



Scaling Authentic Growth

Accelerating Organic Growth Through
High Tempo Testing



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Sean Ellis [@seanellis](#)



Key To Sustainable Growth Success



Requirements for Organic Growth



- “Must have” product
- Compelling promise delivered on quickly
- Excitement about your product category



Accelerate by Pouring Fuel on Fire

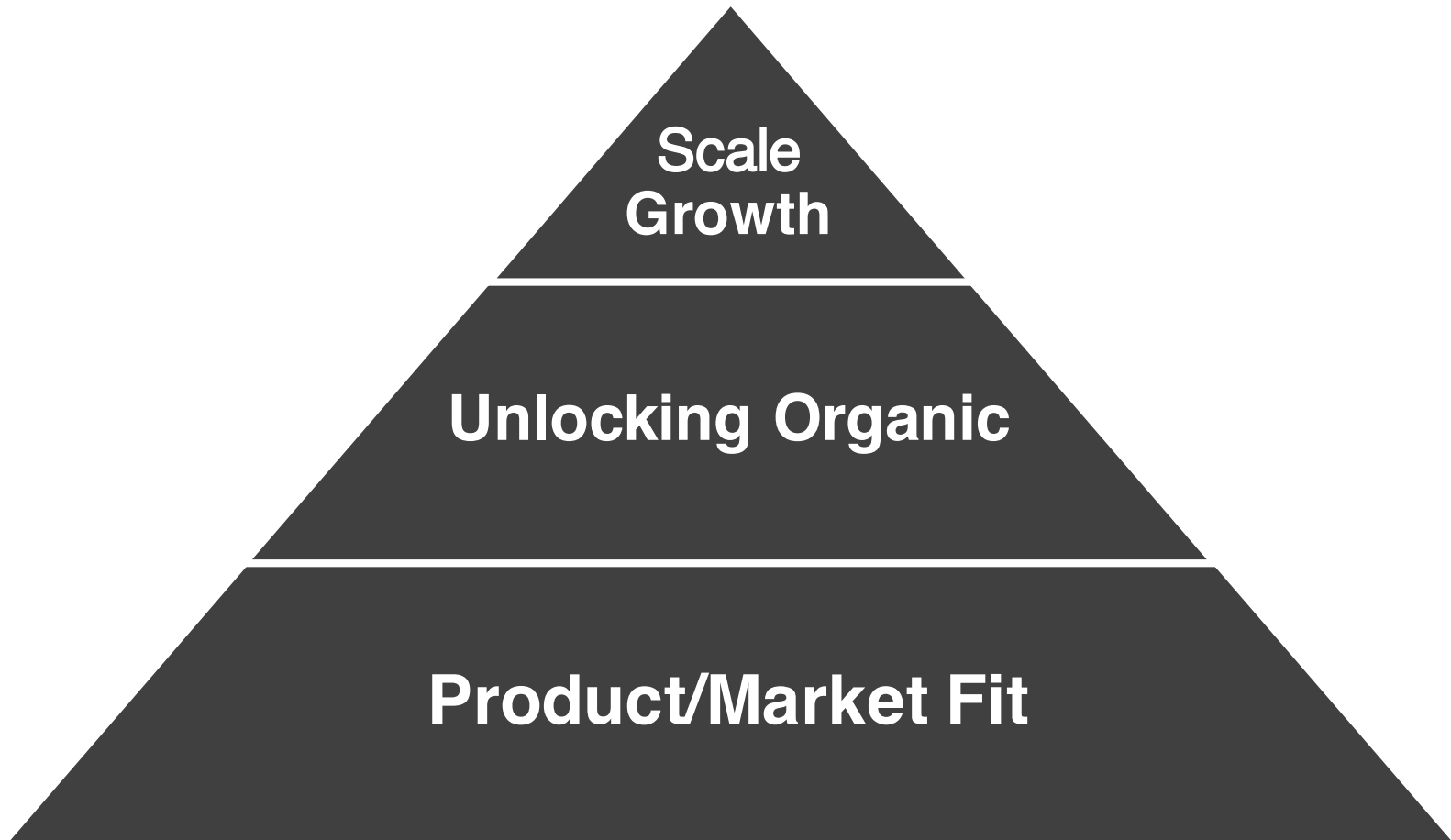


North Star Metric for Growth



- Reflects value delivered to your customers
- Provides lens for measuring **real** growth and evaluating tests
- Examples: Airbnb nights booked, Facebook MAU (monthly active users)
- Captures several metrics (i.e. retention reflected in MRR and MAU)

