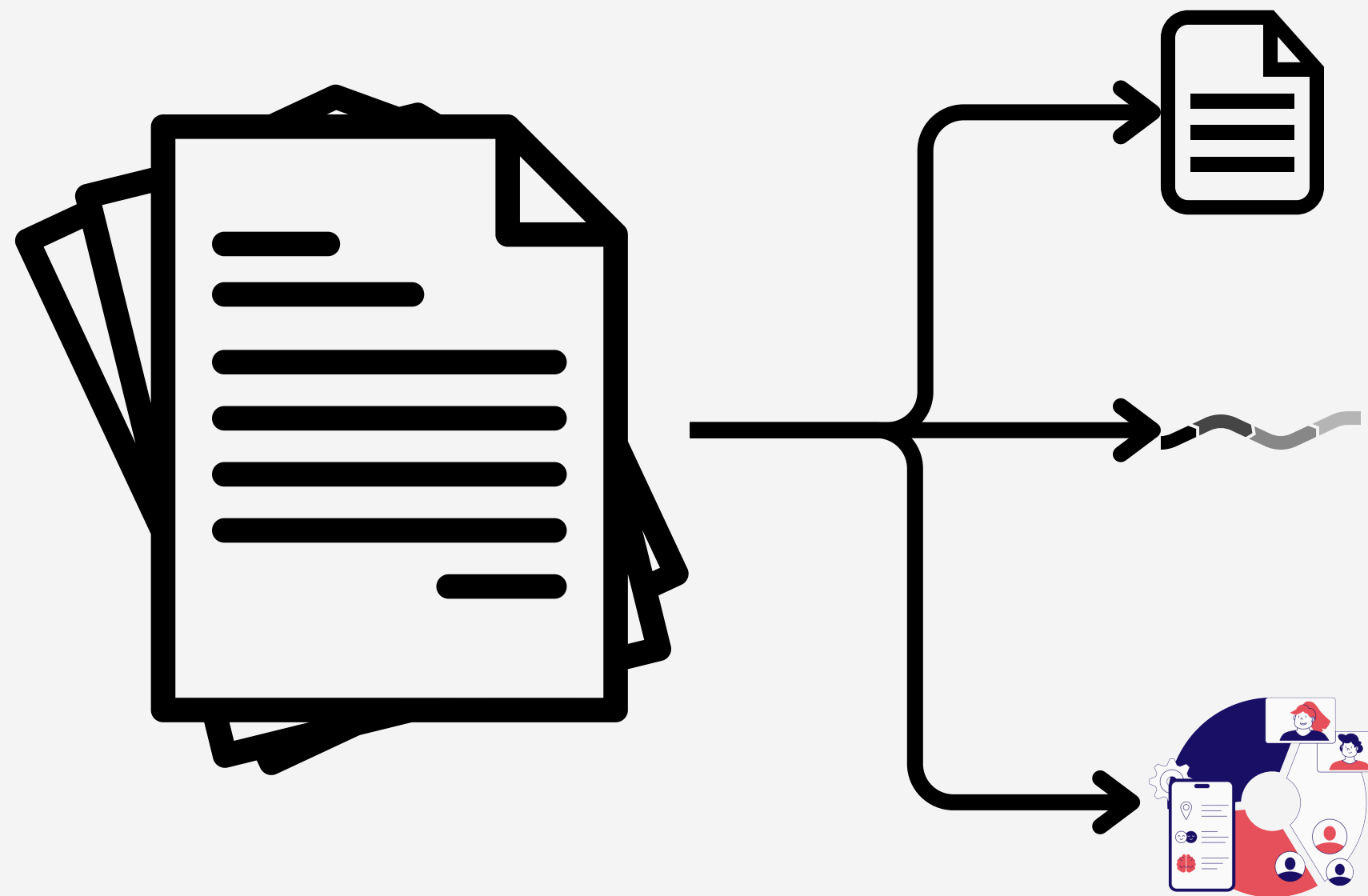
THE MONTH 1 STRATEGY

NOT MORE COMPLEX - MORE VALIDATED

1. VALIDATED OBJECTIVE
2. DEEP CUSTOMER INSIGHTS
3. CLEAR COMPETITIVE STRATEGY
4. COMPELLING VISION
5. PRIORITIZED INITIATIVES

