Agency = A retainer based web design methodology that produces better client results and helps grow your agency.

Mary = Creating a peak performing website with
less waste and in half the time

Sir Edmund Hillary

Sir Edmund Hillary is one of the most inspiring men you've likely never heard of. For those of you who are not familiar with New Zealand history, this courageous man set out on a journey in 1953 with one goal in mind:

Climb to the top of Mount Everest.
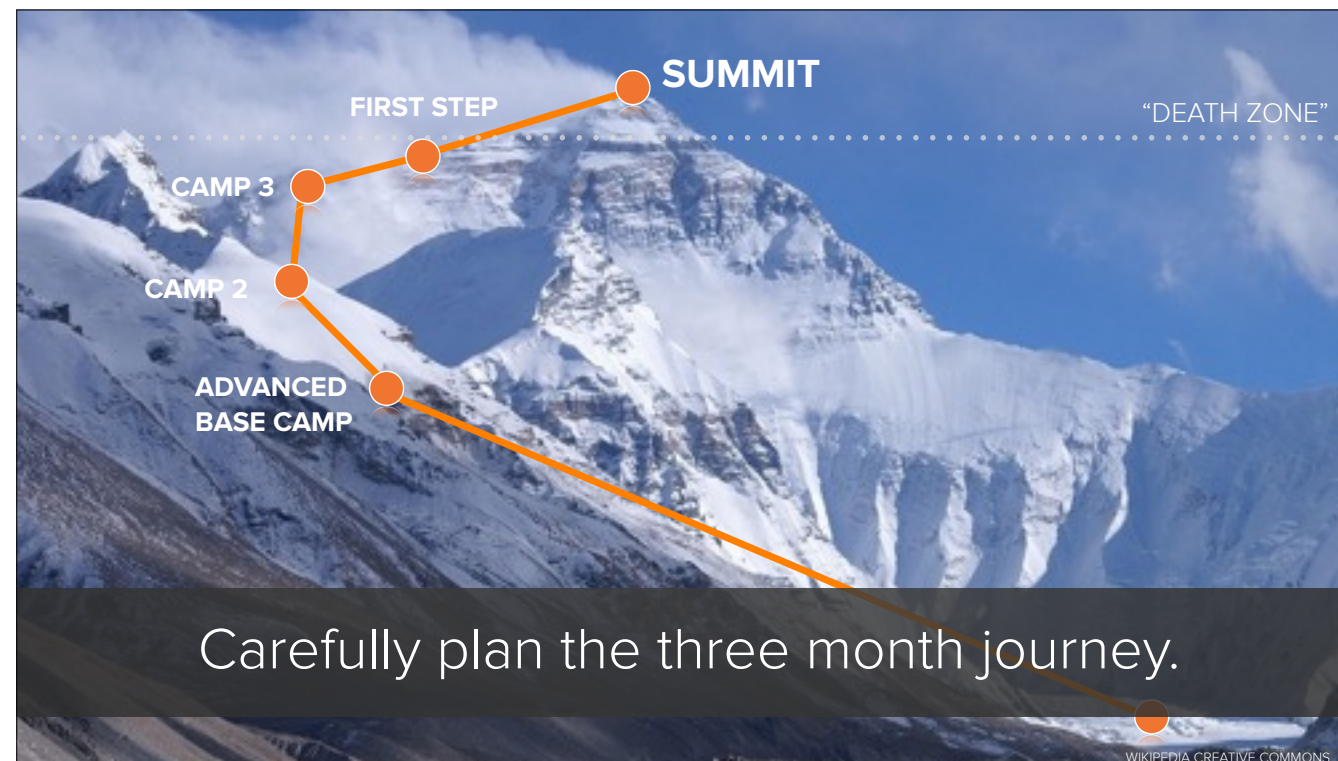
WIKI USER DRUKAIR2

to reach the peak of Mount Everest, 29,000 feet above sea level. This had never been accomplished before. Now, that's not to say it had never been attempted before. Many had attempted this journey and perished along the way.

Build a team of experts.

MIRROR.CO.UK IMAGE

Edmund had his work cut out for him, so he assembled a team of over 400 experts who could help lead him up the side of Mount Everest.

Request budget for resources.

Along with the team of experts, Edmund also needed financial assistance. This extremely expensive journey forced Edmund to request funding from the government. They carried over 10,000 pounds of resources.

SUMMIT

FIRST STEP

"DEATH ZONE"

CAMP 3

CAMP 2

ADVANCED
BASE CAMP

Carefully plan the three month journey.

WIKIPEDIA CREATIVE COMMONS

The team had to plan out every single step of the way, all of the camps, all the obstacles, all the things they had to do, because if they didn't, it surely meant the perishing of him and his team.

March of 1953

MOUNTAINEERING TEARA.GOVT.NZ
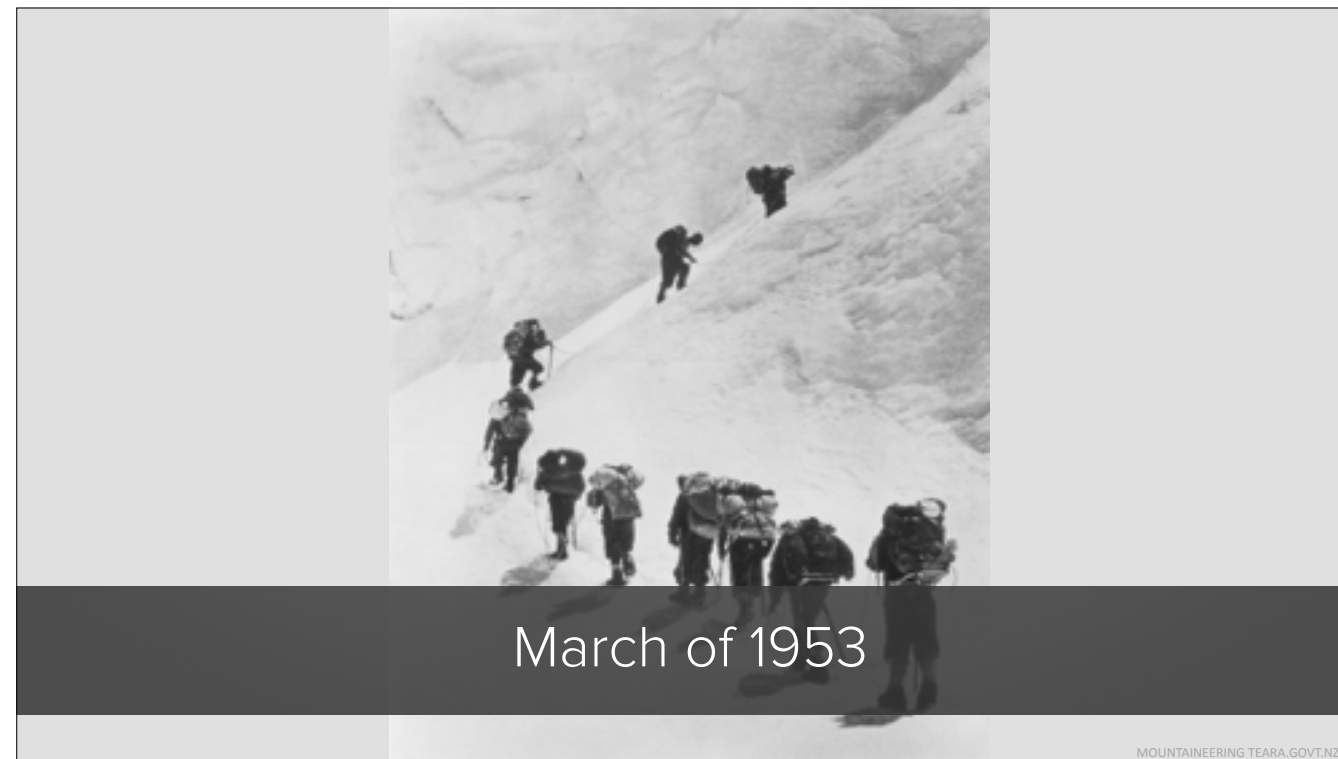
Lo and behold, on a balmy day of March 1953, Edmund and his team set out on the journey with their carefully mapped out plan that they had spent months and months preparing for. Things started out well. They reached their first camp, and they got to their second camp. But just as they were approaching their third camp, something happened.

The worst storm of their lives.

A ferocious storm hit. A storm like none of them had ever seen before. It was the type of storm that claimed the lives of the men who previously attempted this journey.

In this moment, Edmund was getting desperate. He knew that he had to do something to save the lives of his men. He had to think of something quickly before they all perished in the storm.

— — (change spots on stage) — —
Now we're going to pause here for a second, we will return to Edmund's story, but I want you to think…

DOES EDMUND'S STORY SOUND FAMILIAR TO YOU?

Does Edmund's story sound familiar to you? Have you experienced something similar in the past?

I've worked both at company's internal teams, and at agencies… On both the web design side and marketing side. And you know what Edmund's story sounds like to me… (dramatic pause)?

Website redesign

It sounds like a website redesign. It sounds exactly like a website redesign.

Let's think about what we have to do when doing a website redesign.

Build a team of experts.

Just like Edmund… We have to build a team; a team of experts that can lead them along this journey of building a website.

Request budget for resources.

Average SMB website costs $15,000 - $80,000

UNSPLASH USER BENJAMIN CHILD

Just like Edmund… A redesign is an expensive journey - Average SMB website $15-$80K.
To afford this, we typically have to go request budget from our executives to afford to make this journey.

Carefully plan the three (to six) month journey.

Just like Edmund… It's a long journey. Typically three to six months! WOW… half our year!

And we plan out every step of this journey out:
• When items are due
• When we need approvals
• When we need items delivered and handed off to other teams.

Ironically, all of this planning looks like the side of a mountain.

WHAT EMOTIONS DID YOU EXPERIENCE DURING PREVIOUS REDESIGNS?

And out of all of that…
- Building a team
- The big up-front cost
- Getting approval
- All the planning

When we go an actually get into this redesign journey how does it go? I ask you … What emotions did you experience during your previous redesigns… let's hear them! (banter with the crowd for a bit - ask "why" after each response to dig deeper)
—
At HubSpot, we were curious about this exact question. We sent out a survey to our marketing audience and ask what emotions they experienced… We took the responses and put it into a word cloud… read to see it?

Based on a 2016 survey conducted by HubSpot

Wowza! Looks pretty similar to what we just talked about.
Let's narrow in on the most common responses.

Based on a 2016 survey conducted by HubSpot
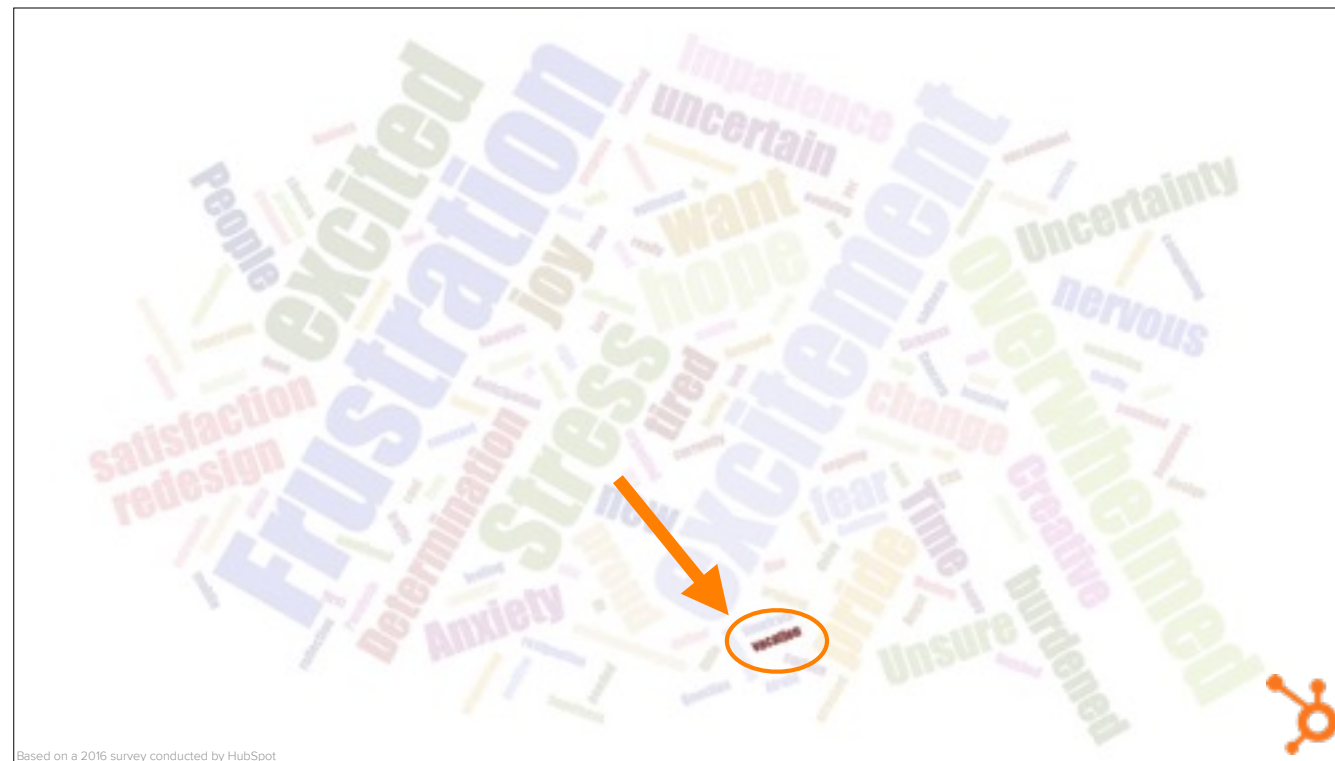
My favorite

HAHA
—
Why do these emotions happen during the project?