But First Things First

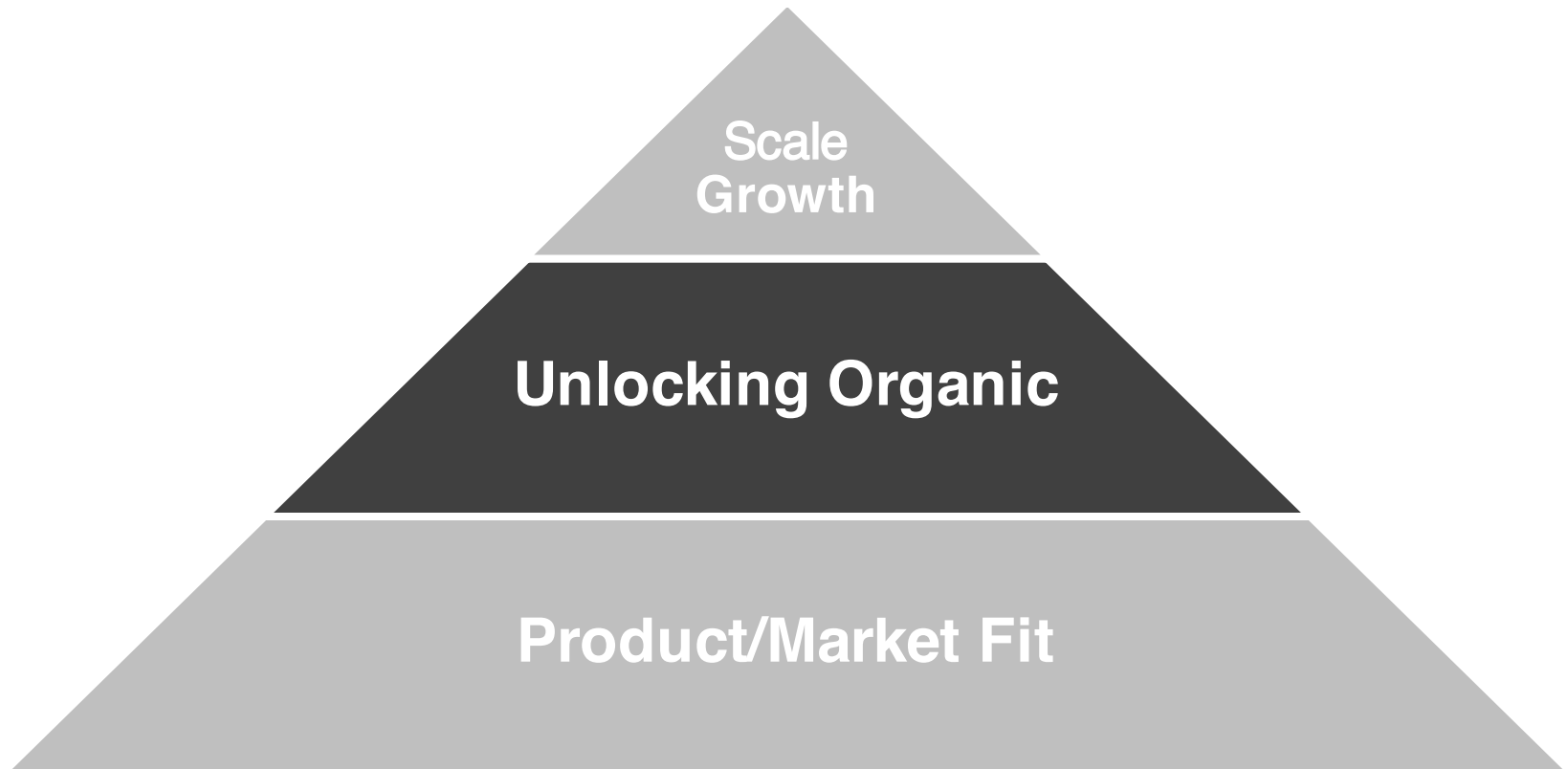


Validate Product Market Fit



- “Must have” product for large market
- Ask users “How would you feel if you could no longer use this product?”
 - Very disappointed (40%+)
 - Somewhat disappointed
 - Not disappointed
 - N/A – I already stopped using

Unlocking Organic Growth



Research for Organic Growth



Understand “Must Have” Users

- Who are they (demographics)?
- Why did they seek product (intent)?
- How are they using product?



Key Benefit - Narrow by Must Have

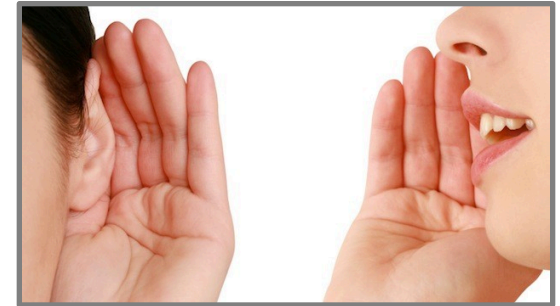
- Ask 1st group: “What is key benefit” (open ended)?
- Ask new group: “...key benefit?” (multiple choice), “Why is that benefit important?” (open ended)

Research for Organic Growth (P2)



Crowdsource product description

- Have you recommended this product?
(Yes/No)
- If Yes, ask “How did you describe it?”
(open ended)



Optimize Organic Value Delivery



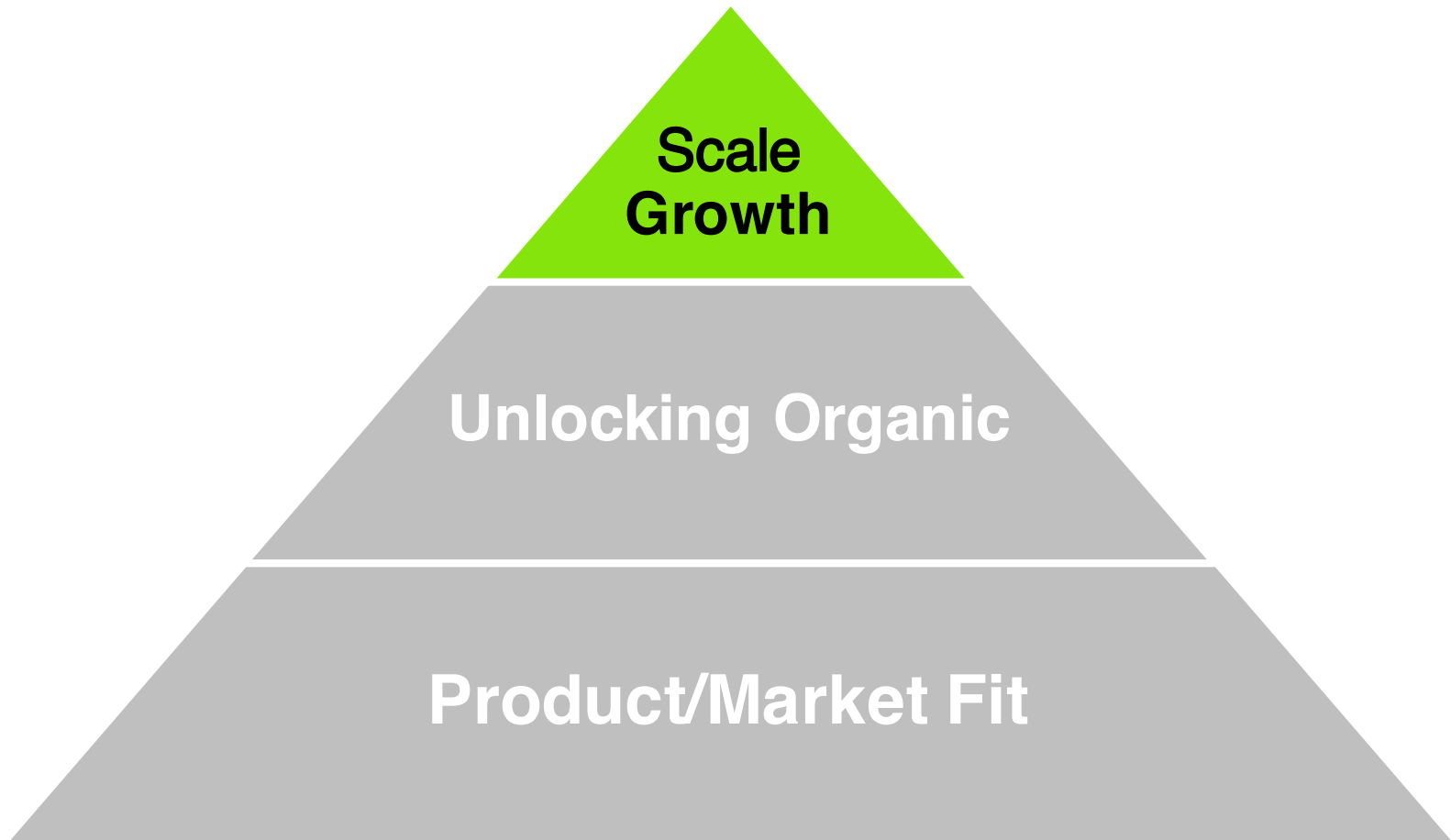
Home Page Messaging

- **Hook:** A/B test “hook” based on intent (best response)
- **Promise:** A/B test promise statements (stay true to “must have benefit”)
- **Description:** A/B test descriptions (best response)