ONE STRATEGY, MULTIPLE FORMATS

DIFFERENT AUDIENCES NEED DIFFERENT APPROACHES



EXECUTIVES:

ONE-PAGER WITH BUSINESS IMPACT

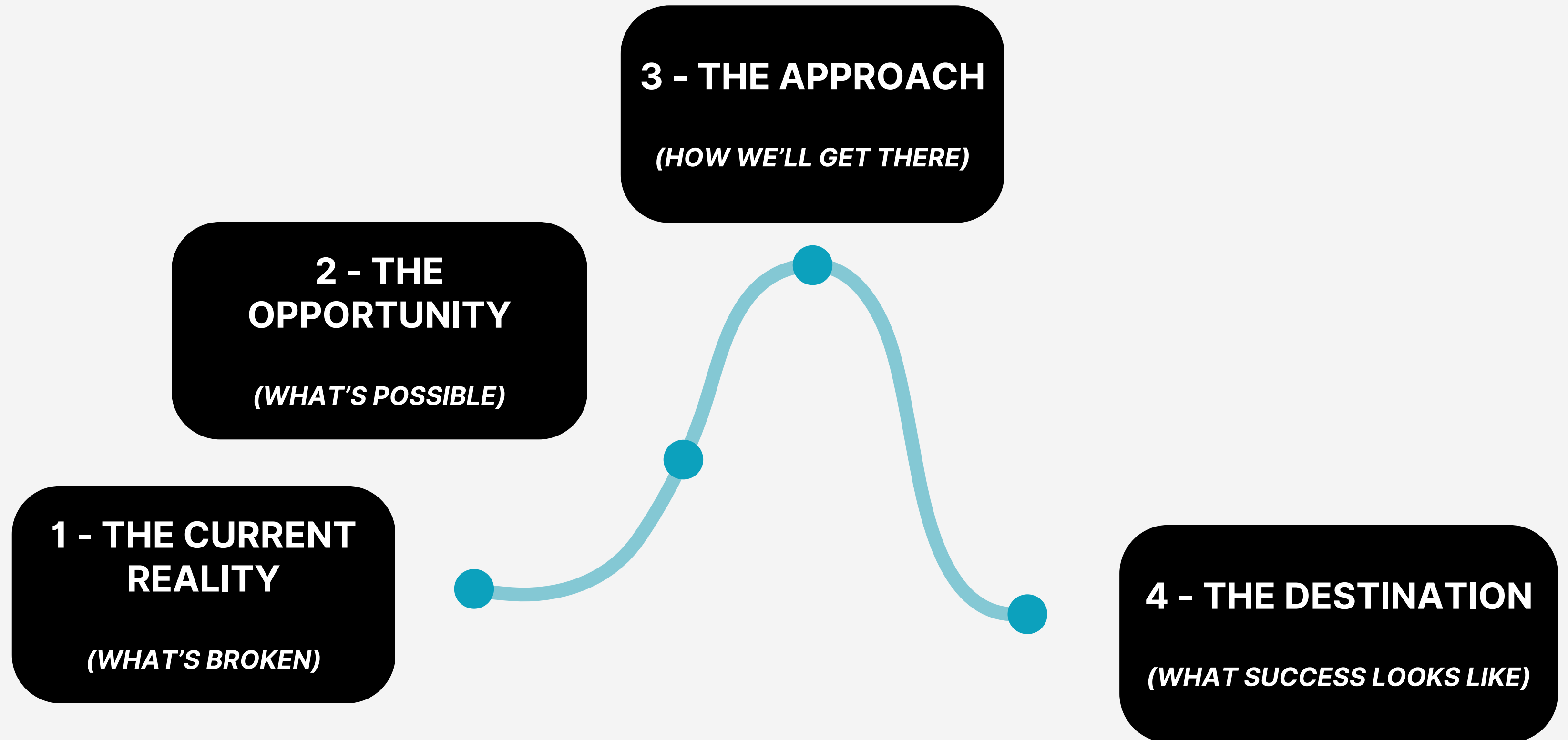
TEAMS:

VISUAL ROADMAP WITH PROBLEMS TO SOLVE

CUSTOMERS:

FUTURE BENEFITS AND OUTCOMES

TELLING YOUR STRATEGY STORY



STRATEGY VS “FOUNDER MODE”

“WHATEVER FOUNDER MODE CONSISTS OF, IT’S PRETTY CLEAR THAT IT’S GOING TO BREAK THE PRINCIPLE THAT THE CEO SHOULD ONLY ENGAGE WITH THE COMPANY VIA HIS OR HER DIRECT REPORTS.”



