

2016年Growth Hack的新 发展和最佳实践

- 覃超



促进软件开发领域知识与创新的传播



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[北京站] 2016年12月2日-3日
咨询热线: 010-89880682



[北京站] 2017年4月16日-18日
咨询热线: 010-64738142

Agenda Today

- 1 Self introduction
- 2 2016 Growth Hacking 新状况
- 3 Virality - Growth hacking 的杀手锏
- 4 2016 Growth 最佳实践

Self introduction

2010 – 2014 Facebook早期员工

- Facebook phone -> Facebook Home Android
- Messenger (iOS & Android)
- iOS Messenger app

Working @ Facebook Growth Team

EDUCATION

2009 – 2010: Carnegie Mellon University

2003 – 2007: Tongji University

Growth Hack before 2016

1. Data dashboard & analysis & monitoring
2. Data driven
3. A/B testing + Experimentation
4. Shadow release

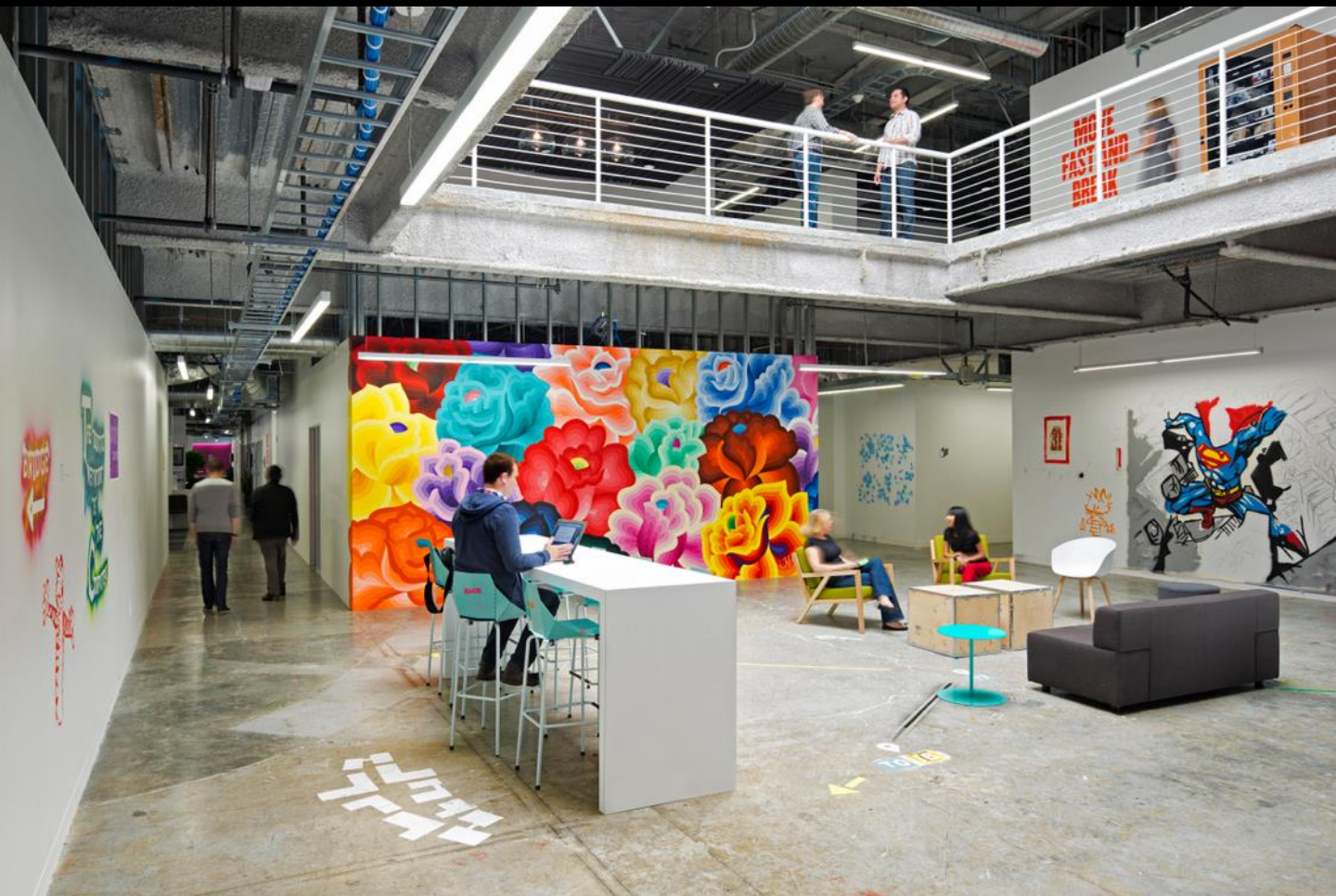
My first day @ Facebook





Boot Camp

新兵训练营
6周



FACEBOOK PAGE'S

518 +10% REACH
30 +10% VIEWS
4 +10% TALKING
11 +10% CLICKS
1 +10% LIKES



1,022 +10% ORGANIC APPRS
0 PAID APPRS
166 +10% VIRAL APPRS
1,218 +10% TOTAL APPRS

FACEBOOK PAGE'S

IMPRESSION IMPRESSIONS TYPE

1. Fan	189 +10%
2. User Post	1 +10%
3. Mention	1 +10%

CLICK TYPE

1. Other Clicks	7 +10%
2. Link Clicks	4 +10%

FACEBOOK PAGE'S



FACEBOOK PAGE'S

STORY STORE'S TYPE

1. Page Post	3 +10%
2. Fan	1 +10%

FACEBOOK PAGE'S