Over-budget and launch late

UNSPLASH USER TRISTAN COLANGELO

Because every single redesign inevitably runs over-budget and gets delivered late.

Think about your previous web design projects. Did they get launched on time? Did they stay in-scope and on-budget?
If you've experienced either of these in the past, raise your hand (raise your hand as you say this) and say "I".
everyone will raise their hand
Oh weird… everyone in the room!

An this is similar to the the unexpected storm that Edmund and his team were stuck in!

Observation One:
Traditional web design is very risky.

FLICKR USER IMAGES MONEY

And so over the years I've been involved in the web design and marketing world, I've come to make an observation.

The traditional web design process is VERY risky! … for all of those reasons we just mentioned.

(long pause - change spots on stage)

The website is live!

BUT - We (hopefully, haha) make it out alive…. get the website launched … and holy crap is everyone happy to get it over with.
It's been such a struggle, we are so happy to get it out the door and move on to other things.

(long pause)

Well we asked another question on our survey…

HOW IMPORTANT IS YOUR
WEBSITE TO YOUR BUSINESS?

How important is your website to your business.

… just think about that for a second. (long pause).

… How would your business perform if your website disappeared tonight? (long pause).

——

Here's what we found out…

Based on a 2016 survey conducted by HubSpot
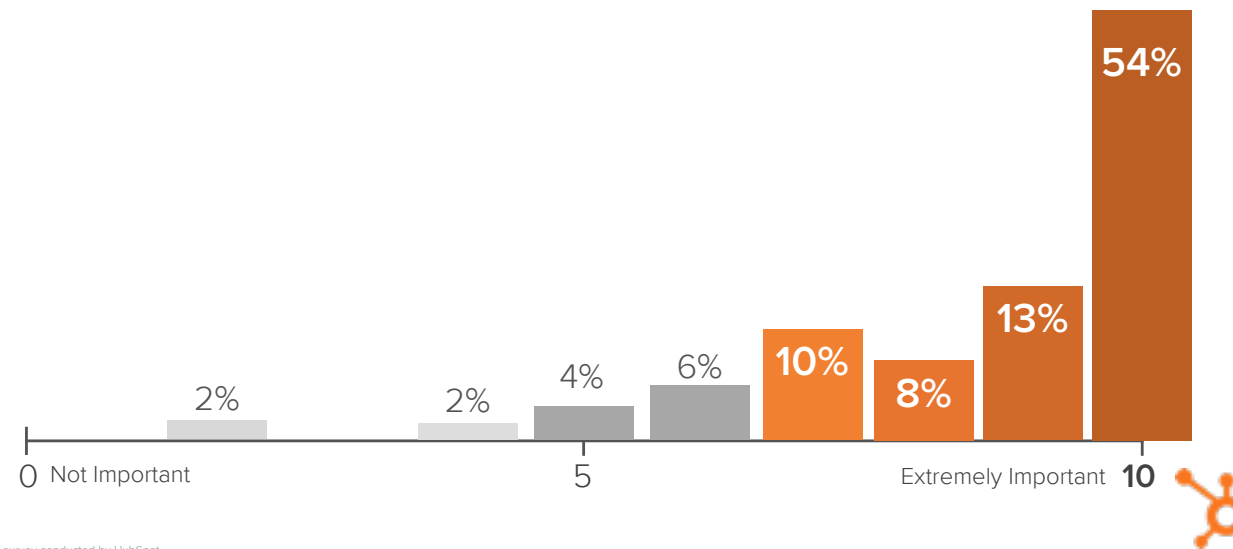
Marketers seem to all agree, their website is pretty damn important to growing their business!
How many here agree? - Raise your hand (raise your hand as you say this) and say "I"!

OK - Seems like we're all in agreement that our website is pretty damn important to our business.
Here's my follow up question.

HOW OFTEN DO YOU MAKE IMPACTFUL IMPROVEMENTS TO YOUR WEBSITE?

How often do you make impactful improvements to your website?
(pause and smile - look at the crowd)
——
By a show of hands … and no lying, what did your mother tell you about lying… who here makes impactful improvements to their website
• At least once a year? - keep your hands up
• Every quarter?
• Every month?
• Every week?

Interesting. Seems we all agree that the website is critical to our business, yet we

Well you are not alone… here's what we found in our survey…

HOW OFTEN DO YOU MAKE
IMPACTFUL IMPROVEMENTS TO YOUR WEBSITE?

2%

23%

23%

19%

33%

Only when we redesign

Yearly

Quarterly

Monthly

Weekly
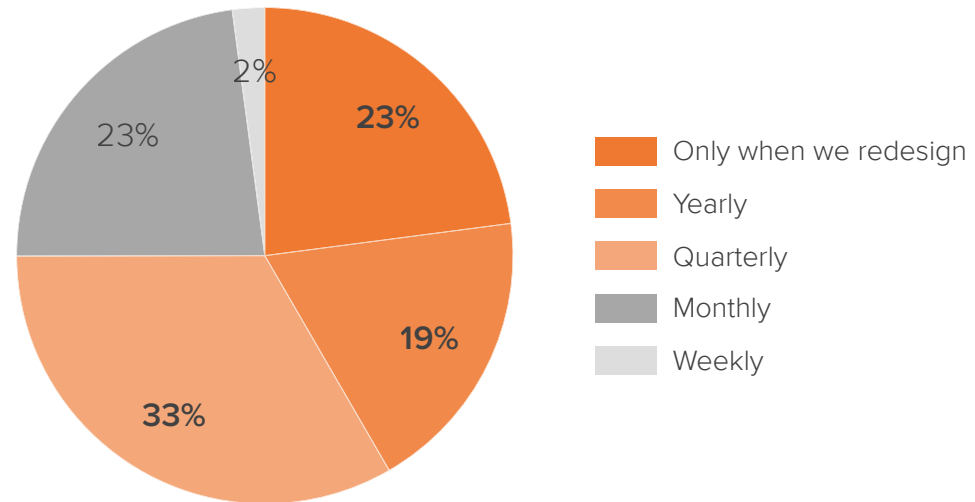
Based on a 2016 survey conducted by HubSpot

42% of marketers say they only make improvements yearly OR not until they have to redesign!
and
75% say they only make updates four times a year.

… interesting… (long pause).

If this wasn't enough, it's my
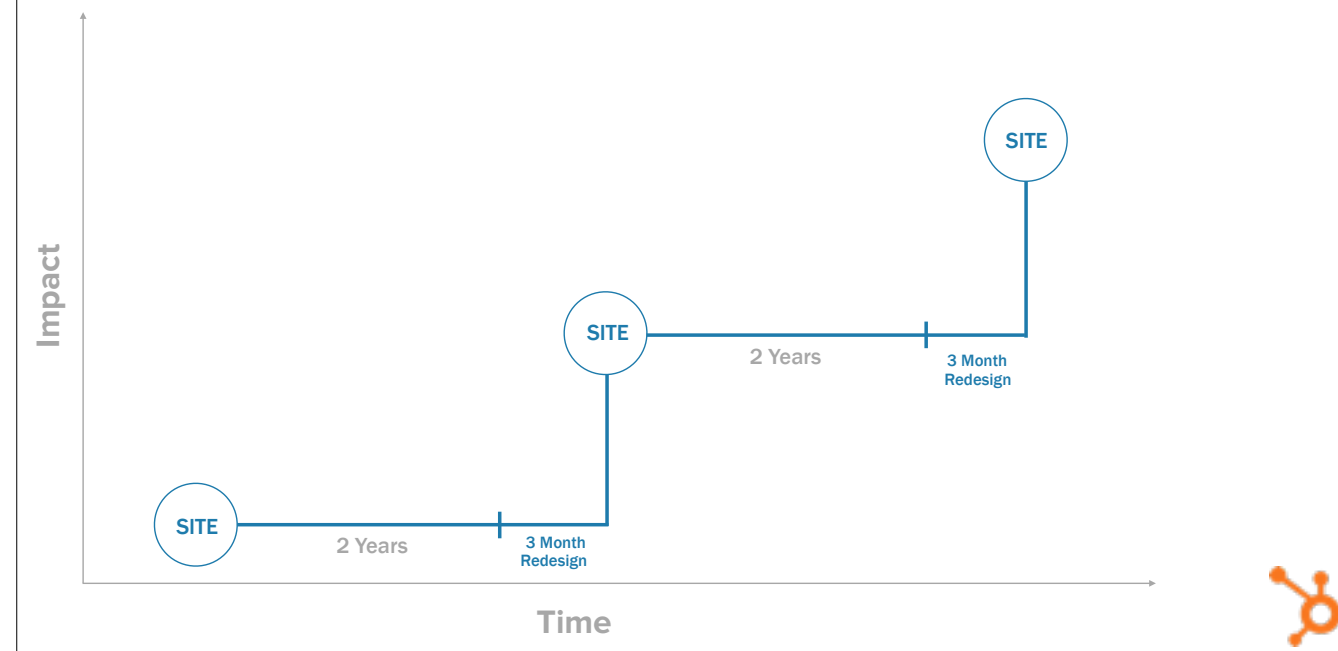
We typically have a site for just about two years, with very minimal updates… until it becomes so outdated, and performs so poorly, that we have to embark on this three-to-six month website redesign journey.

Now, what happens during those three months? The design team must make a bunch of decisions.
• For example, we must talk to the client, think about the best practices, consider the industry standards, and evaluate, what's worked well in the past.

When you launch a website, it's nothing more than thousands of little decisions, and little guesses that are wrapped up into a hypothesis of what we think will perform well. The problem is when we launch the next site, we don't ever go back and validate the hypothesis. We just cross our fingers and hope that it performs well. Then, it sits for a year and a half to two years. That's crazy.

YOUR WEBSITE IS YOUR #1 MARKETING ASSET AND #1 SALES PERSON.

Your website is our #1 marketing asset - it's where we're driving everyone to and is often the first impression new prospects get.

It's our #1 sales person - working around the clock, 24/7 educating prospects, nurturing them down the funnel and closing them into revenue.

Traditional Web Design

SITE

2 Years

3 Month
Redesign
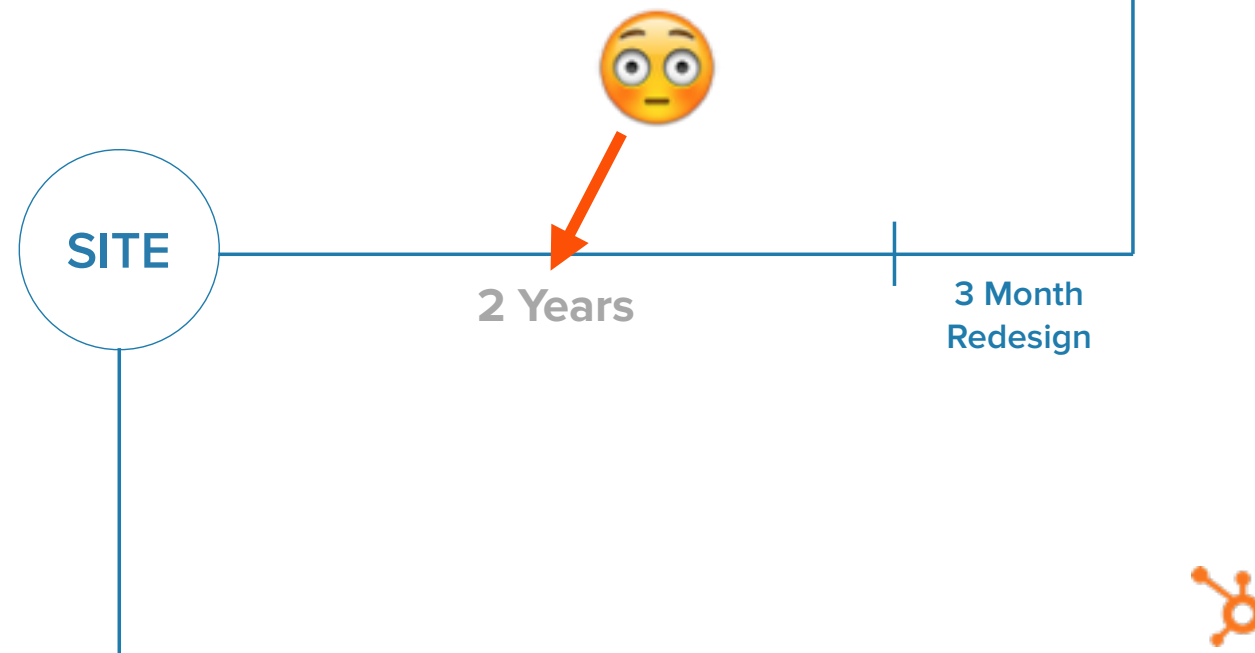
And yet, we let it sit for a year and a half to two years with very minimal updates.
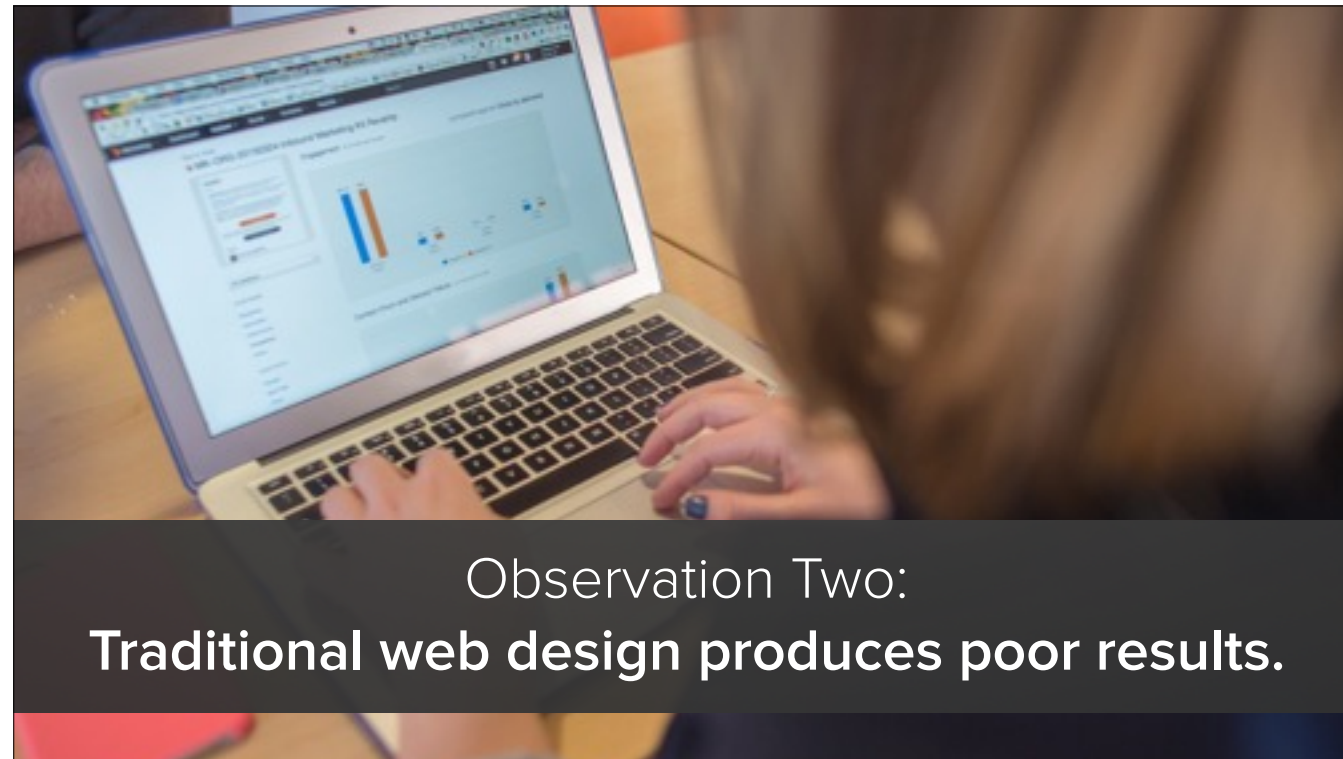
Observation Two:
Traditional web design produces poor results.