BRINGING PEOPLE ALONG HAS ALWAYS BEEN THE MOST IMPORTANT PART OF STRATEGY

REALITY



EXPECTATION



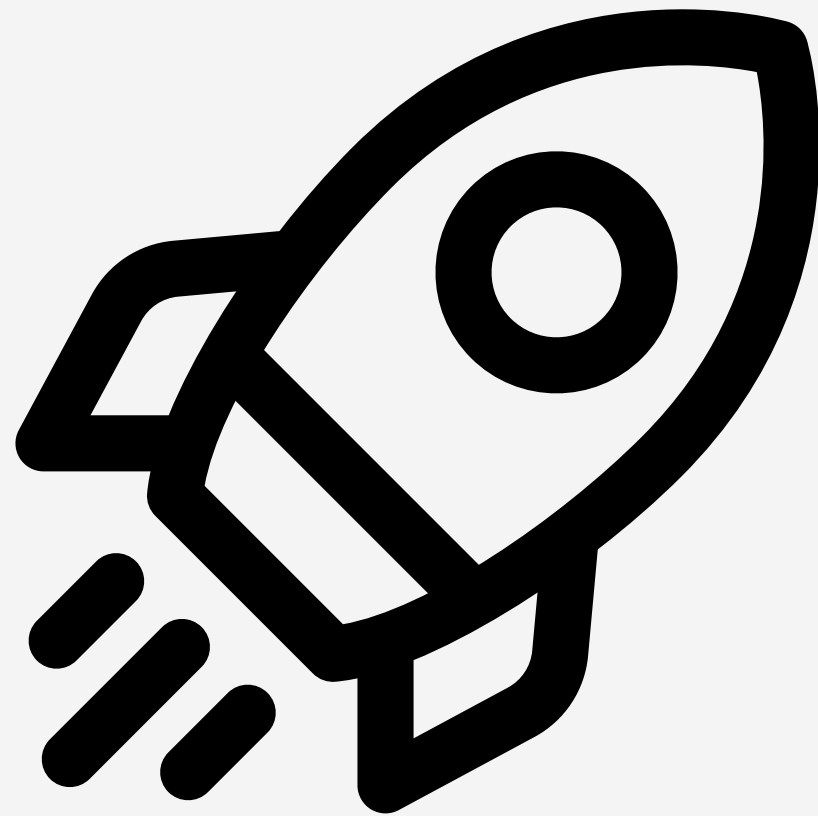
TESLA'S ENTIRE STRATEGY

(FOR THE FIRST 10 YEARS)

1. BUILD A SPORTS CAR
2. USE THAT MONEY TO BUILD AN AFFORDABLE CAR
3. USE THAT MONEY TO BUILD AN EVEN MORE
AFFORDABLE CAR
4. WHILE DOING ABOVE, PROVIDE ZERO-EMISSION
POWER

THAT'S IT. THAT'S THE ENTIRE STRATEGY.