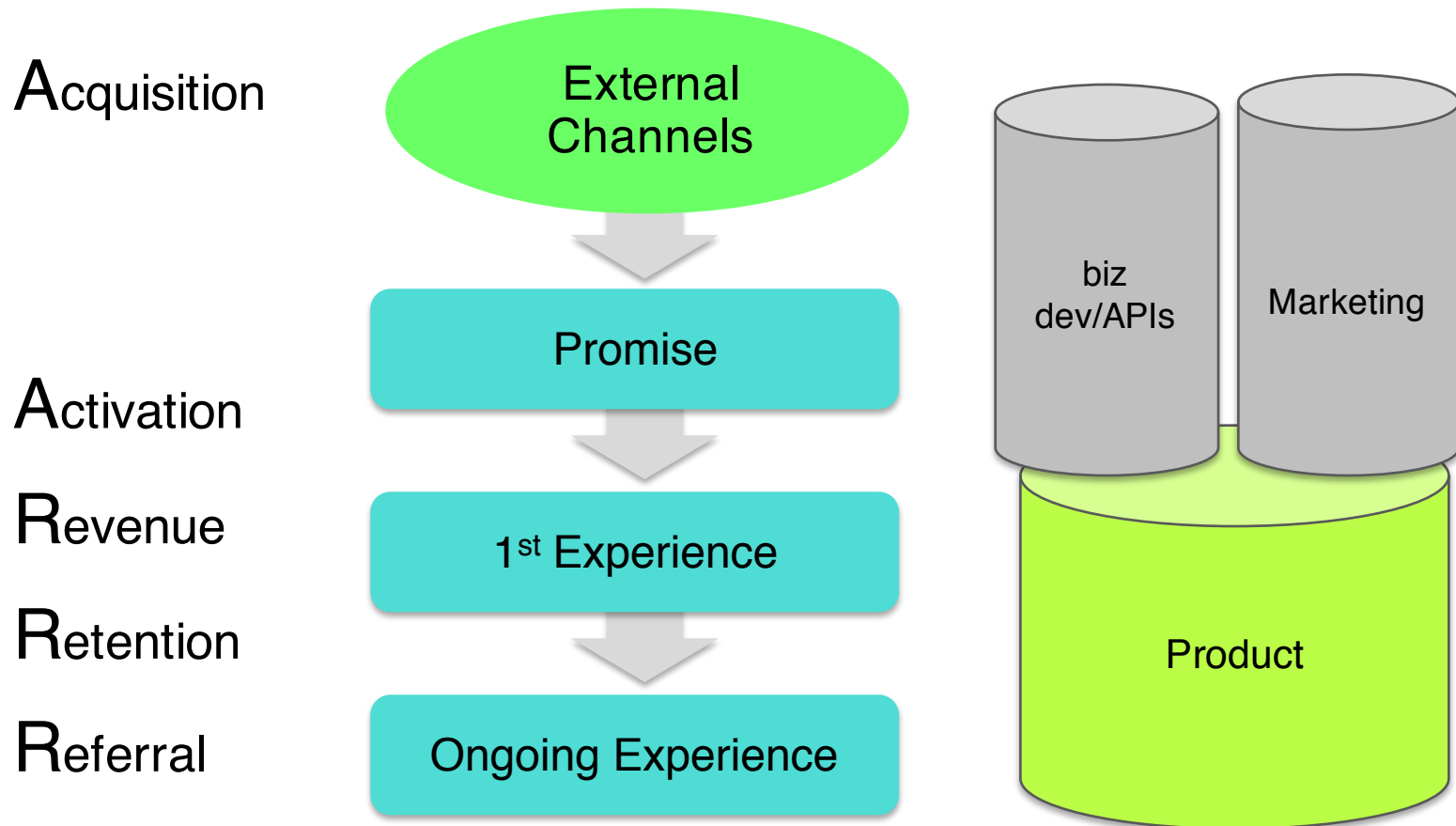


Onboarding to “must have experience”