And so my second observation is that the traditional web design process is also setting you up for poor results.
• We are launching a site based on thousands of assumptions
• Then not touching it for a year or more!

——

These two observations have lead me to come to my thesis… (long pause)

THE TRADITIONAL
WEB DESIGN PROCESS
IS BROKEN.

The traditional web design process is BROKEN. (long pause).

All of these challenges, headaches and poor results associated with Traditional Web Design is not for a lack of talent.
It's not even from a lack of resources… (short pause)

It's simply because we have all been playing with a broken playbook. We have been setting ourselves up for failure and headache before we even begin the project. (long pause)

Luke... What are we suppose to do?

FLICKR USER LUIS SARABIA
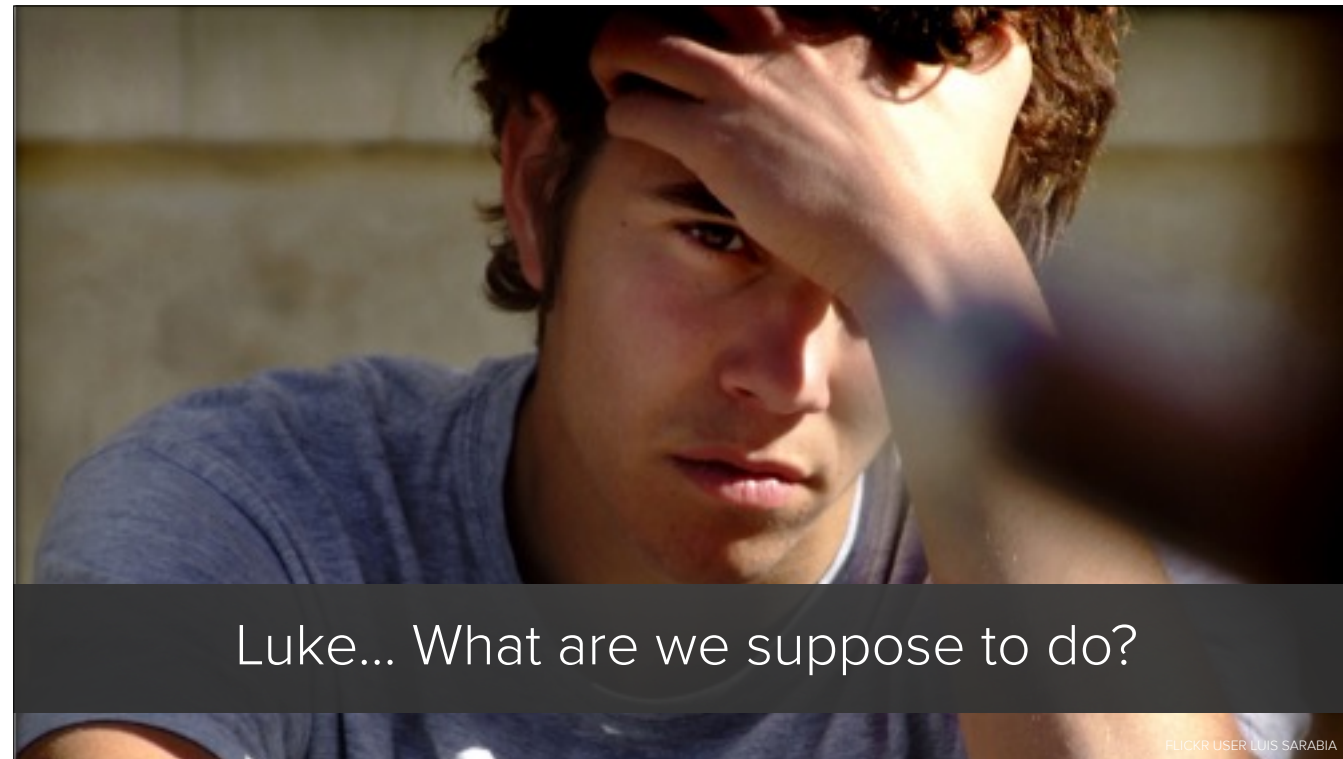
You may be asking yourself, "Luke, what am I supposed to do? Is this just the way things are? Do I just have to accept this?" Well, that's what we've done up to this point. We've just accepted that this is the way we have to build websites. All these headaches, all these risks, and these suboptimal results are just part of the game.

But there is a better way.

Growth-Driven Design. (short pause)

Growth-Driven Design is a smarter approach to web design that reduces ALL of those headaches we talked about. The upfront costs, the long timeframe, the fact they always go over budget or get delivered late.

It's a smarter approach to web design that maximizes results through continuously learning about our users … and taking what we learn to improve the site each and every month.
- and lastly -

It's a smarter approach to web design that takes what we're learning about our users and helps inform other departments such as marketing, sales or product so that they can improve their impact. And vice versa, we can talk to those departments about what they have learned

Let's take a deeper look.

PIXBAY USER BYKST
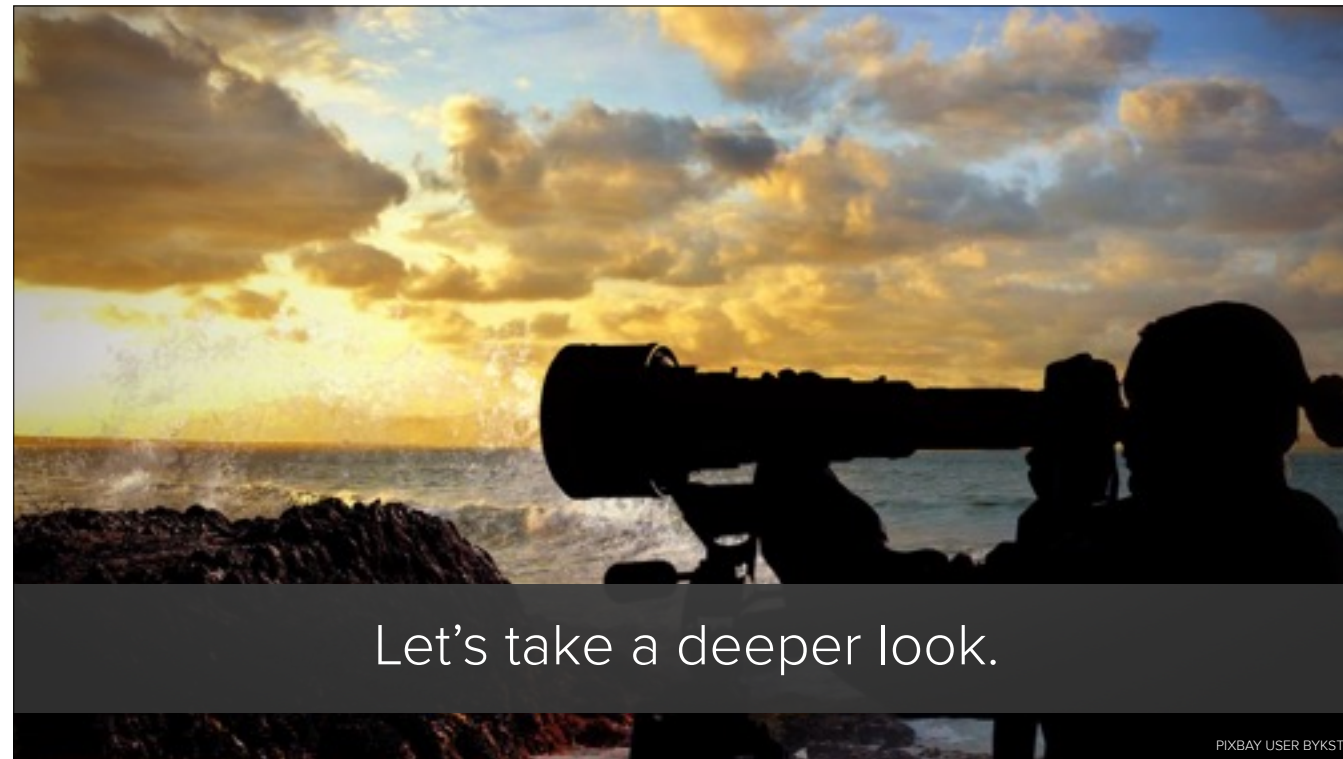
Let's take a little bit deeper look at the Growth-Driven Design methodology.

9:30 min

GROWTH-DRIVEN DESIGN

STRATEGY

STRATEGY

Gain an empathetic understanding of users and how to best fit the website into their life.

GOAL: Brainstorm a "Wish List" of elements that solve user challenges and drive value.

GOALS | PERSONAS | FUNDAMENTAL ASSUMPTIONS
JOURNEY MAPPING | GLOBAL STRATEGY | WISH LIST

The first phase of the Growth-Driven Design methodology is the strategy phase. The goal of the strategy phase is to gain an empathetic understanding of our users and how to best fit the website into their lives.

We are putting ourselves in their shoes, and seeing the world through their eyes. What challenges are they facing? What are their goals? Who are they? And where does the website weave in as a part of that? Now, there's a number of steps within the strategy phase in order to get there. For instance, goal-setting, figuring out what we want to accomplish with the website, how does it impact the business, how does it impact the user, building personas, and what are their challenges and goals. Then, we must take a look at fundamental assumptions.

Clients often make assumptions about their business and personas, and we often make assumptions about the website. How do we look at all those assumptions and figure out what are the riskiest ones that we can start validating through user research?

We also conduct user research and formalize a journey map, or an empathy map, where we take a look at where this user goes and what his or her life looks like before, during, and after interaction with the website. Where does the website weave into their lives? We can take all of that information and wrap it up into a global strategy.

The last takeaway is that we want to create a wish list.

EXAMPLE: **WISHLIST**

SITE ELEMENTS

Use prebuilt template 6

Self-Hosted platform 7

Custom Mega Menu 4

I.E. 8 Compatible 3

...

Impact #

SECTIONS/PAGES

Advocate program area 5

Support forum 8

About us page 4

Careers page 10

Consultation 9

Blog 8

Competitor Comparisons

...

FEATURES

Mobile click-to-call 3

Quoting Calculator 9

Personalized Home 8

Mobile Text Updates 4

Sales Chat 7

"Follow" other users 2

Re-Order Reminders 8

...

OTHER

CRM integration 9

Password Sync 4

Ability for team
to easily edit 8

Based on everything we planned and learned about in the strategy stage, we have a big brainstorming session with the client and think of every section, page, feature, module, and so on, that will drive value for the users and the business. This will be anywhere between 75 to 200 different ideas.

——-

10 Minutes at this slide

12:30mins

We have the strategy. We have the launch pad. This comprises the first phase of the methodology, known as the foundational phase. Think of this as the foundation of a house; it really supports all of the following activities we'll perform.

The goal is to get both the strategy and launch pad complete in the first 45 days of an engagement. Of course, that's going to depend on the size and complexity of the site. Sites can get launched with a strategy and launch pad in 45 days. Launch quickly. Get something out there.