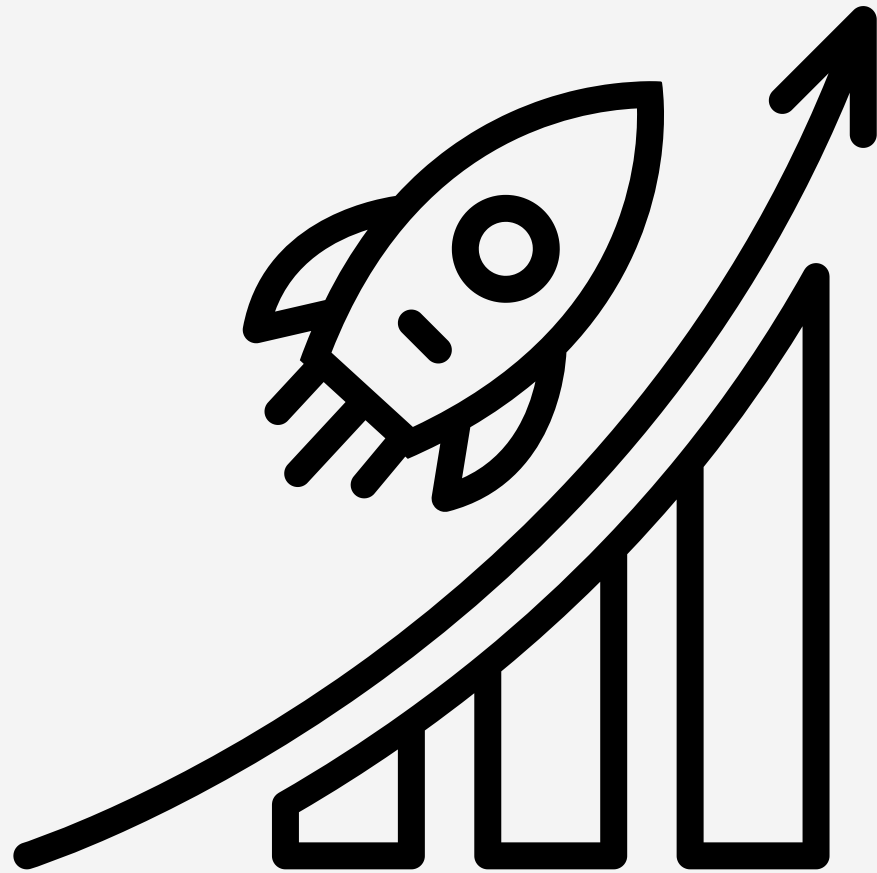
STRATEGY FOR STARTUPS



FOCUS ON FINDING PRODUCT-MARKET FIT

- MORE EXPERIMENTATION, LESS DOCUMENTATION
- WEEKLY STRATEGY CHECK-INS
- RAPID VISION REFINEMENT
- FOUNDER AS STRATEGY DRIVER