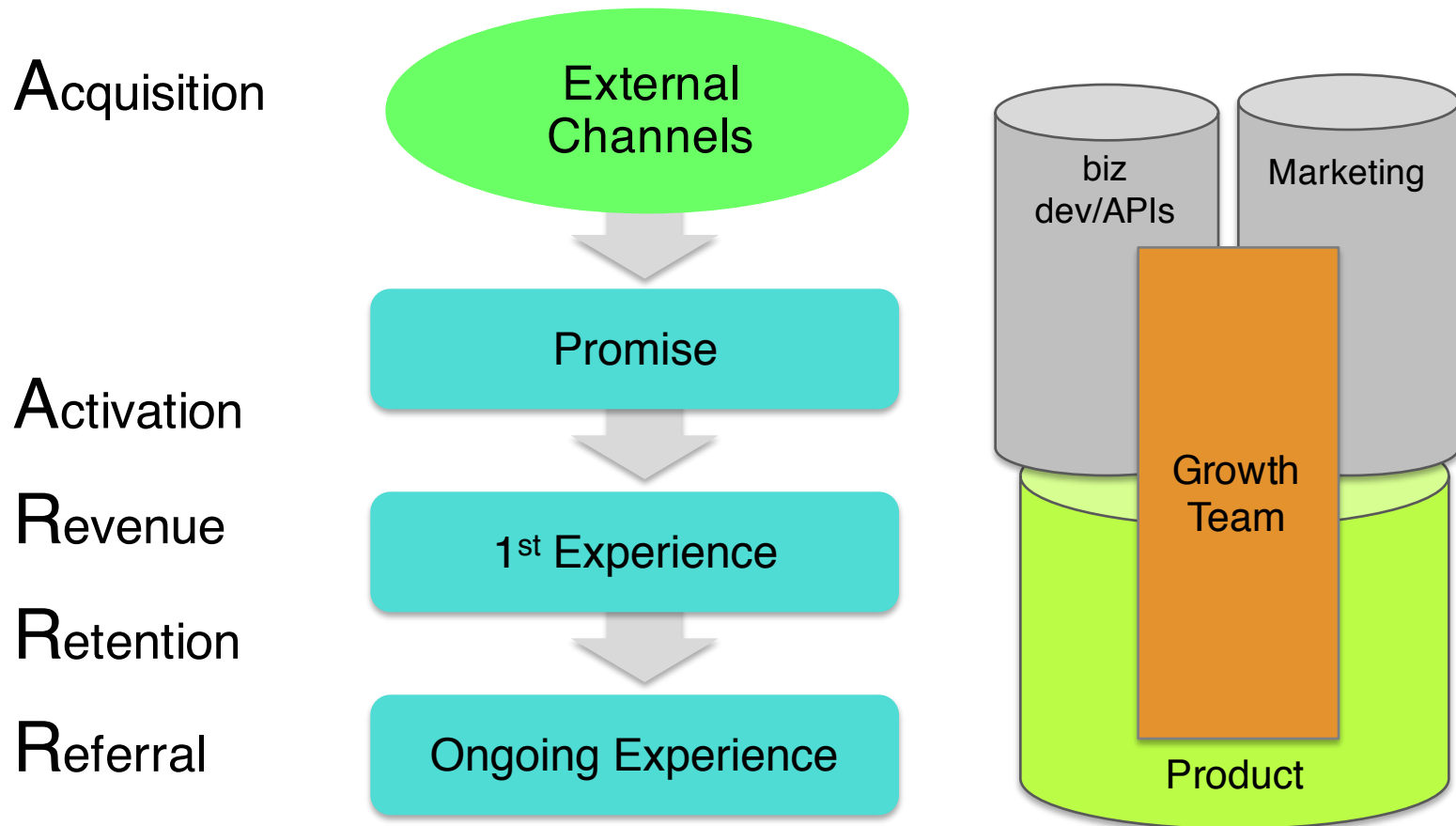
Scaling Growth



Scaling Growth is Cross Functional



Core Growth Team Drives Testing



Building Core Growth Team



- Start with a dedicated PM Growth
- Rest of core growth team can initially be ad hoc
- Add other dedicated people as needed to hit temp goals
- Example roles: growth eng, designers, analysts, VP Prod, CEO



Testing Drives Growth



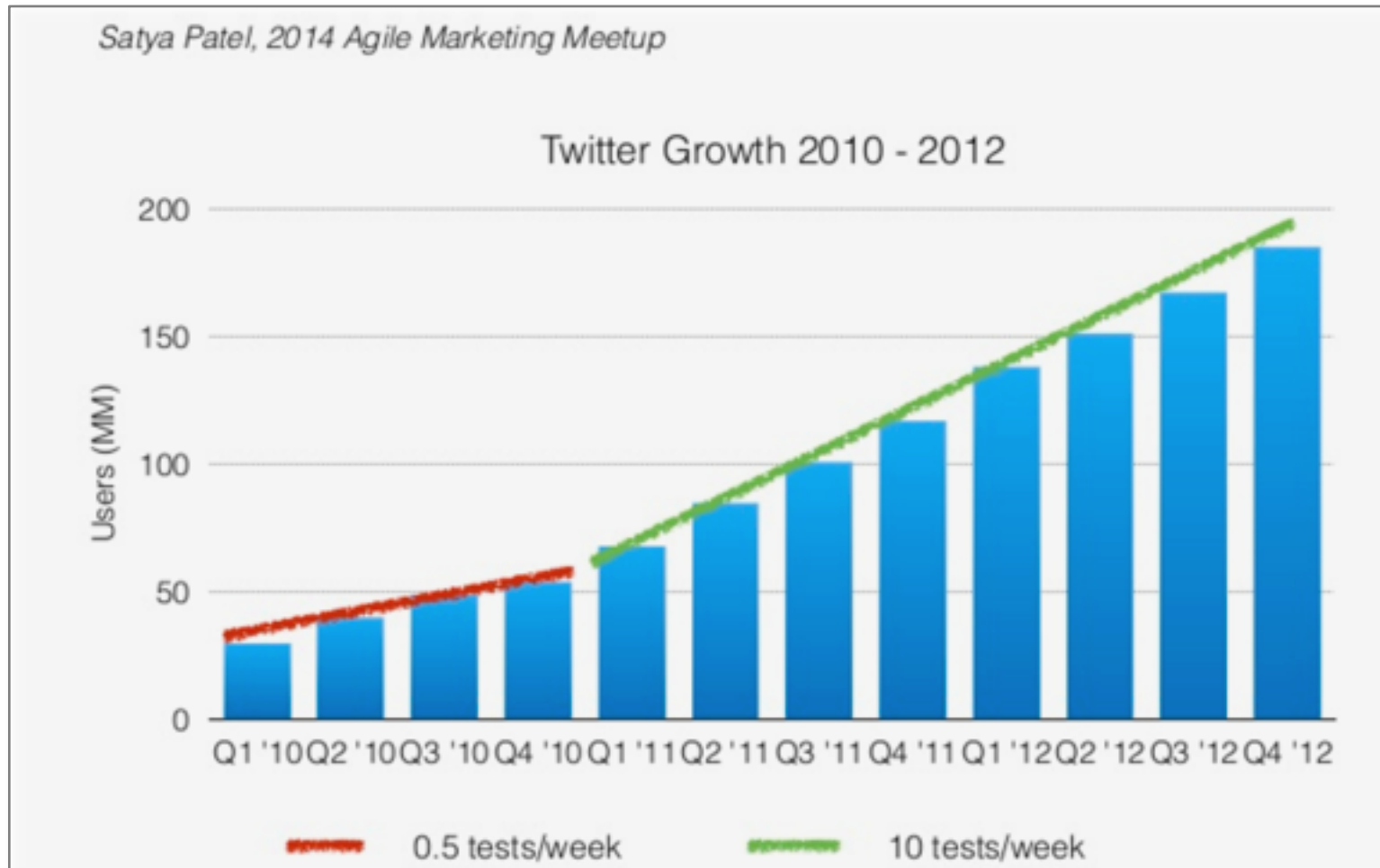
- Day 1: No certainty about how you will grow
- More testing = More discovery
- Rapid testing across all vectors