——
(pause, then repeat to reinforce)
Growth-Driven Design is a SMARTER approach to web design.
(pause)

Our launch pad website is live.

FLICKER USER NASAMARSHALL
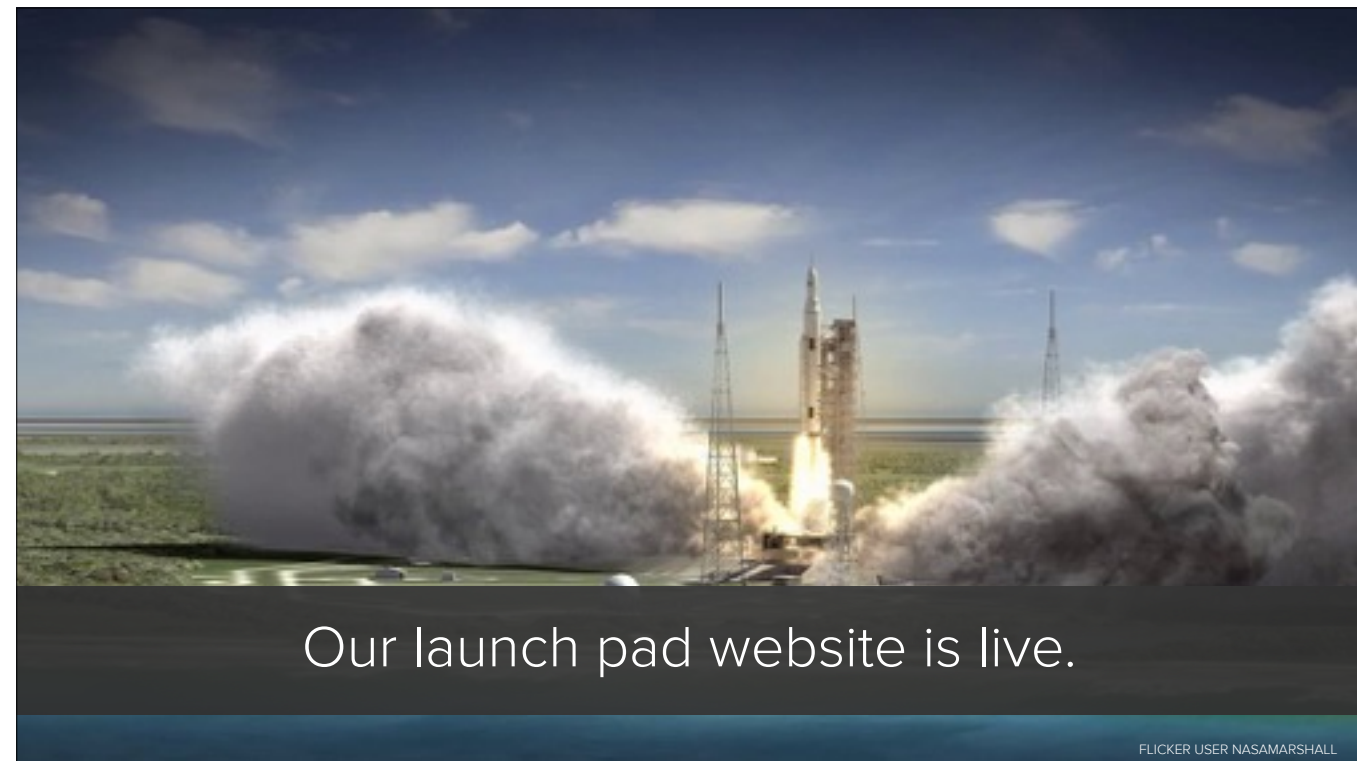
Now, our launch pad website is live. We have users and we're starting to collect data.
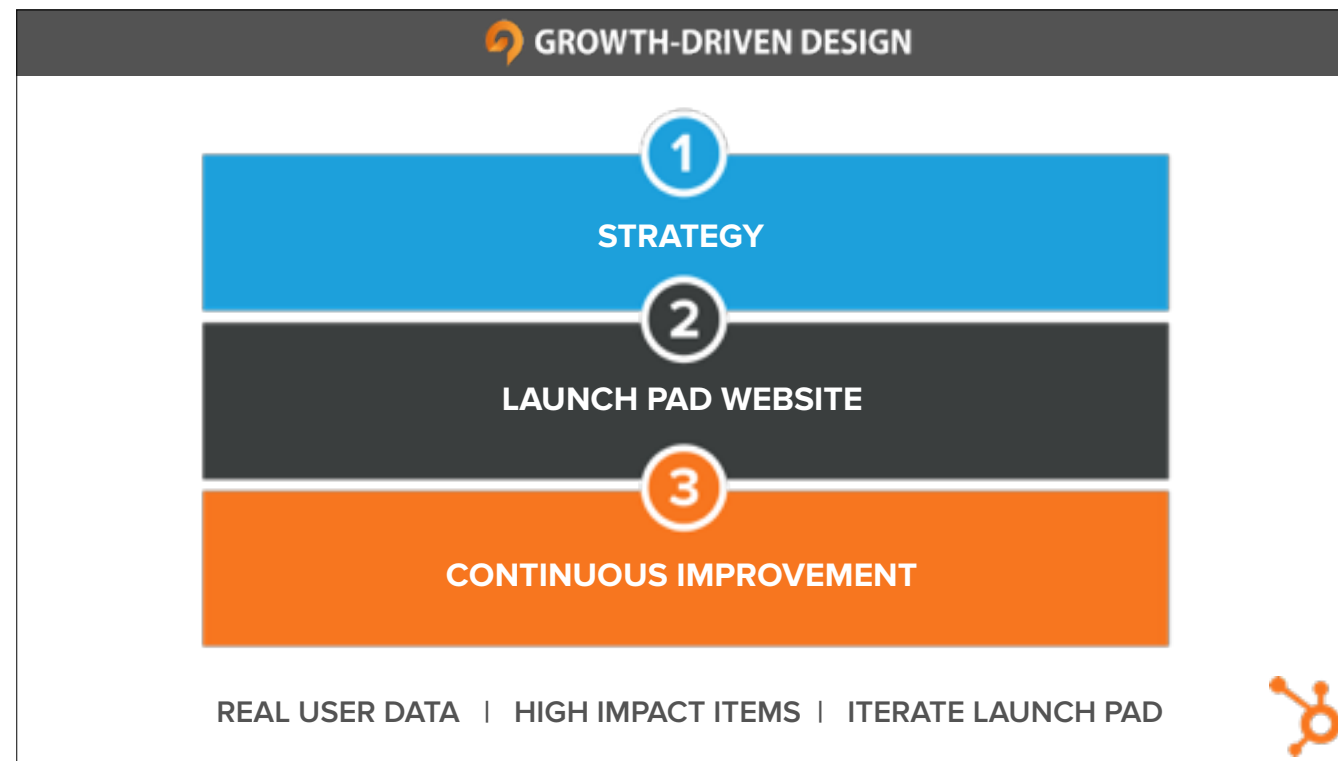
We can move into the second phase of the Growth-Driven Design methodology, known as the continuous improvement phase. This is where we start collecting that real data from the launch pad website, so that we can make more informed decisions. We can prioritize and think about what are the most high-impact items we can build at this given time, based off of that user data. We can start iterating and improving the launch pad website for optimal results.

Too many options with little direction.

FLICKER USER WADE MORGAN
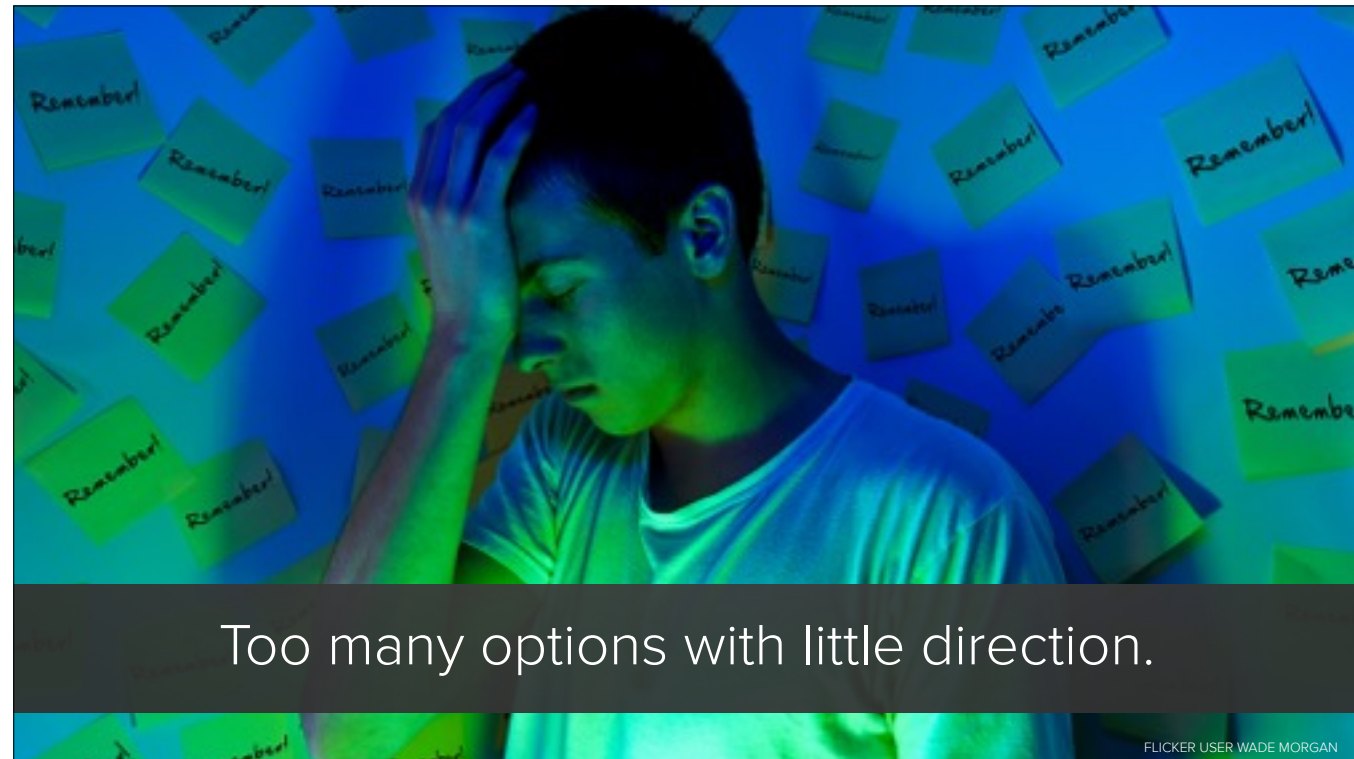
After we launch a website, one of the problems is that there are so many different things we can do, from usability to conversion rate optimization, to changing colors and stylings. It becomes very overwhelming to know where we can best spend our time and energy to get the greatest impact, based off of the goals that we're trying to achieve.

In order to try and solve that challenge, we've put together what we call the website hierarchy. This website hierarchy is a road map for building a peak-performing website.

- It's going to help provide focus to not only where our team should be best spending their time to get the biggest impact.

- It also helps provide focus to the client on why we're spending that time. These explicit expectations offer extremely clear expectations regarding what we should be working on and what we should not be working on at any given moment.

- Lastly, this is what we're going to use to measure our progress, measure and set goals, and do our reporting on how we're evolving the website into a peak-performing site.

Let's take a quick look at the steps within the Growth-Driven Design hierarchy.
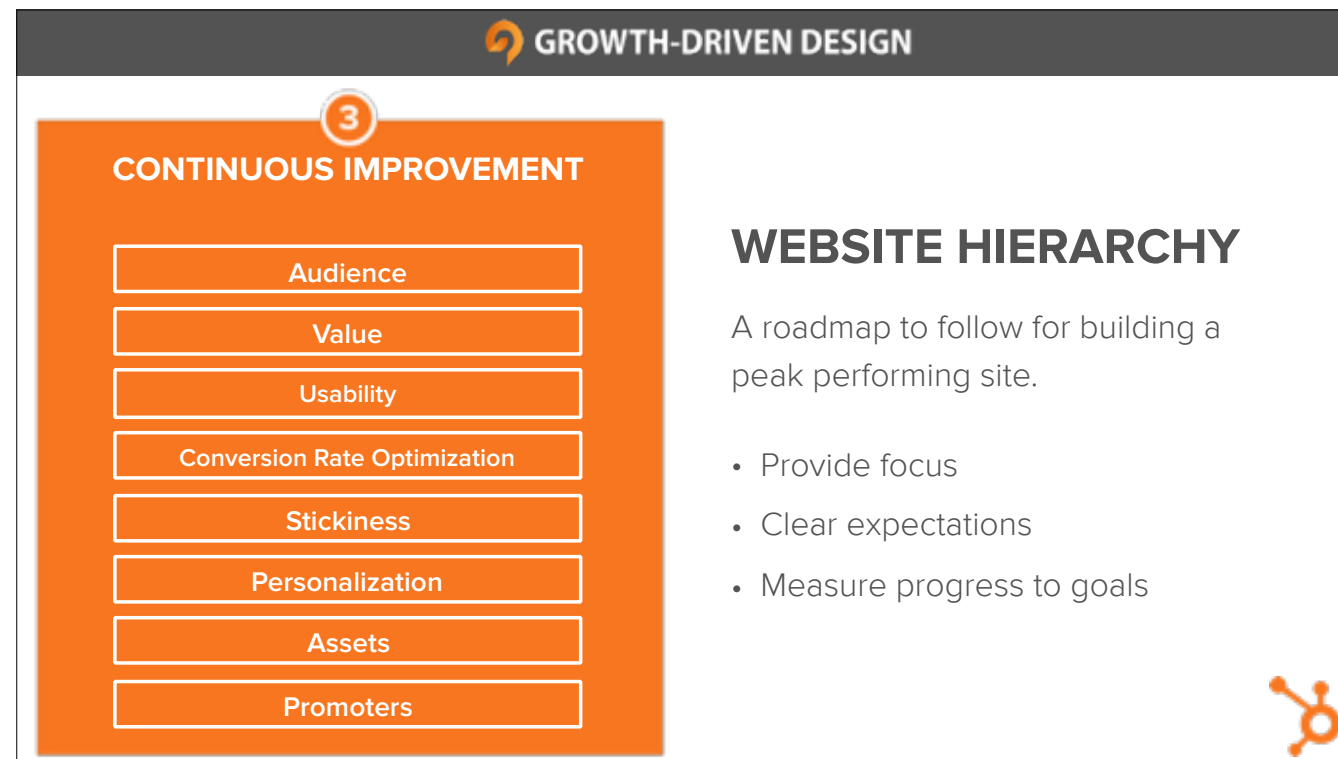
- We can look at stickiness. Stickiness involves whether or not visitors come back. Do they go through the first four steps and never return to the site again? Or, do they become addicted to the site and come back on a regular basis to solve more points of pain?