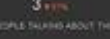


FACEBOOK PAGE'S

STORY PEOPLE TYPE

1. Page Post	2 +10%
2. Fan	1 +10%

FACEBOOK PAGE'S



FACEBOOK LIKE'S COLUMN

430 +10% LIKES

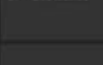


LIKE AGE DEMOGRAPHICS



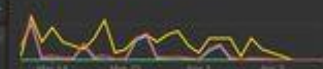
CITY'S WITH LIKES

CITY	LIKES
1. Ames	1,643 +10%
2. Saint Louis	910 +10%
3. Des Moines	724 +10%



FACEBOOK PAGE'S

390 +10% ORGANIC REACH
0 PAID REACH
131 +10% VIRAL REACH
518 +10% TOTAL REACH



FACEBOOK PAGE'S



FACEBOOK PAGE'S



FACEBOOK PAGE'S

CITY	LIKES
1. Ames	1,643 +10%
2. Saint Louis	910 +10%
3. Des Moines	724 +10%



FACEBOOK PAGE'S

CITY	REACH
1. Ames	70 +10%
2. Saint Louis	134 +10%

FACEBOOK PAGE'S

CITY	LIKES
1. Ames	1,643 +10%
2. Saint Louis	910 +10%
3. Des Moines	724 +10%



FACEBOOK PAGE'S

CITY	REACH
1. Ames	70 +10%
2. Saint Louis	134 +10%

FACEBOOK PAGE'S

30 +10% VIEWS



FACEBOOK PAGE'S

30 +10% LOOKED IN VIEWS



FACEBOOK PAGE'S

0 LOOKED OUT VIEWS



FACEBOOK PAGE'S

28 +10% TAB VIEWS



FACEBOOK PAGE'S

EXTERNAL/NEWS REFERRER

Stahwaymarketing.com

Facebook Growth Team

Y combinator interview





[教育] Mark Zuckerberg How to Build the Future

✓ 3



00:28 / 25:26



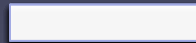
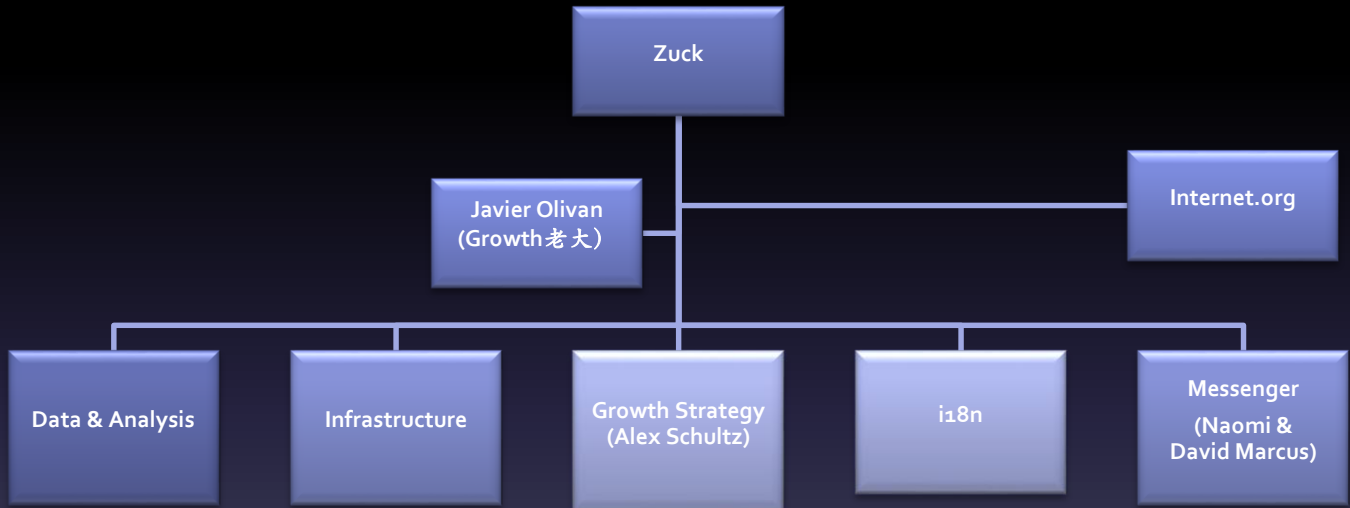
高清



