

Strategy Steps Canvas

	NEXT:	THEN:	FINALLY:
WHAT	What products, features, or services will you offer at this step?		
WHO	Which target customer will adopt your offering at this step?		
WHAT NOT	What are you saying no to in this strategy, or deferring at least for this step?		
CORE COMPLEXITY	What do you need to learn about the market, technology, & organization?		
IMPACT FLYWHEEL	How will each step create more and more impact towards your purpose?		
ECONOMIC FLYWHEEL	How will each step prepare you economically for the next?		

NETFLIX

	NEXT:	THEN:	FINALLY:
WHAT	DVD Subscriptions Subscription service offering a large selection of DVDs sent by mail with no late fees. Get a new DVD when you return the old one.	Streaming Subscriptions Stream movies and TV on demand through a browser or app, personalized by subscriber's viewing habits.	In-house Production Netflix is the new standard for film + TV. Produce and stream original movies, series, and specials globally through a Netflix-branded experience.
WHO	U.S. based movie renters who are tired of late fees and limited availability at their local Blockbuster.	Broadband users, prefer the convenience of streaming to DVD by mail.	Anywhere in the world, if you've got the internet, you've got Netflix on your device.
WHAT NOT	Online streaming—the NET in Netflix means internet, but it also means "Not Yet" for strategy step !!	Original content production	User generated content
CORE COMPLEXITY	Is the no-fee pain relief and larger selection enough to overcome the "spur of the moment" availability of local video rental stores?	Can we stream commercially available film and TV at a sufficient quality to make the experience rival that of watching a DVD?	Can we produce and license content at a cost that makes a viable, thriving subscription based business?
IMPACT FLYWHEEL	How will each step create more and more impact towards your purpose? Even at step one, movie watchers get more convenience and choice in their at-home viewing. At each successive step, consumers get more variety, more personalized to their preferences, at a marginal, predictable cost.		
ECONOMIC FLYWHEEL	How will each step prepare you economically for the next? Each step attracts more subscribers, providing the financial capital to increase selection, reduce delivery costs, and learn how to personalize recommendations more effectively, which attracts more subscribers while costs come down through economies of scale and a better understanding of viewer preferences.		



	NEXT: Creative Cloud for Individuals	THEN: Enterprise Subscriptions	FINALLY: EComm + Marketing Integration
WHAT	What products, features, or services will you offer at this step? Creative Cloud subscription with cross-device access to all former Creative Suite applications, automatic updates, cloud storage, cross-platform.	Enterprises can manage subscriptions for their creative teams through user management tools, SSO integration, and a site license model that is more cost effective than individual pricing.	Web + Mobile native applications for creatives, cross-department integration of assets and coordination for enterprises.
WHO	Which target customer will adopt your offering at this step? Individual Professional Creatives (designers, photographers, artists, filmmakers, illustrators, etc.) that have used Creative Suite products and competing tools.	Enterprise Customers with large creative teams (design, marketing, advertising, R+D, etc.)	Marketing departments, EComm departments, Large Enterprises with multiple departments needing integration of assets and project coordination.
WHAT NOT	What are you saying no to in this strategy, or deferring at least for this step? Enterprise subscriptions with user management, "live collab" tools, mobile or web apps, additional assets like fonts, stock, and templates.	Collaborative tools, web based applications, project management	
CORE COMPLEXITY	What do you need to learn about the market, technology, & organization? Will a large enough percentage of creative pros adopt a subscription license model to support the switch and eliminate perpetual options?	What capabilities do enterprise customers need in order to enable our corporate sales team to convert them from perpetual to subscription?	Can we provide web and mobile native applications with sufficient functionality to protect against new competitors? Can we displace other asset management and project coordination tools for enterprise customers?
IMPACT FLYWHEEL	How will each step create more and more impact towards your purpose? At each step, more people tap into their ability to express their creativity, with more and more outlets and audiences, and increasing access to everything they need to create and monetize their work, all included in a regular, cost-effective monthly subscription that easily pays for itself.		
ECONOMIC FLYWHEEL	How will each step prepare you economically for the next? A subscription model smooths out individual customer LTV by converting version skipping perpetual customers to ARR. Each step expands the subscriber customer base into larger markets for digital creativity.		



	NEXT: Online bookstore	THEN: The E-Commerce Leader	FINALLY: Everything Store
WHAT	What products, features, or services will you offer at this step? Online bookstore with virtually unlimited selection, accessible from anywhere, with fast delivery.	Expanded categories with standardized products, large catalogs, and strong existing demand like music, movies, household products, electronics, and toys.	Everything Store—anything you can buy in a store, you can buy on Amazon cheaper and have it delivered quickly, same day or overnight for common products.
WHO	Which target customer will adopt your offering at this step? Book shoppers who want to be able to buy any book and have it delivered to their home.	Online shoppers that would normally shop at a Target or Walmart for household products.	Anyone with online access shopping for anything.
WHAT NOT	What are you saying no to in this strategy, or deferring at least for this step? Physical stores, broader product categories, faster than industry standard delivery.	More complicated online sales categories like clothing, groceries.	
CORE COMPLEXITY	What do you need to learn about the market, technology, & organization? Will people trust online commerce for physical goods?	Can we scale fulfillment and maintain a customer-centric experience and competitive pricing?	Can we sustainably manage dominance across multiple sectors without losing customer trust?
IMPACT FLYWHEEL	How will each step create more and more impact towards your purpose? Each step increases access to products at lower cost and higher convenience, especially for underserved geographies and needs.		
ECONOMIC FLYWHEEL	How will each step prepare you economically for the next? At each step, more customers attract more sellers, which improves selection and drives prices down—creating a better experience that draws even more customers and accelerates the whole system.		