- The next step is personalization. How do we break the site apart based off of specific criteria? Whether that's by persona, geographic region, or lifecycle stage, how can we start adapting the experience based off of what individuals care about and what is going to be the most impactful for each group?

- Once we have everything personalized, we can then move on to creating assets on the website. Just like a business has assets, such as vehicles, machines, and computers, there are things that hold value to the business. Our website, blog, social following, and email list can all be assets and hold value to our marketing department.

  - Often, a question arises when we get to the asset step of the website hierarchy. How do we implement more tools onto the website that are going to hold value? What are some features that users would be willing to pay for, but we offer for free? An example of this, here at HubSpot, is HubSpot's tool websitegrader.com. If we go to websitegrader.com, we can enter your website, and it will give us a score that indicates our best areas along with where we need improvement.

  - Users find a ton of value in that report. They'd be willing to pay for it. But yet, HubSpot offers it for free. Why? Well, on the flip side, HubSpot gets a lot of value from that. HubSpot get a lot of traffic, along with several links for SEO value, and numerous leads that are driven off of this website grader. It's an asset that holds value.

- The last step is the promoters step. How do we get people to tell their friends, family, and colleagues all about the site and bring them to experience that type of value as well?

——
(pause, then repeat to reinforce)
Growth-Driven Design is a SMARTER approach to web design.
(pause)

The continuous improvement cycle

UNSPLASH USER PIERRE ROUGIER
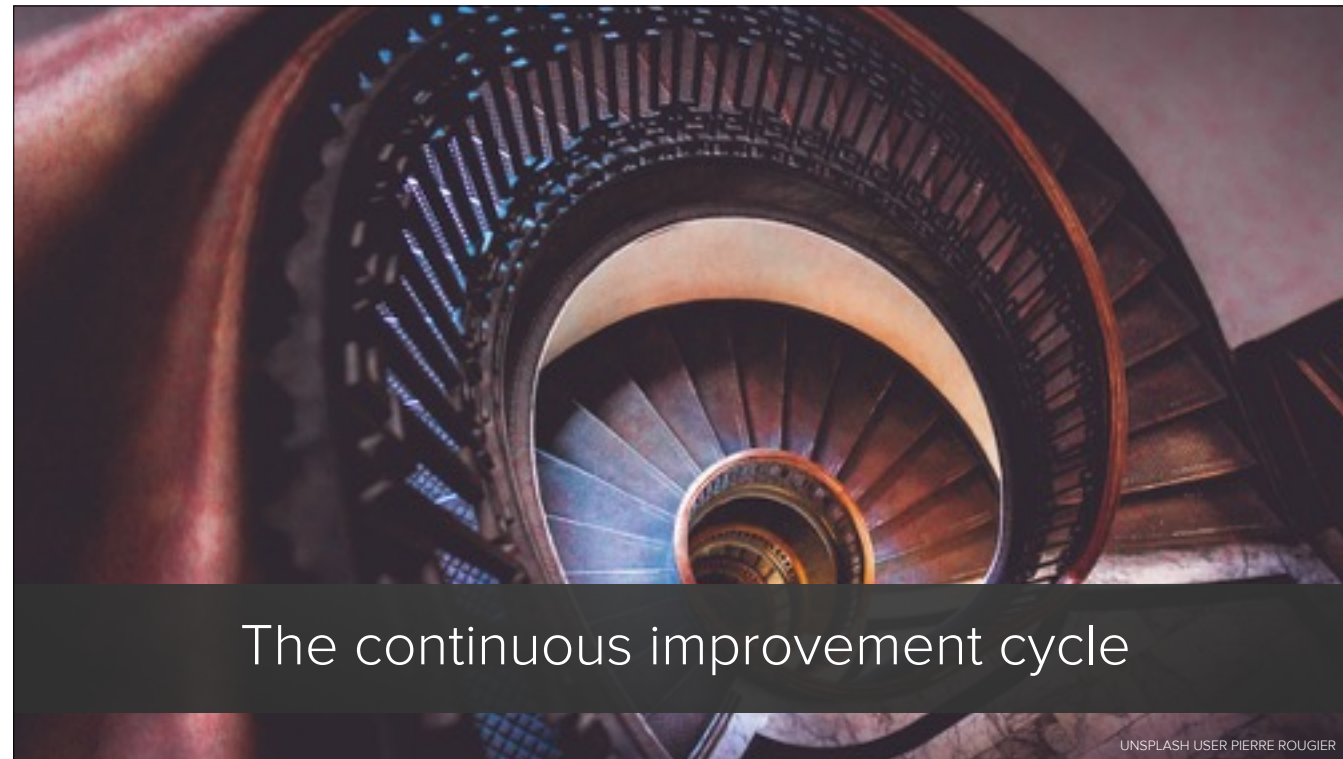
The Growth-Driven Design website hierarchy is the first piece of the continuous improvement phase.

The second piece is the continuous improvement cycle. This is the step-by-step process our team is going through while focusing their time on each step in the hierarchy.

The first step of the continuous improvement cycle is the "PLAN" step. In the PLAN step, there are a few key activities to complete.

First, depending on the progress we've made, determine what step of the website hierarchy we should focus our time on. This will be based on the website's lifecycle and the performance of each step's focus metric.

Let's take a look at what it would look like in the usability stage. The focus metric and the usability stage is task completion. Are users completing a specific task that we have determined they're trying to accomplish on each page?
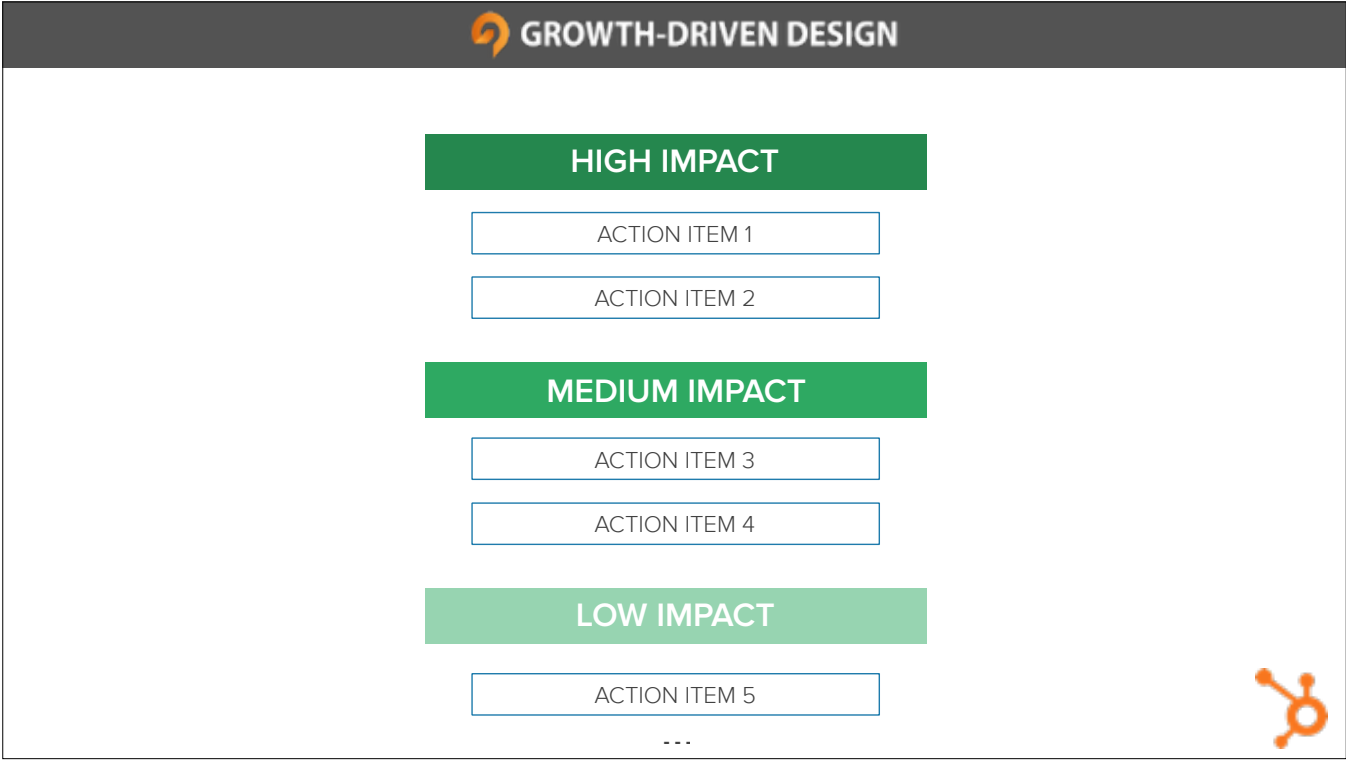
18:30MINS
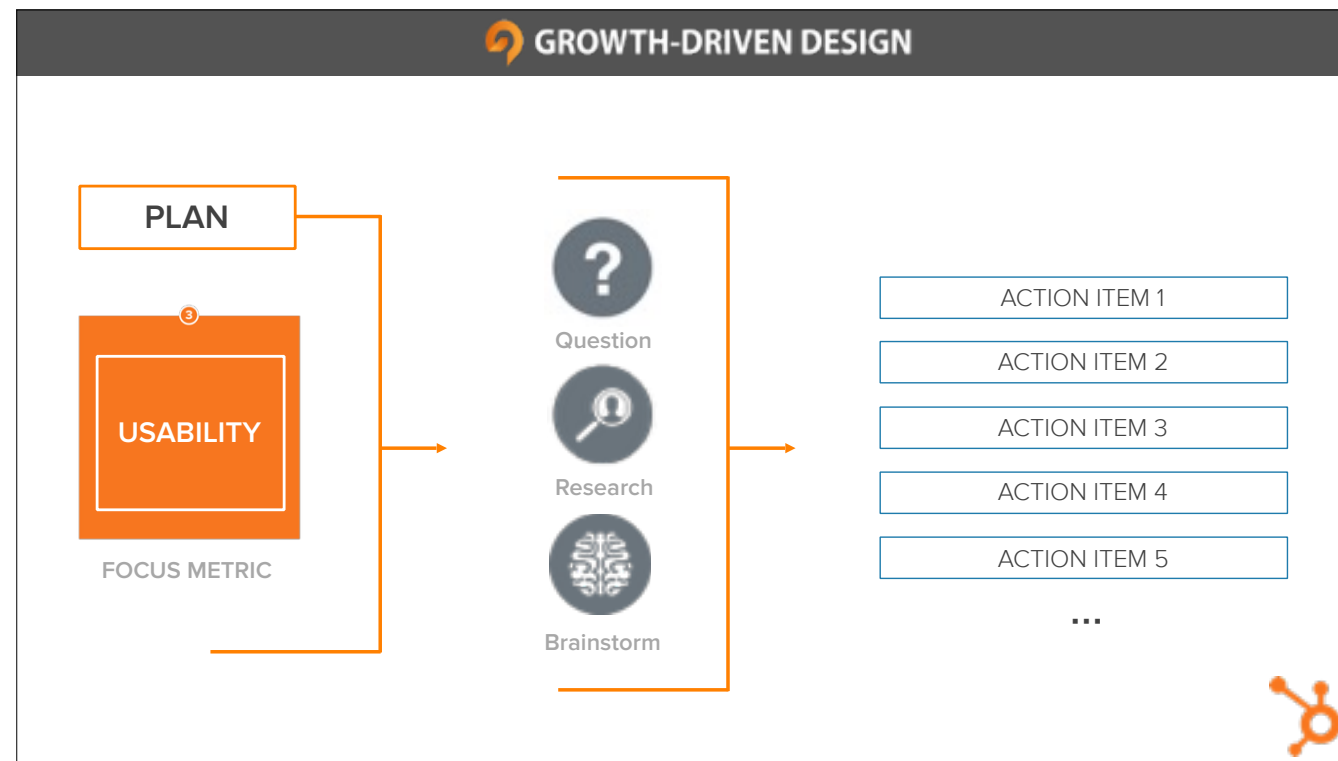
Next, we're on the usability step. Task completion is the focus metric.

The next activity is to develop some discovery questions. What's preventing users from completing this task? What challenges and roadblocks are getting in the way?

