A startup must start with a vision, which leads to strategy, which leads to product.

**VISION** – this is your overall vision that guides the company's direction and ensures alignment with customer needs. A clear vision gives a team direction and focus, and it helps to ensure that all team members are working towards the same goal.

**STRATEGY** – in the context of enterprise software, a strategy involves the plan for how to utilize software to achieve business objectives. This can include considerations such as the type of software to develop, the target market, and the competitive landscape.

**PRODUCT** – your offering to the customer is the tangible outcome of the strategy. The product should be designed to meet customer needs and align with the overall vision and strategy.

Even after a company achieves initial success it must continue to pivot.

- **Try to pivots:**
  - **ZOOM-IN PIVOT** – a single feature in a product becomes the whole product.
  - **ZOOM-OUT PIVOT** – a whole product becomes a single feature in a larger product.
  - **CUSTOMER SEGMENT PIVOT** – the product solves a problem for real customers but they are not the customers you targeted originally.
  - **BUSINESS ARCHITECTURE PIVOT** – a change from strategy to low volume (typically business to business sales – B2B) to low margin, high volume (typically consumer products) or any combination of the above.
  - **MONETISATION PIVOT** – a change in the way customers pay for the product. This can include a one off purchase, a subscription, “freemium”, free with advertising only, etc.
  - **ENGINE OF GROWTH PIVOT** – a change between virality and stickiness models.
  - **CHANNEL PIVOT** – a change in the way the product is delivered to the customer. For example, consumer goods are sold in a grocery store, cars in a dealership, enterprise software by consulting firms, etc.

The channel requirements often determine the price, features and competitive landscape of a product.

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"There is nothing quite so useless as doing great work without any feedback as to whether you should do it at all."