One of the most important thing
Facebook has invented is

Growth Team

2008 founded



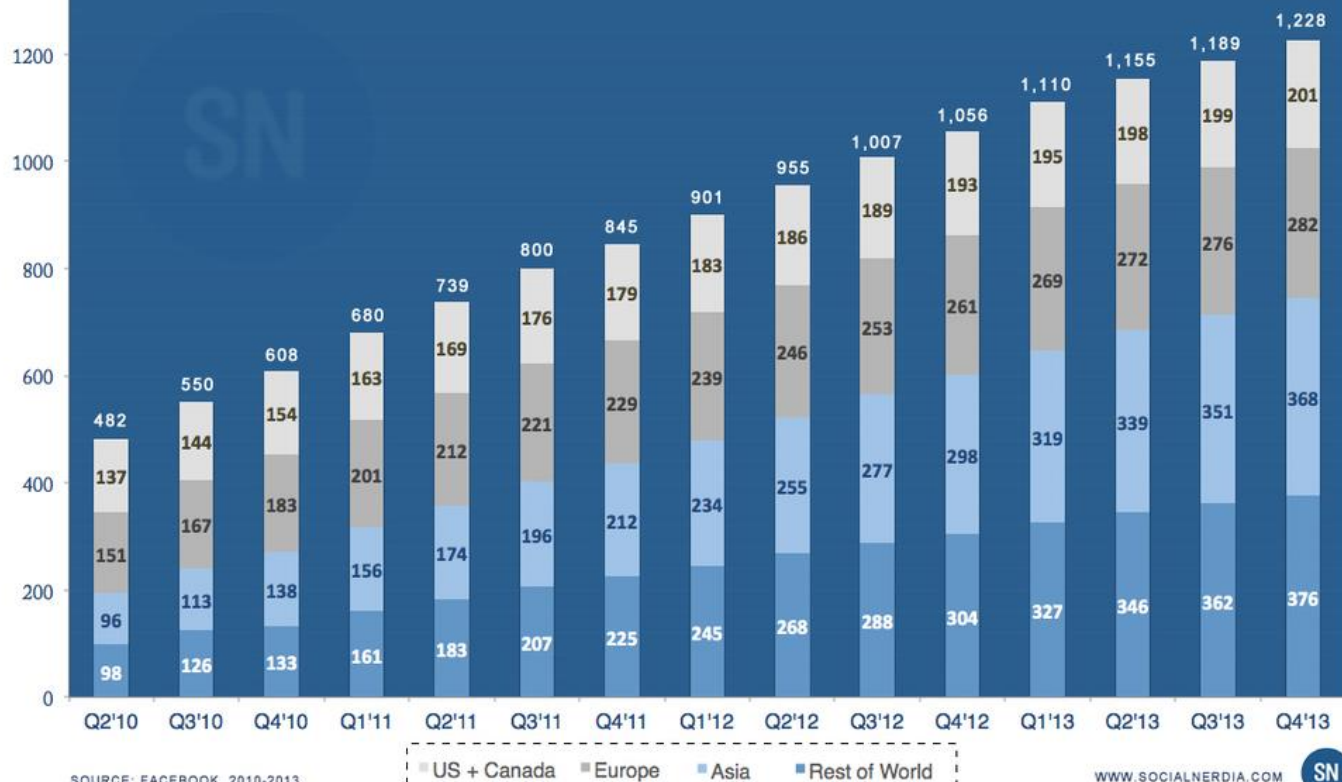
facebook

A large crowd of people, many of whom are smiling and clapping, are gathered behind a metal barrier. In the background, a large blue banner with the word "facebook" in white lowercase letters is visible. The crowd is diverse in age and appearance. In the foreground, the metal barrier has the word "NASDAQ" in blue capital letters and a small orange box with the Facebook "f" logo.