From there, we can start performing some research. We can dig into the qualitative, quantitative, and observational research to help answer some of those questions based off of how actual users are behaving on the site.

This will allow us to brainstorm problem-solving techniques based off of the question we're trying to answer, and the research that we've done. What are all the action items that we can implement at this time that are going to help increase traffic, solve those user challenges, and allow them to complete that task?

GROWTH-DRIVEN DESIGN

HIGH IMPACT

ACTION ITEM 1

ACTION ITEM 2

MEDIUM IMPACT

ACTION ITEM 3

ACTION ITEM 4

LOW IMPACT

ACTION ITEM 5

- - -

You'll then prioritize those based off of high impact, medium impact, and low impact.

GROWTH-DRIVEN DESIGN

HIGH IMPACT - ACTION ITEM 1

Hypothesis Statement

For [**Marketing Mary**] visiting the [**Home Page**], we believe changing

[**funnel tool graphic**] into a [**interactive & linked graphic**] will

[**increase home -> product page visitor flow by 5%**]

We believe this to be true because [**research or previous experiment**]

Expected Impact   +   Effort Required   +   Experiment Design

---

Next, you're going to pull all of your high-impact action items and create what we call an action item card. The action item card starts out with the hypothesis statement. It's just like high school science class.

A hypothesis statement looks like this. For "marketing Mary" . . . That's your persona. Visiting the homepage . . . That's the page that you're specifically looking at. We believe that changing the funnel graphic tool, whatever the status-quo item is, into interactive and linked graphic . . . That's the action item you're proposing, that you've brainstormed up. . . . will increase homepage-to-product-page click-through rate by 5%. That's the action, the task that you're trying to increase, the focus metric you're trying to increase, in this case, on the homepage.

For Marketing Mary, visiting the homepage, we believe that changing the funnel tool graphic into an interactive and linked graphic will increase homepage-to-product-page by 5%. Then, you say, "We believe this to be true because," and this is where you cite some type of previous research, some type of experiment, something that proves to you that you believe that this action item, this hypothesis, is correct.

We take all of those high-impact action items that we've built out action item cards for, and we move them into the next step of the continuous improvement cycle, the "BUILD" step.

In this step, everyone on the team is going to pitch in and work together to implement those high action items.

Once these experiments are up and running and we're collecting data, we can now move on to the "LEARN" step. In the learn step, we can then go back and look at what happened. Were we correct? What were the results? What were the things that we saw, based off of the experiment we set up?

The goal of the learning step is to say, "What did we learn about the user? Did we think this would happen?What we thought in the hypothesis . . . Did that happen? Or did it not happen? Were we correct? Or incorrect? And why? And how does that teach us something about the user, that then will help inform the next set of action items we brainstorm? How does that make us smarter, and demonstrate that we're always improving?"

It's important for us to fully document and publish our findings. As we're getting smarter and we're learning about our users, how do we document that so when we hire new people, they can look back at previous experiments? A year from now, we must be able to reference experiments. We need to be exceptionally diligent in not only documentation, but also publishing our findings for the general organization to see.

22:00

The last step of the continuous improvement cycle is the TRANSFER step. The transfer step is where we start collaborating between different functions of our company. We could start creating recommendations to the sales team and marketing team based off of what we've learned.

Then, vice versa - we share those learnings. What did you learn about them? How can they use this information to improve? Again, vice versa. This is the point where we can then ask them questions based off of the things we're trying to learn about the user. Discover what they're seeing on the front lines. What did they learn since the last time we spoke that will help inform what we can build on the website?
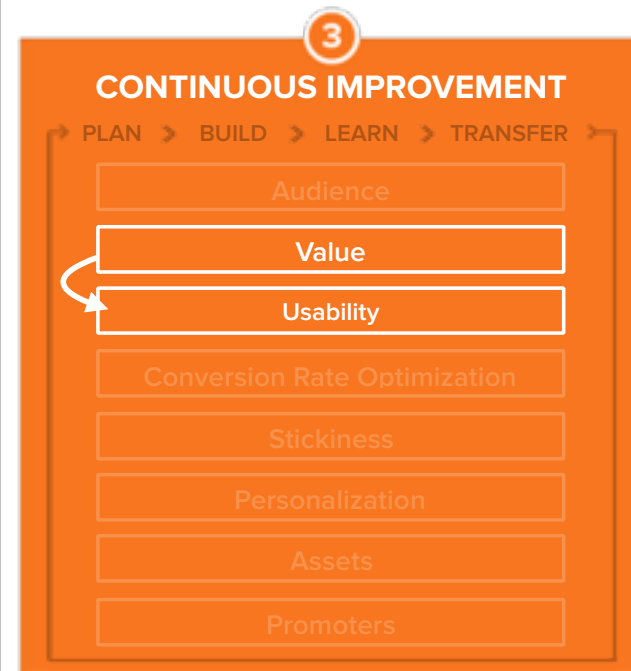
This is a cycle. We will repeat this cycle over and over and over. While repeating the cycle, we will be focused on a specific website hierarchy step and all of the items we build should be focused on moving up the focus metric of the step we're at. We will be learning about users which will help inform us how to build more impactful action items.

Eventually we will hit a pre-determined focus metric goal. Once we reach that goal, we can graduate to focusing on the next stage of the hierarchy and continue the improvement cycle, but now with a new goal and focus metic for that step.
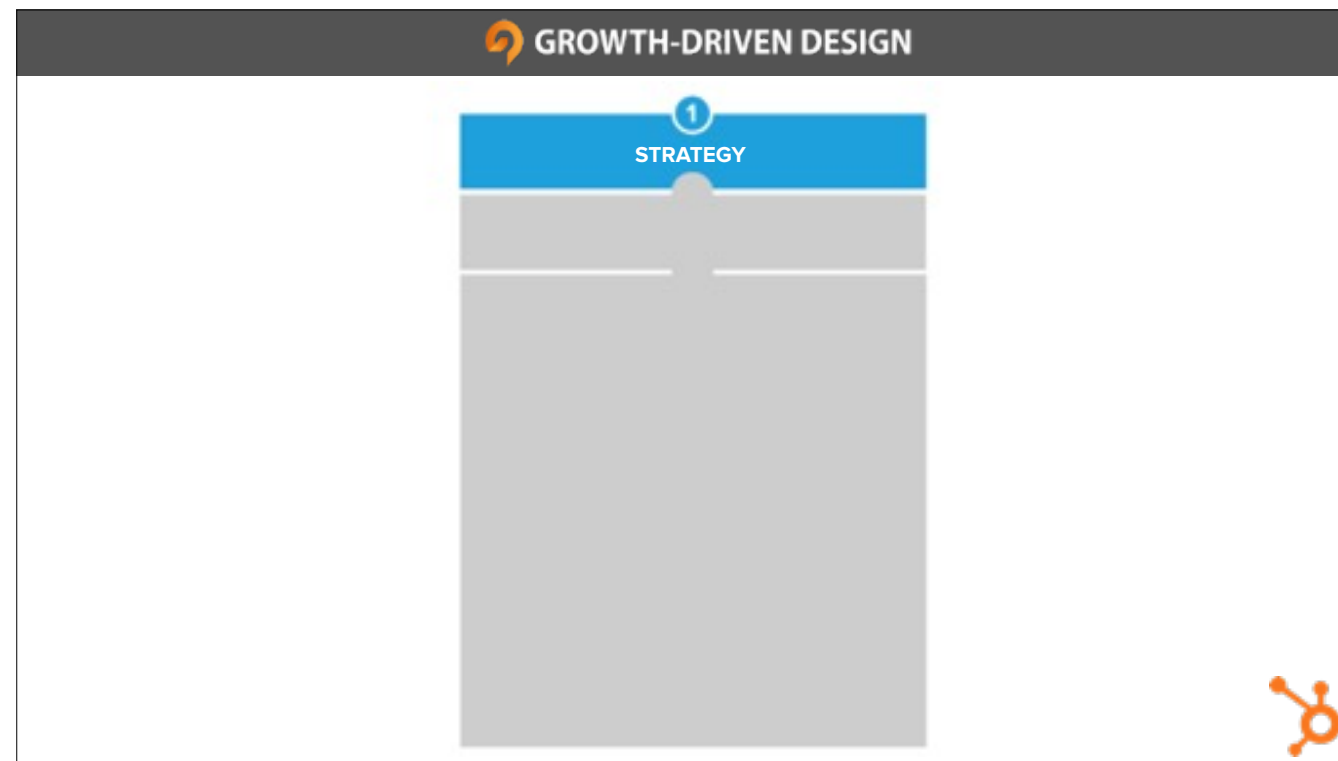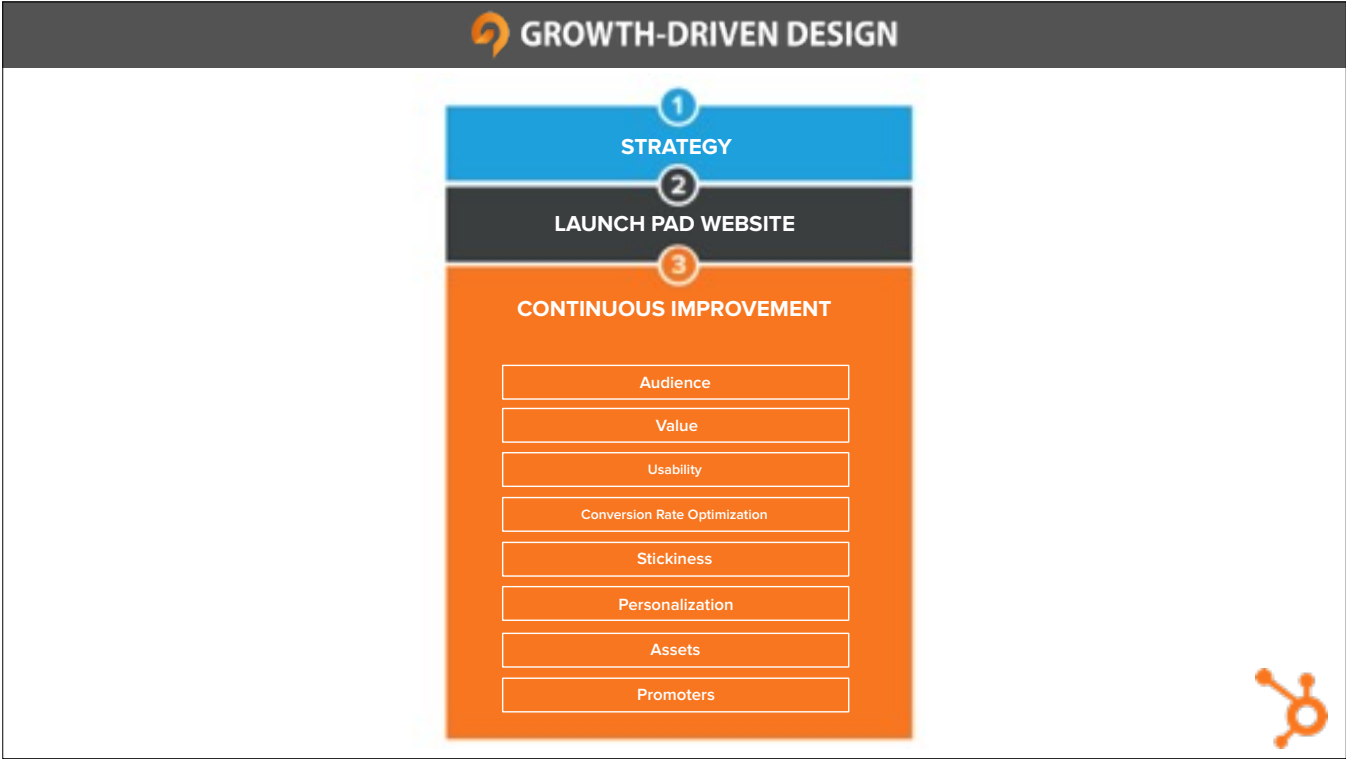
If we look at the Growth-Driven Design methodology, we start with the strategy.

