1. Given what has and is occurring, what is the most profitable way to operate in the near-term?

The near term for Shopify looks better than most company. It is benefiting from the frantic switch from offline retail to online. Yet because of the overall gloomy business environment Shopify is expected to show slower growth and its penetration to the market may have reached a peak.

So in the short term protecting the core business is important. Shopify is a company that serves small to medium sized merchants (SMEs) above anything else. It has software development, logistics and lending arms to achieve this goal. So, in the short term:

* Configure internal IT system and develop training / processes to allow most of its employees to work from home
* Help SMEs develop a COVID response plan, based on best practice and use data analytics to fine tune the blueprint to fit each shop
* Use analytics to identify geographical / industry segments to market its services. E.g. if a neighbourhood have 10 shops and 3 of them signed up, the rest are potential customers, also depend on the industry and other features that the customer growth exhibits
* Analyse customer feedback to further improve service offerings, see what the competitors are doing right, say the recent launch of Shop
* Also if any competitor to Shopify looks vulnerable, pitch M&A ideas
* Fine tune the pricing model to reduce the upfront cash outlay for sign-up

1. What about the longer term? What underlying fundamentals have changed, thereby causing us to ask the question, how do we continue to serve our customers, going forward?
2. What key performance indicators do we need to focus on, given the changes which have occurred and are anticipated to occur? In other words, what do you need to know?
3. If the future of business will become more evidenced-based, where should we be focusing our resources in terms of defining the right path forward? Think in terms of the prioritization of data development efforts around your key performance indicators.
4. What are the critical data forces which we should be leveraging?
5. How can we be the constant in the lives of our stakeholders/businesses, when they are dealing with significant variables and uncertainties?