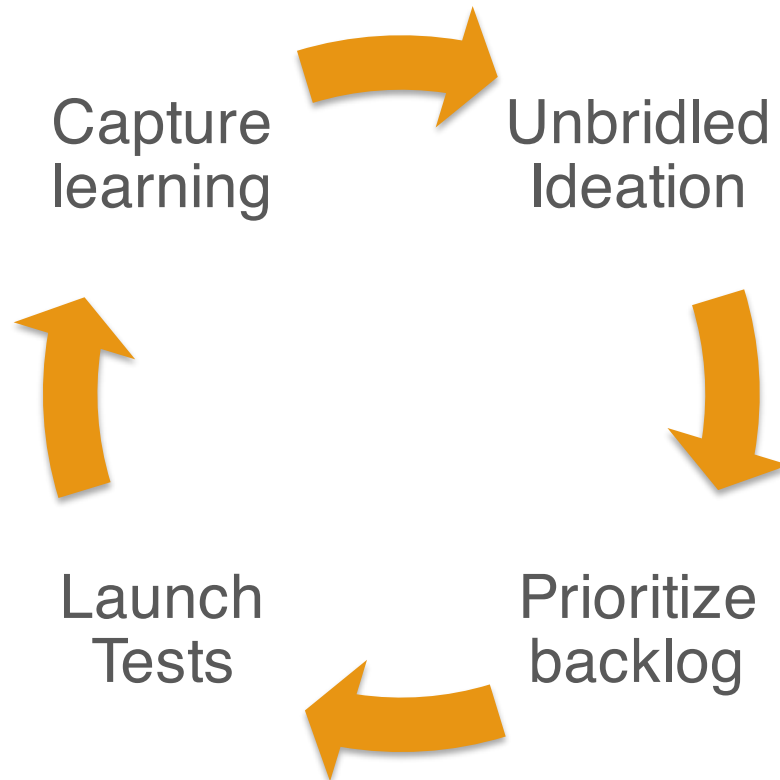
Acquisition
Activation
Retention

Referral
Revenue
Resurrection

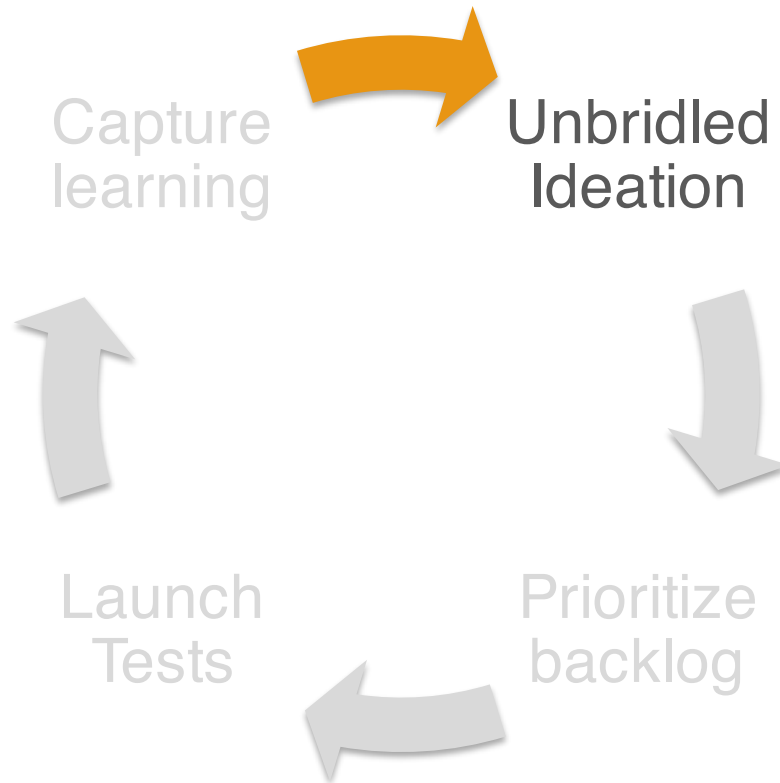
High Tempo Testing: Twitter



Growth Team Needs Effective Process



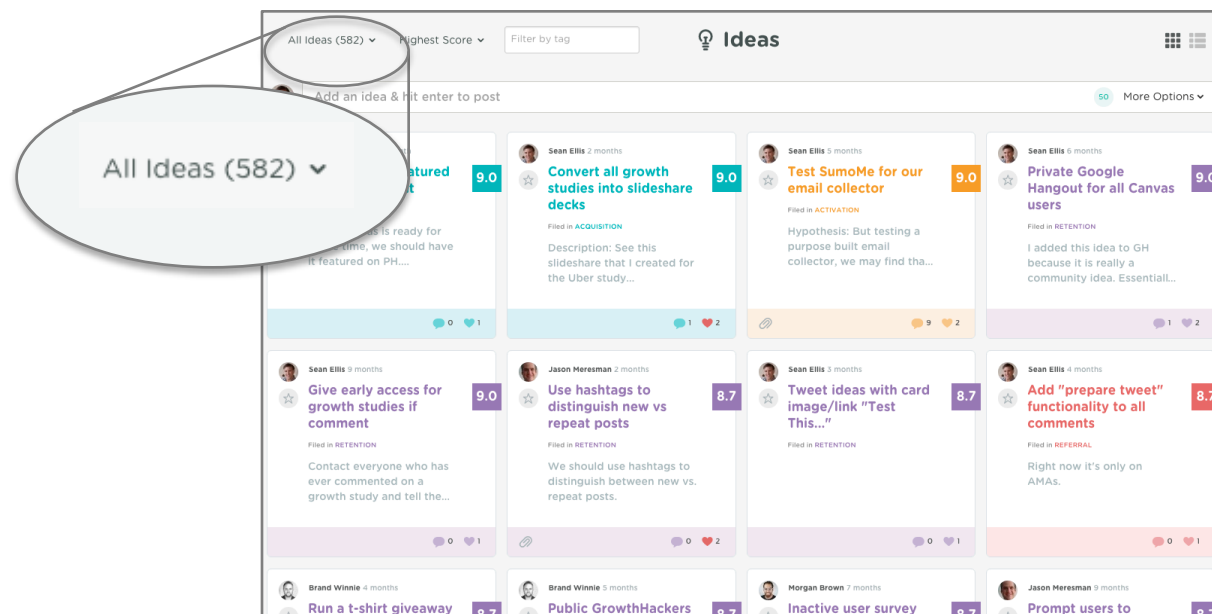
Unbridled Ideation



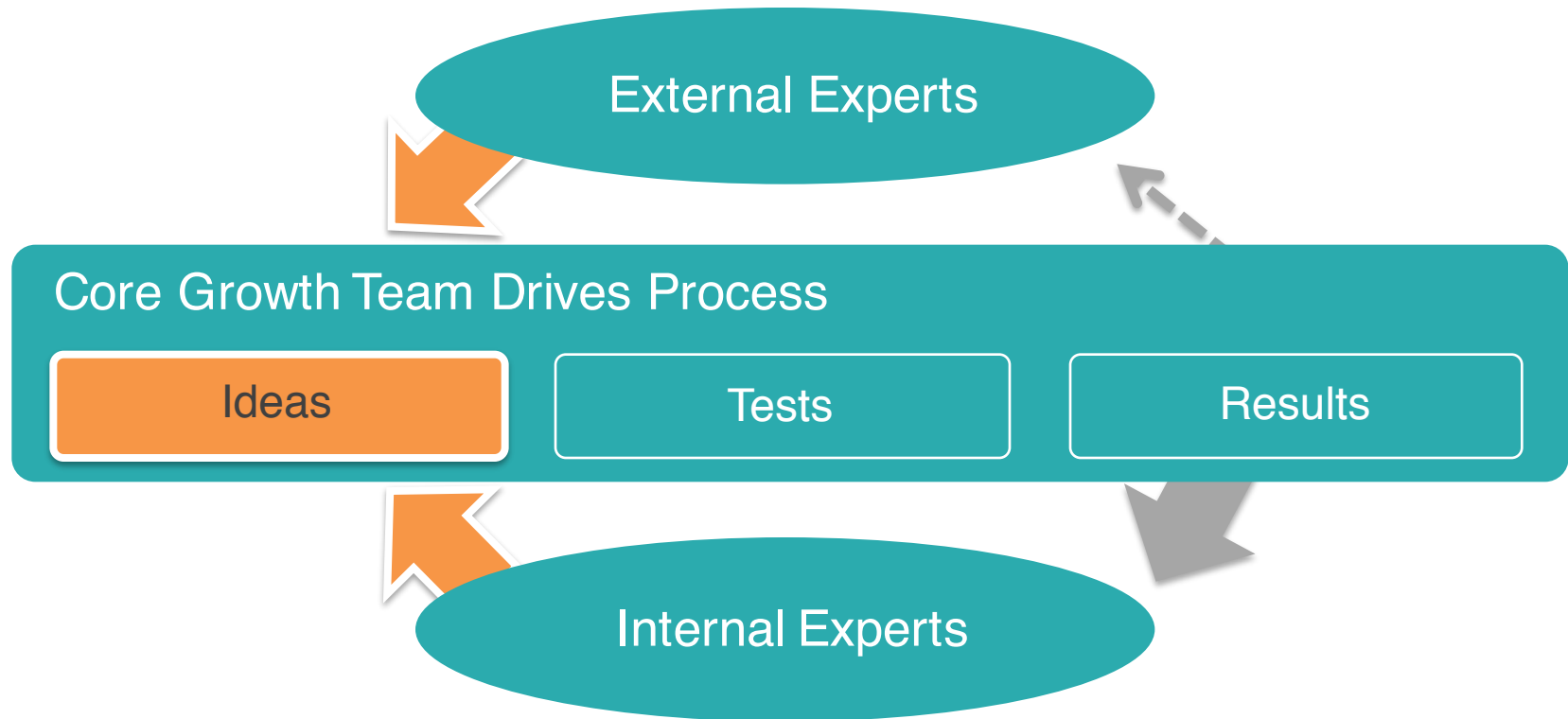
Unbridled Ideation



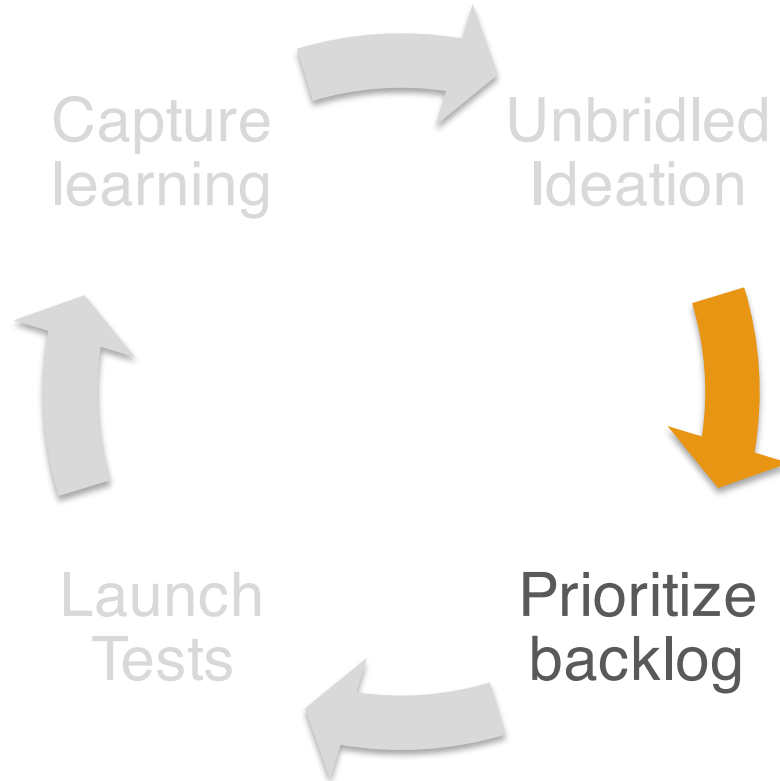
- Build large backlog of ideas (my team 500+)



Inputs for Growth Testing Ideas



Prioritize Backlog



Formalize ideas in Experiment Doc



- Include research, hypothesis, target lever

Allow users to follow a discussion or a question
by Hila Qu Thu Oct 22 2015

ABOUT THE IDEA

B I U S

****Idea:**** If a user is interested in a question asked, or a discussion ongoing, but he doesn't want to participate that conversation, we should make the "Follow" function available.

****Hypothesis:**** by doing this, the # of visits on discussion/question pages will increase by 10%

SELECT A GROWTH LEVER

Acquisition Activation Referral Retention Revenue

CHOOSE A RATING

Impact 5 Confidence 7 Ease 3

Cancel Save

5 5 Impact
7 Confidence
3 Ease

Liked
Nominated
Test
Share
Archive

TAGS
Follow
+ Add Tags

Keep general contributor ideas simple (no ICE)