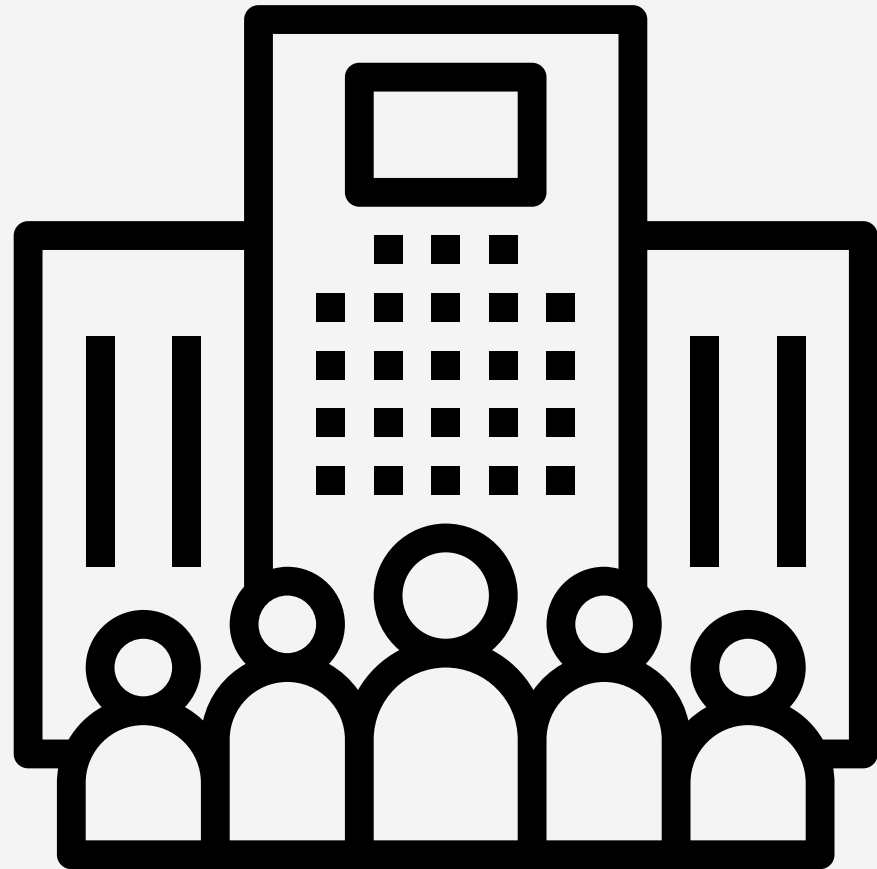
STRATEGY FOR GROWTH STAGE



FOCUS ON SCALING EFFICIENTLY

- QUARTERLY STRATEGY REVIEWS
- CROSS-FUNCTIONAL STRATEGY ALIGNMENT
- CLEAR STRATEGIC PILLARS
- PM-DRIVEN EXECUTION

STRATEGY FOR ENTERPRISE



FOCUS ON PORTFOLIO MANAGEMENT

- ANNUAL STRATEGY REVIEWS
- PORTFOLIO-LEVEL ALIGNMENT
- STRATEGIC RESOURCE ALLOCATION
- EXECUTIVE ALIGNMENT CRITICAL

THE 5-SECOND STRATEGY TEST



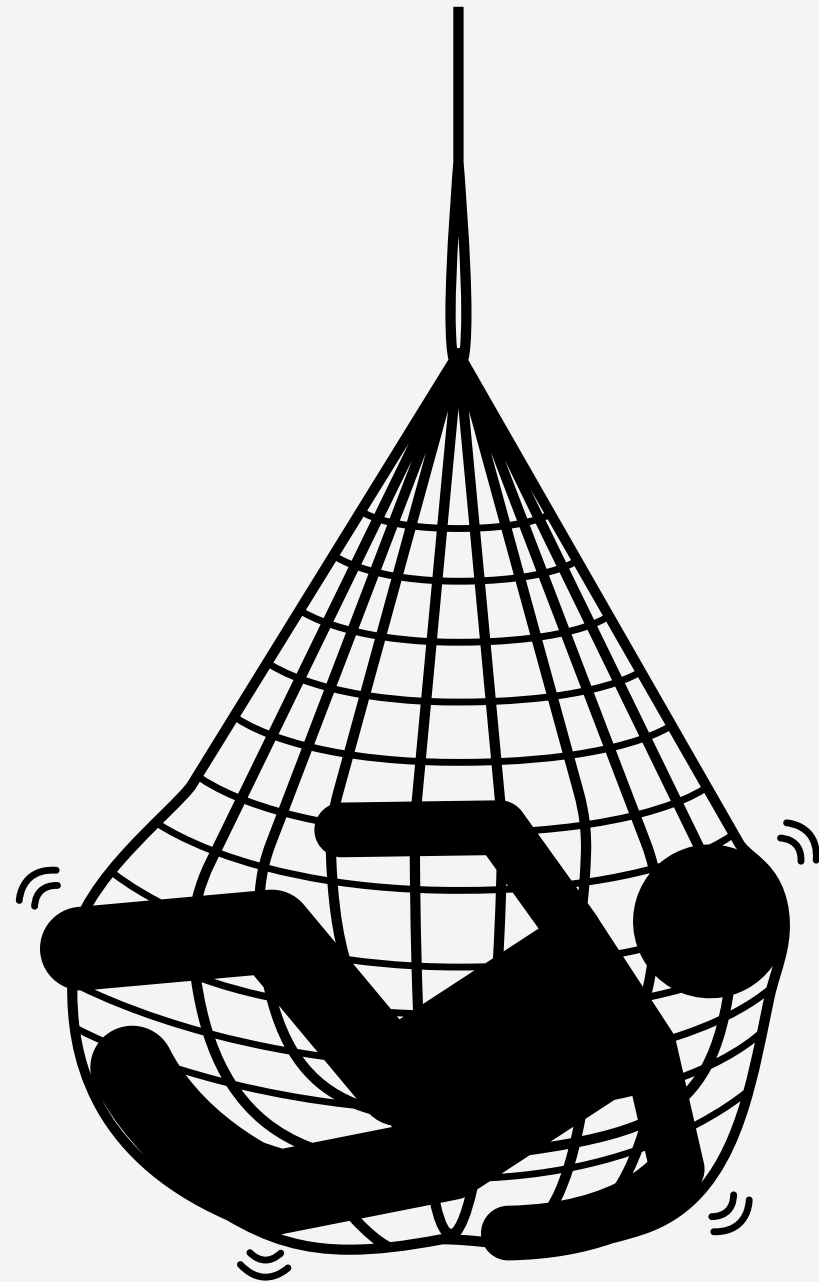
IF YOUR TEAM CAN'T EXPLAIN THE
STRATEGY IN 30 SECONDS...