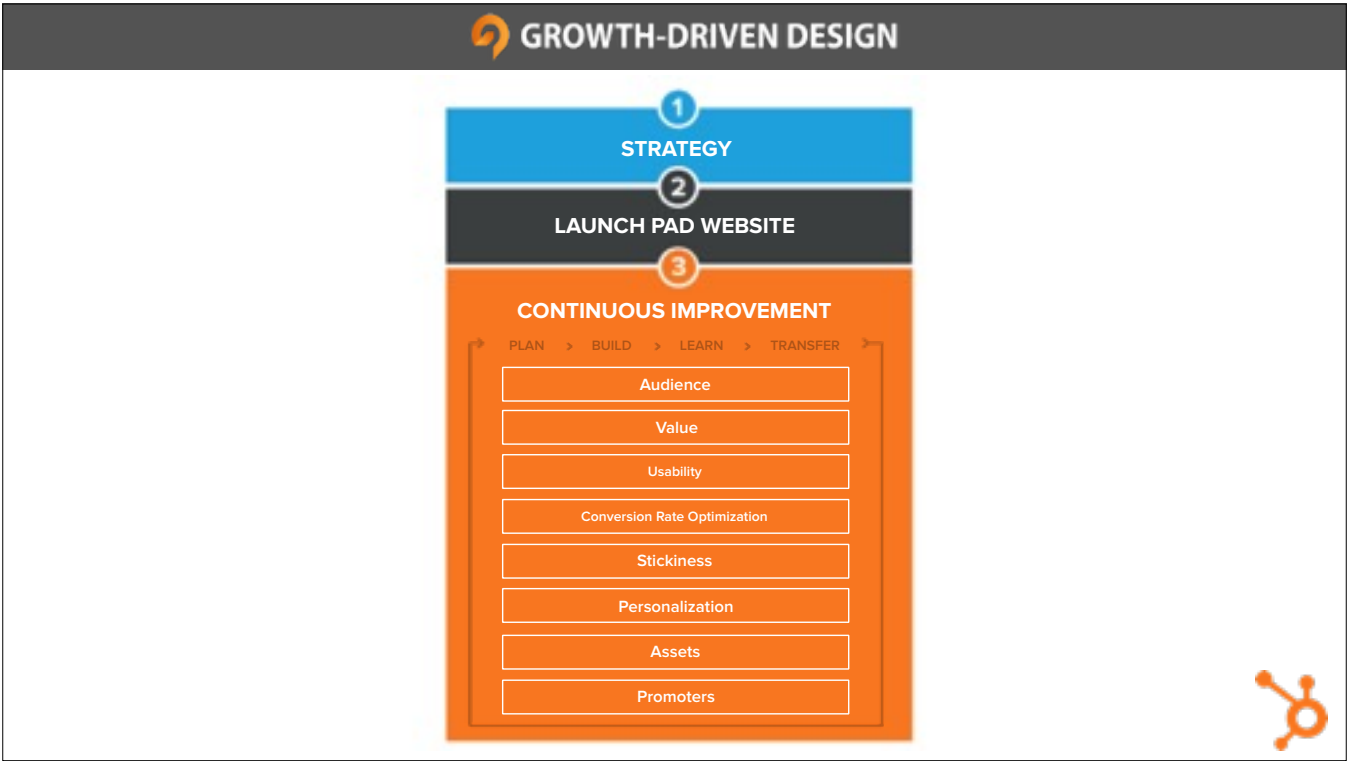GROWTH-DRIVEN DESIGN

1 STRATEGY

2 LAUNCH PAD WEBSITE

We move into launching something quickly with our launch pad website and start collecting user data.

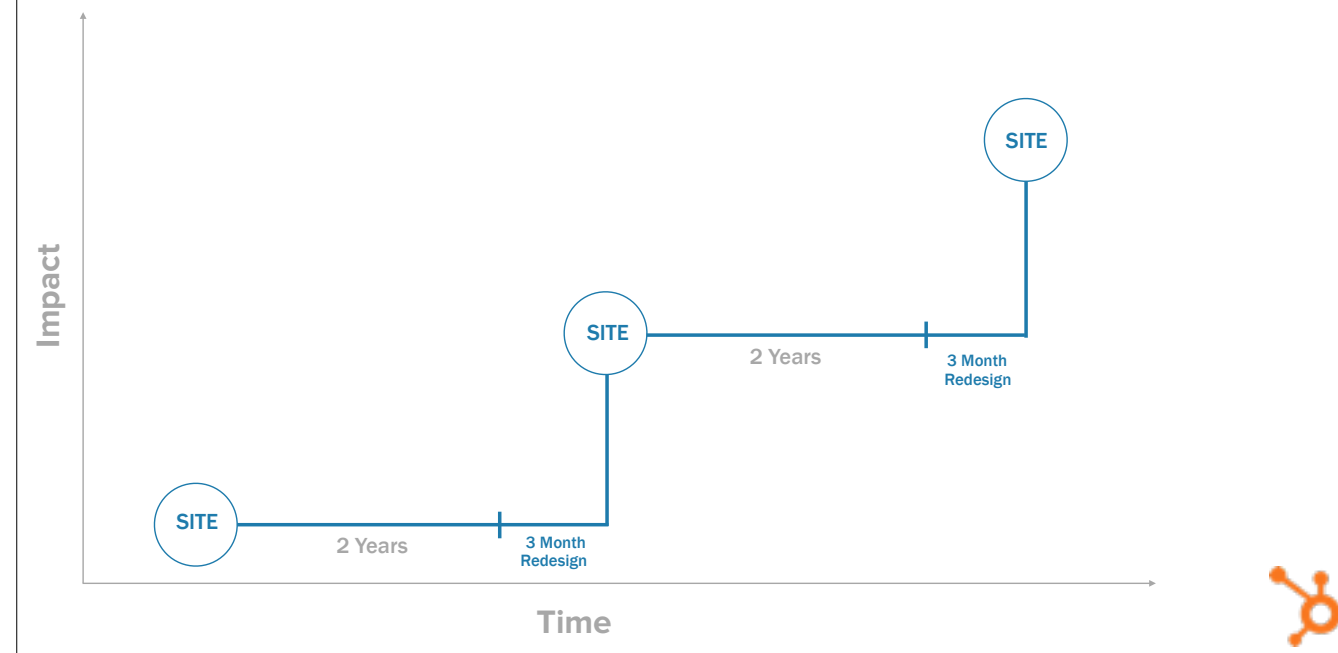Then, we can move into the continuous improvement phase.

Here, we use the website hierarchy to provide a roadmap and to give us focus.

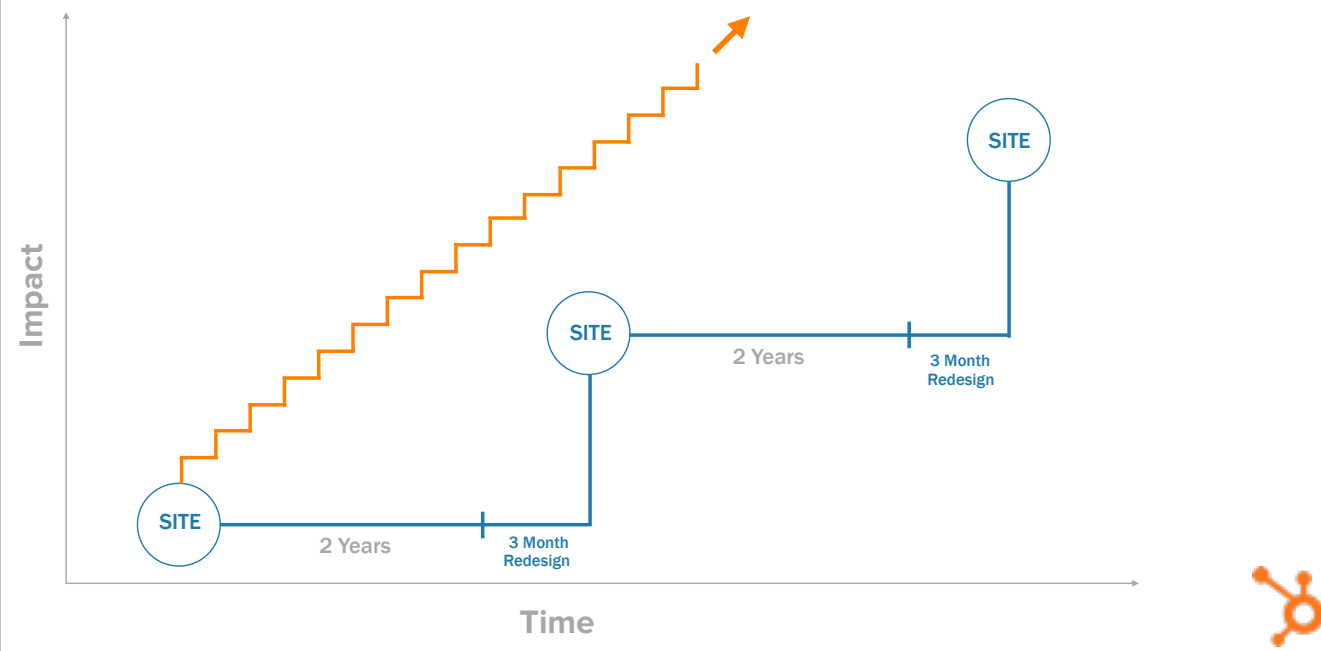We also use the continuous improvement cycle as a step-by-step process.

——-
Repeat - "Growth-Driven Design, It's a smarter approach to web design"
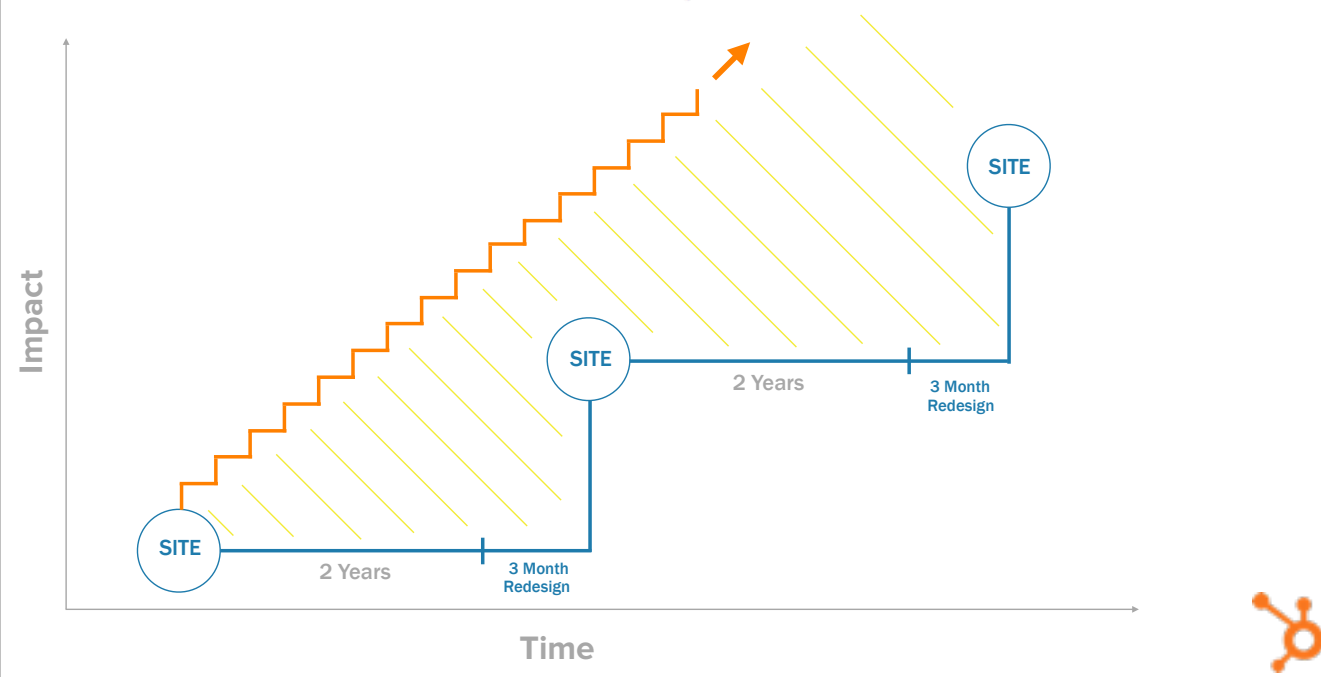
Traditional Web Design

In comparison to traditional website redesign,

Traditional Web Design vs. GROWTH-DRIVEN DESIGN

Impact

SITE

2 Years

3 Month
Redesign

SITE

2 Years
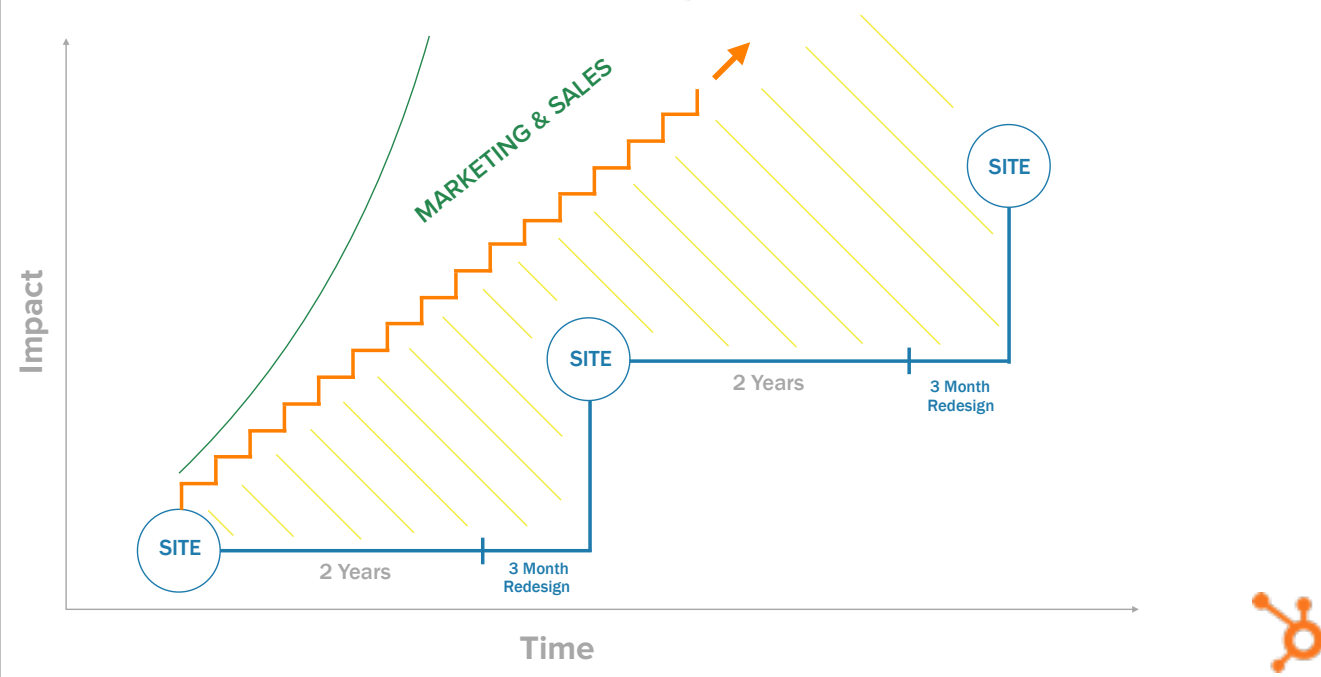
3 Month
Redesign

SITE

Time

we have continuous improvement. We're refining the results and the impact the website is having.