Compare Ideas by ICE Score



All Ideas (582) ▾ Highest Score ▾ Filter by tag

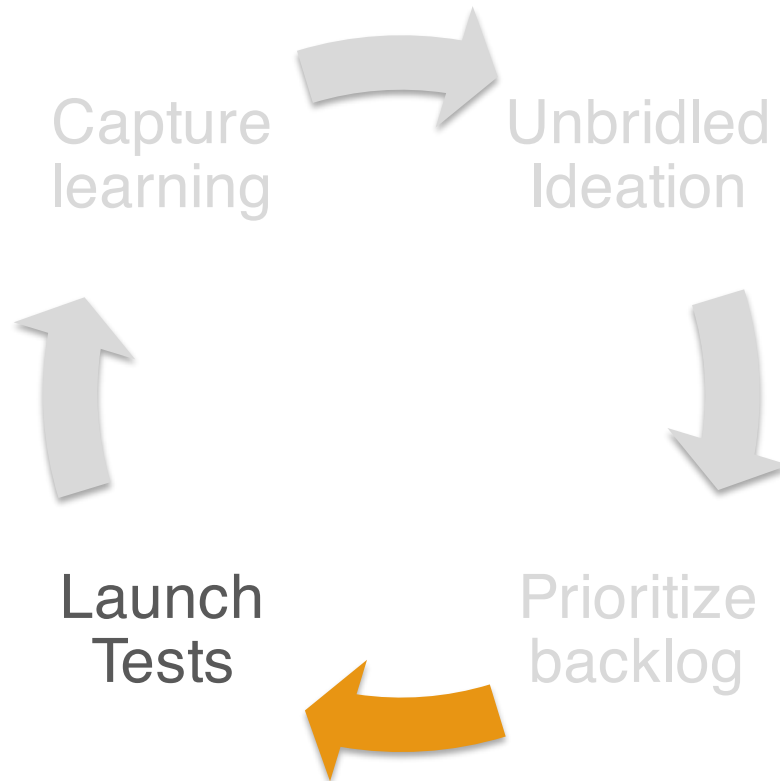
💡 Ideas

50 More Options ▾

Add an idea & hit enter to post

CREATOR	DATE	IDEA		LEVER	LIKES	IMPACT	CONF.	EASE	SCORE
	30-Oct-15	Have Canvas featured on Product Hunt	☆	ACQUISITION	1	9			
	29-Sep-15	Convert all growth studies into slideshare decks	☆	ACQUISITION	2	8			
	19-Jun-15	Test SumoMe for our email collector	☆	ACTIVATION	2	9	9	9	9.0
	17-Jun-15	Private Google Hangout for all Canvas users	☆	RETENTION	2	9	9	9	9.0
	16-Mar-15	Give early access for growth studies if comment	☆	RETENTION	1	7	10	10	9.0
	22-Sep-15	Use hashtags to distinguish new vs repeat posts	☆	RETENTION	2	8	8	10	8.7
	11-Sep-15	Tweet ideas with card image/link "Test This..."	☆	RETENTION	1	9	8	9	8.7

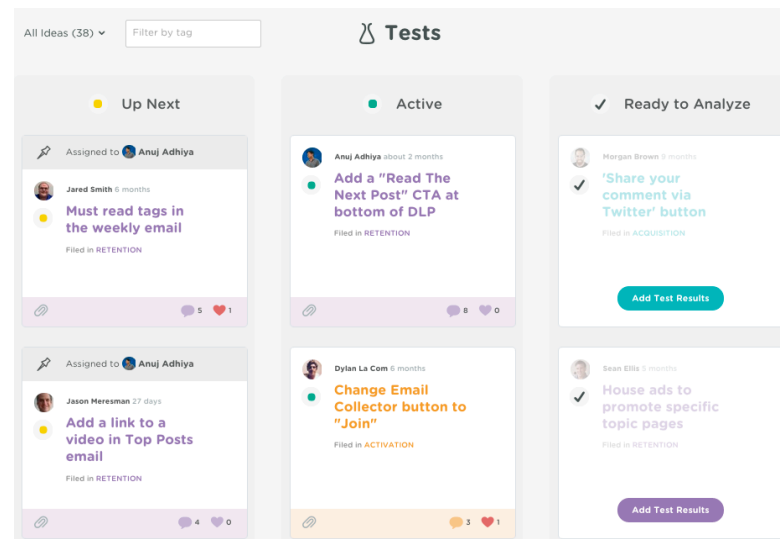
Launch Tests



Select Tests in Weekly Meeting



- Choose tests to launch (no brainstorming)
- Assign a project manager to each test
- PM Growth assist in releasing each test



Example Growth Meeting Agenda



15 min: KPI review & update focus area

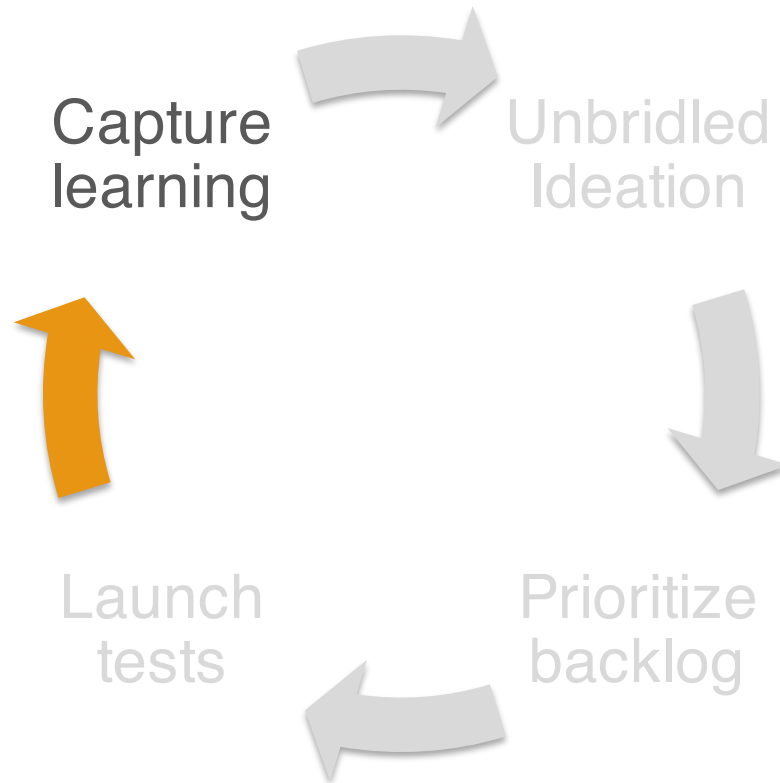
10 min: Review last week's testing sprint