IF THEY CAN'T MAKE DECISIONS BASED ON
IT...

IF IT DOESN'T HELP THEM SAY "NO" TO
THINGS...

**IT'S NOT A STRATEGY, IT'S JUST
DOCUMENTATION**

STRATEGY PITFALLS TO AVOID



1. THE FEATURE FACTORY

(OUTPUTS OVER OUTCOMES)

2. ANALYSIS PARALYSIS

(ENDLESS RESEARCH)

3. CONSENSUS STRATEGY

(PLEASING EVERYONE)

4. THE ANNUAL RITUAL

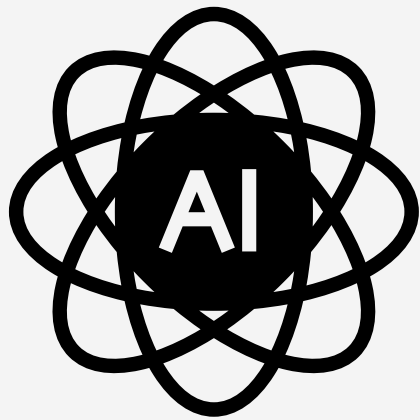
(CREATE AND FORGET)

YOUR TURN: DRAFT YOUR DAY 1 STRATEGY

TAKE 60 SECONDS TO WRITE...

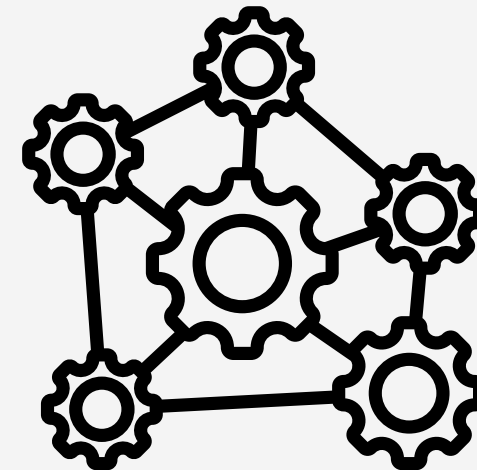
1. YOUR MISSION IN ONE SENTENCE
2. ONE METRIC YOU WANT TO MOVE
3. YOUR BIGGEST USER PAIN POINT

WHAT EVERYONE GETS WRONG ABOUT STRATEGY IN 2025



**MISCONCEPTION: "AI
REPLACES STRATEGIC
THINKING"**

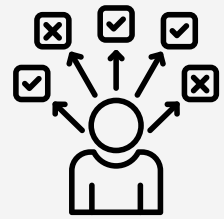
**REALITY: "AI AMPLIFIES
STRATEGIC CHOICES BY
HANDLING DOCUMENTATION
AND VALIDATION"**



**MISCONCEPTION:
"STRATEGY REQUIRES
MORE COMPLEXITY NOW"**

**REALITY: "STRATEGY
REQUIRES MORE DECISIVE
CLARITY AND LESS
DOCUMENTATION"**

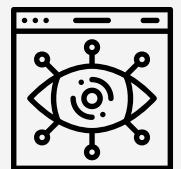
REMEMBER THIS



1. STRATEGY = CLEAR CHOICES ABOUT WHAT NOT TO DO



2. START SIMPLE, VALIDATE QUICKLY



3. SHOW DON'T TELL (VISUALIZE YOUR STRATEGY)



4. MEASURE OUTCOMES, NOT OUTPUTS



5. COMMUNICATE CONSTANTLY

START TOMORROW

1. BLOCK 2 HOURS
2. CREATE YOUR DAY 1 STRATEGY
3. SHARE WITH ONE STAKEHOLDER
4. ITERATE BASED ON FEEDBACK
5. LET ME KNOW HOW IT GOES!