Traditional Web Design vs. GROWTH-DRIVEN DESIGN

We start taking advantage of these opportunities that we didn't have with the traditional model.

Traditional Web Design vs. GROWTH-DRIVEN DESIGN

Of course, marketing and sales lives on top. Growth-Driven Design is kind of like a Ferrari, but you still need gas in that Ferrari, and that's what marketing and sales is. For a fully woven-together piece, we need Growth-Driven Design, marketing, and sales enablement and sales.

24:30 mins

	RISKS		RESULTS	
TRADITIONAL WEB DESIGN	Upfront Costs	Resources & Time	Based on Assumptions	Static for 2 Years
	(out of scope, over budget, late)			
GROWTH-DRIVEN DESIGN	Spread Over Time	Launch Quick & Improve	Data Based Decisions	Continuous Improvement
	(agile, on time & on budget)			

If we compare the traditional website design challenges that we talked about with Growth-Driven Design, it's apparent that the Growth-Driven Design is a system in which costs are spread out over time. We're paying on a month-by-month basis, based off of the continuous improvement model.

We're launching something quickly. The launch pad site gets out in 30 to 45 days, and then we're iterating over time.
We don't have to shift tons of time and resources in this big monster project, like traditional.

Because it's built on an agile backbone, Growth-Driven Design allows us to deliver on time and to deliver those items on budget.

We're using actual user data to inform our decisions and decide how to improve the site. We're no longer making guesses, but rather we're using data to drive the decisions in this continuous improvement model.

Ultimately, we're improving the results that we're seeing on the site.
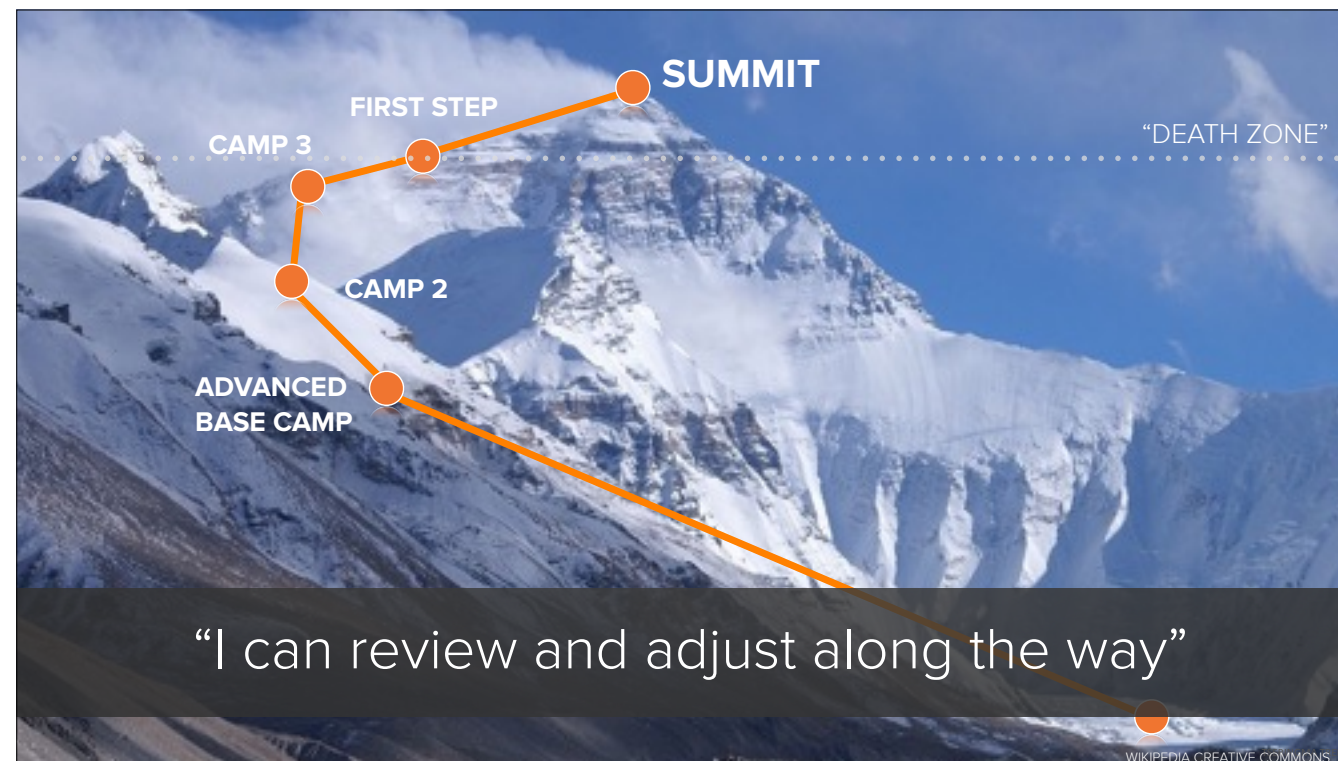
——
(pause, then repeat to reinforce)
Growth-Driven Design is a SMARTER approach to web design.
(pause)

BACK TO **EDMUND...**

He was afraid for their lives.

He and his team were in the storm of their lives, and he had to think of something to help save the lives of his men. In his moment of most desperation, when things looked their bleakest, all of a sudden, a light bulb went off. He had an idea!

SUMMIT

FIRST STEP

CAMP 3

"DEATH ZONE"

CAMP 2

ADVANCED
BASE CAMP

"I can review and adjust along the way"

WIKIPEDIA CREATIVE COMMONS

He said to himself, "I don't have to follow this carefully mapped out plan that we spent months and months preparing for. I can adjust.

I can take in data based off of what's in front of us, based off of our conditions, the snowfall, the visibility, what obstacles are in our way, and how our team is feeling. We could take all that into consideration and make a moment-by-moment decision on how to progress up the side of the mountain to get to the top."
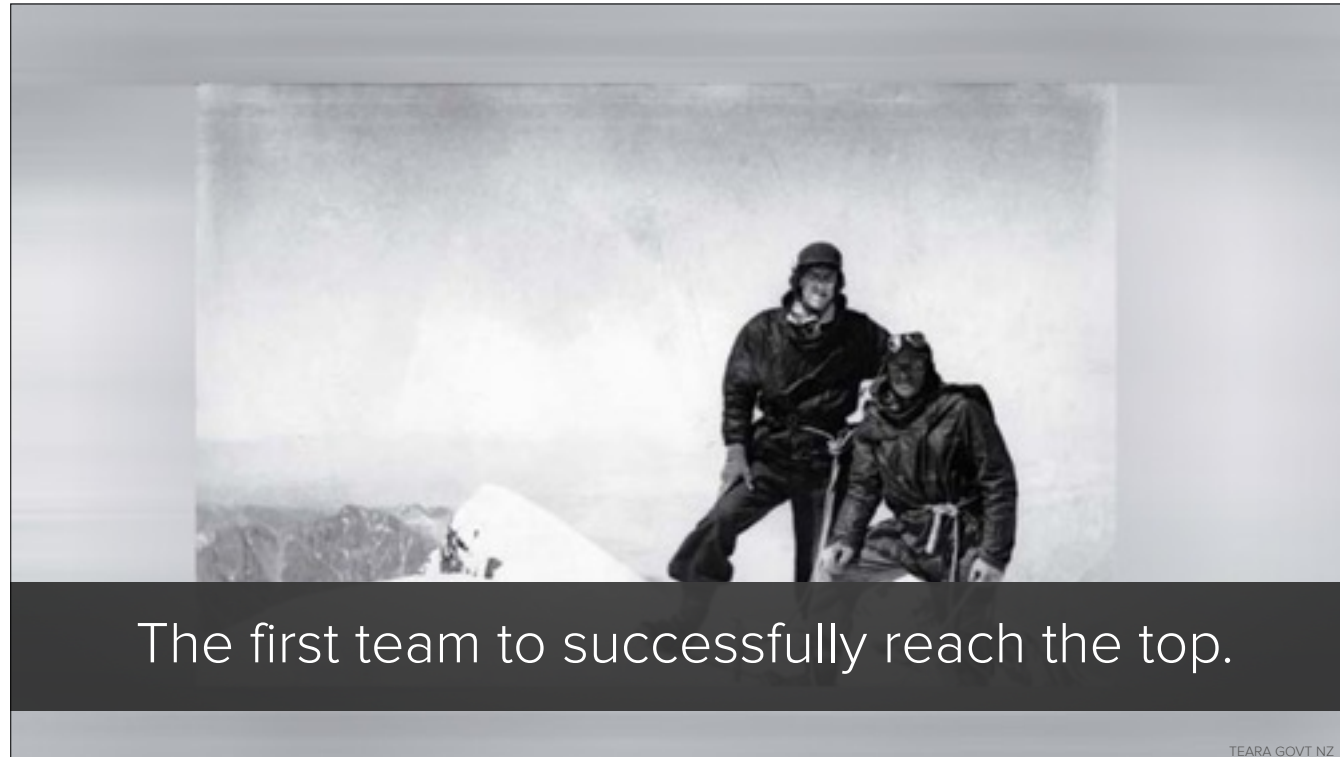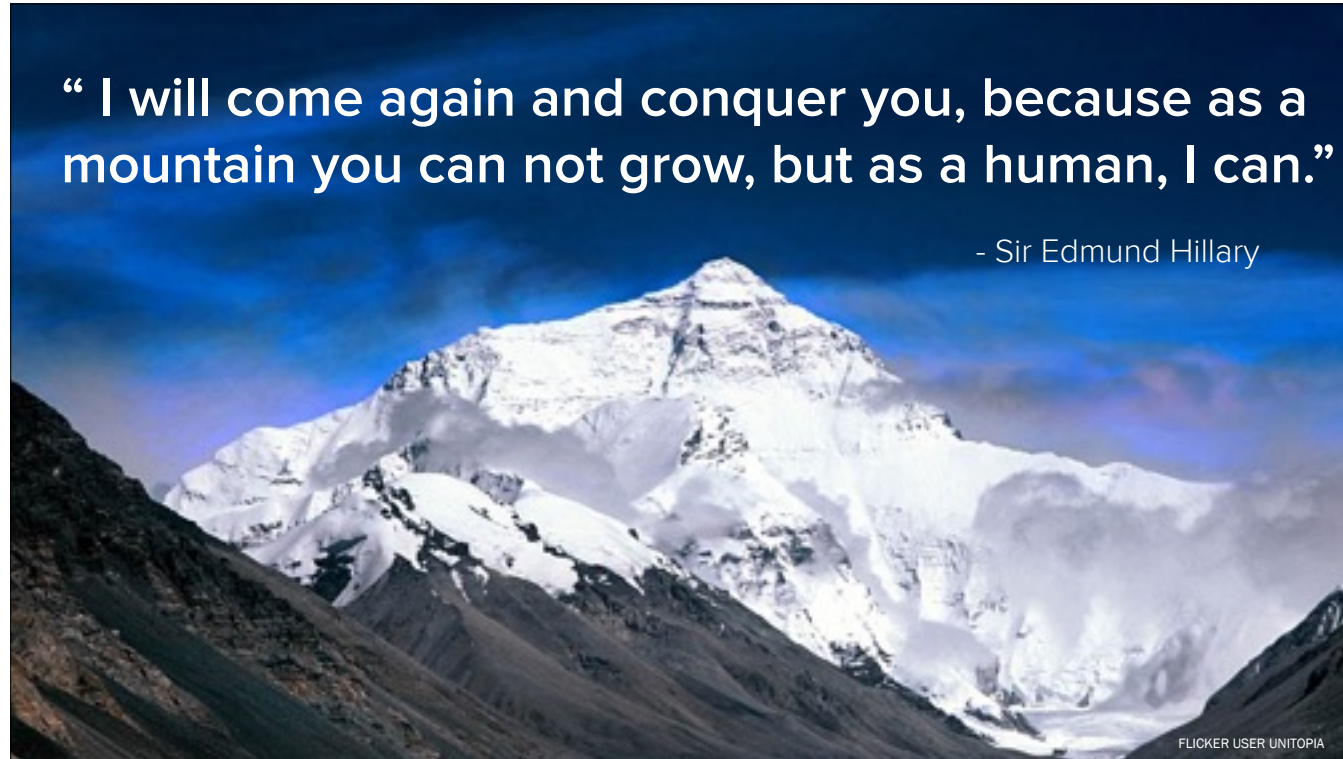
The first team to successfully reach the top.

TEARA GOVT NZ

Lo and behold, on May 28 of 1953, at 11:30 AM, Edmund and his team reached the top of Mount Everest.

" I will come again and conquer you, because as a mountain you can not grow, but as a human, I can."

- Sir Edmund Hillary

FLICKER USER UNITOPIA

I want to leave you here today with a quote from Edmund.

He says, "I will come again and conquer you, because as a mountain, you cannot grow. But as a human, I can."

That is what I ask of you today. Grow as an agency; grow as a web designer; grow out of the broken, traditional web design process and to start building peak-performing websites using Growth-Driven Design.

28:00 MINS

VISIT

GROWTHDRIVENDESIGN.COM

(get the slides and presentation recording)

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