

Don't attack the fortress. Attack what holds it up.

BEFORE



↓ [reframe the question](#)

AFTER

THE 7M MODEL

Seven moves, run in order

Where they can't afford to follow.

You won't win on their battlefield. [So change it.](#)

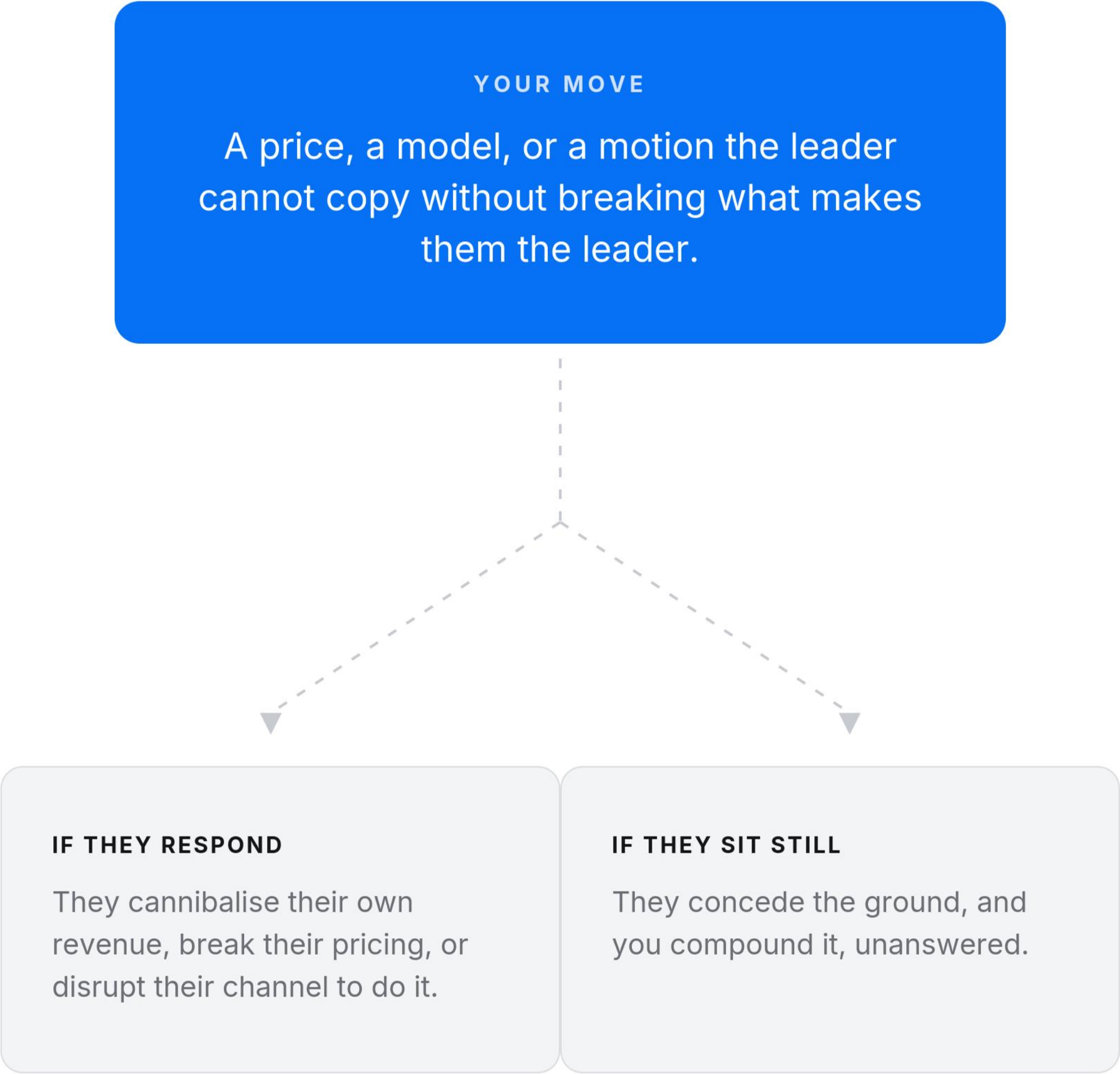
IN PRACTICE

Figma didn't outbuild Adobe. It moved design into the browser, made it multiplayer, and opened the file to the whole team. Adobe could have chased it, but not without breaking the desktop, file-based workflow that made it the leader. So it didn't ship a better product. It made a \$20bn offer to buy it.

[1 / 2](#) · [the sharpest move →](#)

The Fork. Every answer costs them.

Design the move so the leader's every rational response weakens their position. Whether they fight you or sit still, it hurts.



No cheap answer. That is a fork.

Move six of seven. *It turns their strength into a tax.*