15 min: Key lessons learned from analyzed tests

15 min: Select tests for this week's sprint

5 min: Check growth of idea backlog

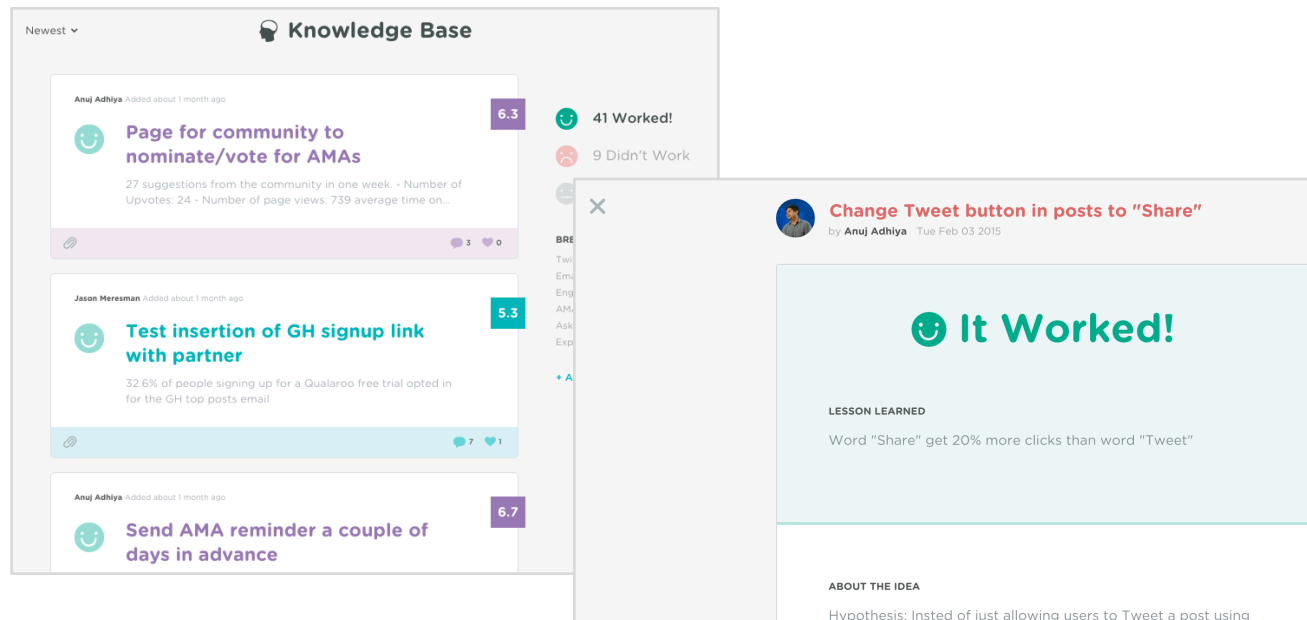
Capture Learning



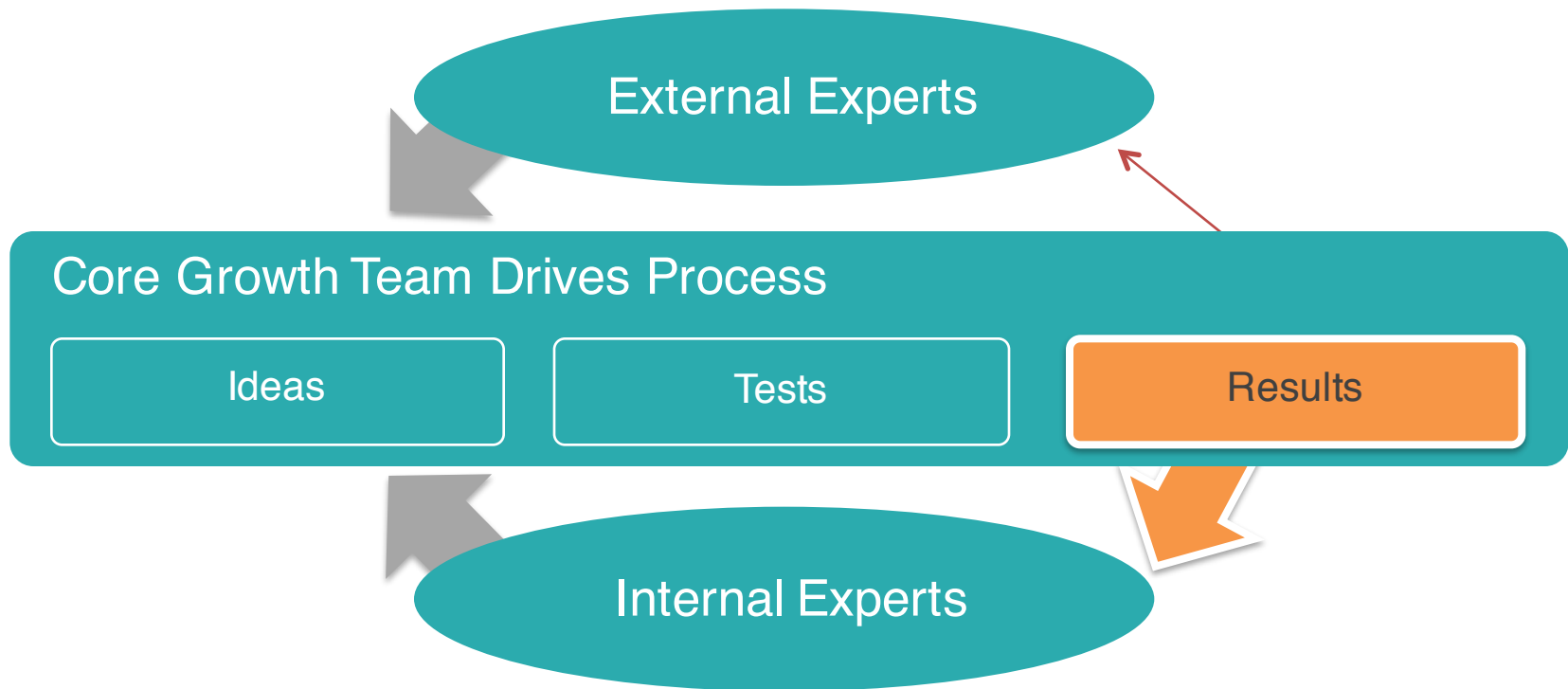
Capture Learning Details



- Every test leads to learning
- Organize learning for easy access



Share Learning with Team+



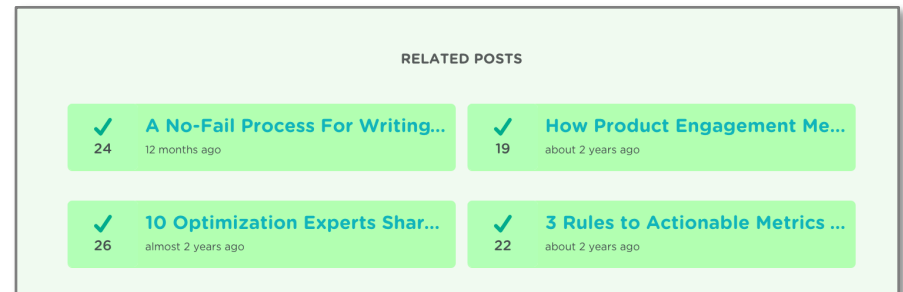
Example Test – Related Posts



- Add related posts to article summary
- Hypothesis: More time on site
- Result: Hypothesis validated



...Article text...



Another Example - oEmbed



- **Data:** Embeds = longer sessions
- **Hypothesis:** Same action = more embeds
- **Result:** 41% increase in embedded media

Videos



Slides

Example Tests from Dropbox



Retention/Revenue test

Revenue test

Referral test

The screenshot shows the Dropbox web interface. At the top is the Dropbox logo. Below it is a navigation bar with various icons. The main content area features a yellow banner with the text 'Keep your photos safe with Dropbox! Import 1,447 photos from iPhoto.' and two buttons: 'Learn more' and 'Never'. Below this is a section titled 'RECENTLY CHANGED' with a list of items, including 'Products That Count SF 9-30- Just now'. Three elements are circled in orange: the yellow banner (labeled 'Retention/Revenue test'), the 'Upgrade' button (labeled 'Revenue test'), and the 'Share Link' button (labeled 'Referral test').

Sharing Landing Page



Download

Comments

Post a comment to start a discussion. @Mention someone to get their attention.

Write a comment

Comments will notify 1 person who views this file can comment.

Product M

Shifting growth

that Count

isco 9/30/15

Dropbox

New to Dropbox? Sign up for free to share documents and photos

First name Last name

Email

Password

☐ I agree to [Dropbox terms](#).

Create an account

Sign in



Thank You

sellis@GrowthHackers.com