NASDAQ



Facebook Monthly Active Users (MAUs)



SOURCE: FACEBOOK, 2010-2013

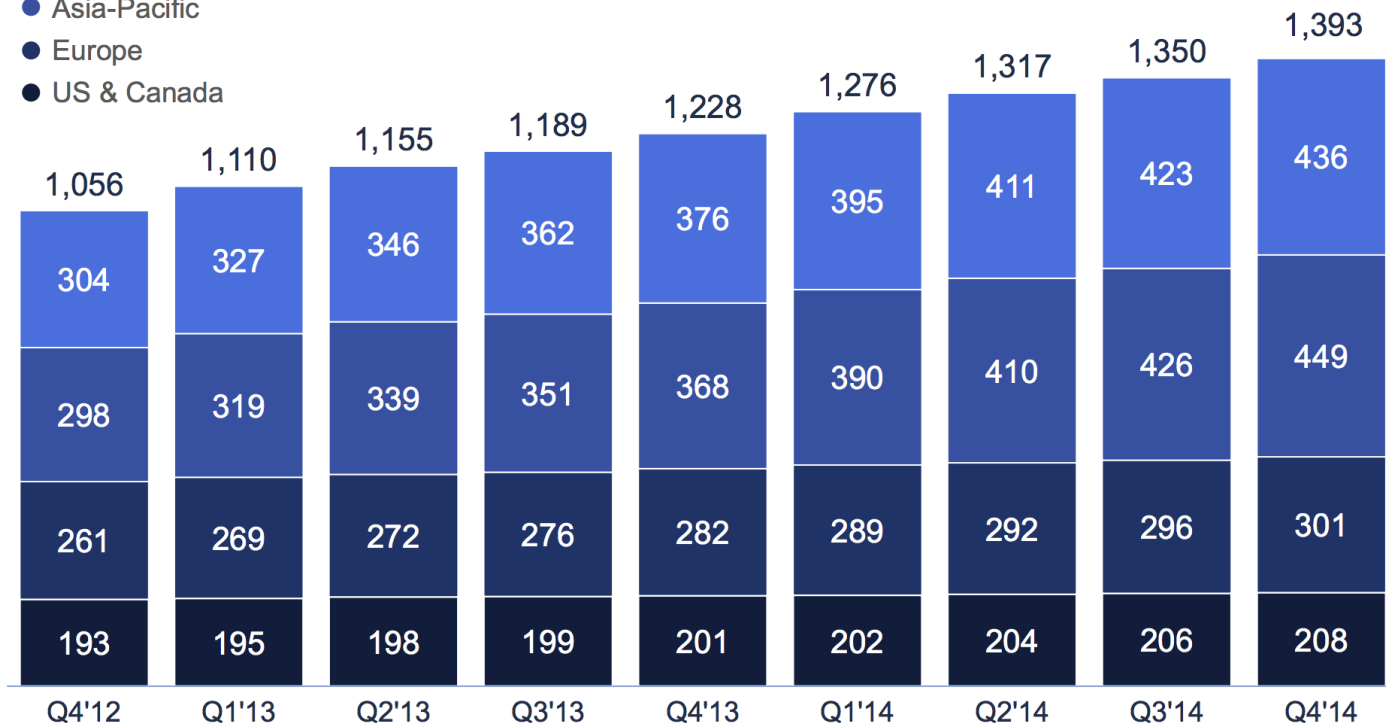
WWW.SOCIALNERDIA.COM

SN

Monthly Active Users (MAUs)

In Millions

- Rest of World
- Asia-Pacific
- Europe
- US & Canada



To startups:

整个公司都是 growth 团队！

2016 Growth New Trends

Growth Hack before 2016

1. Data dashboard & analysis & monitoring
2. Data driven
3. A/B testing + Experimentation
4. Shadow release

Acquisition

```
graph TD; Acquisition[Acquisition] --> Activation[Activation]; Activation --> Retention[Retention]; Retention --> Revenue[Revenue]; Retention --> Referral[Referral]; Referral --> Activation;
```

Activation

Retention

Revenue

Referral

2016

1. 资本相对冷淡
2. 互联网用户进入存量时代
3. 消息传播更为便捷

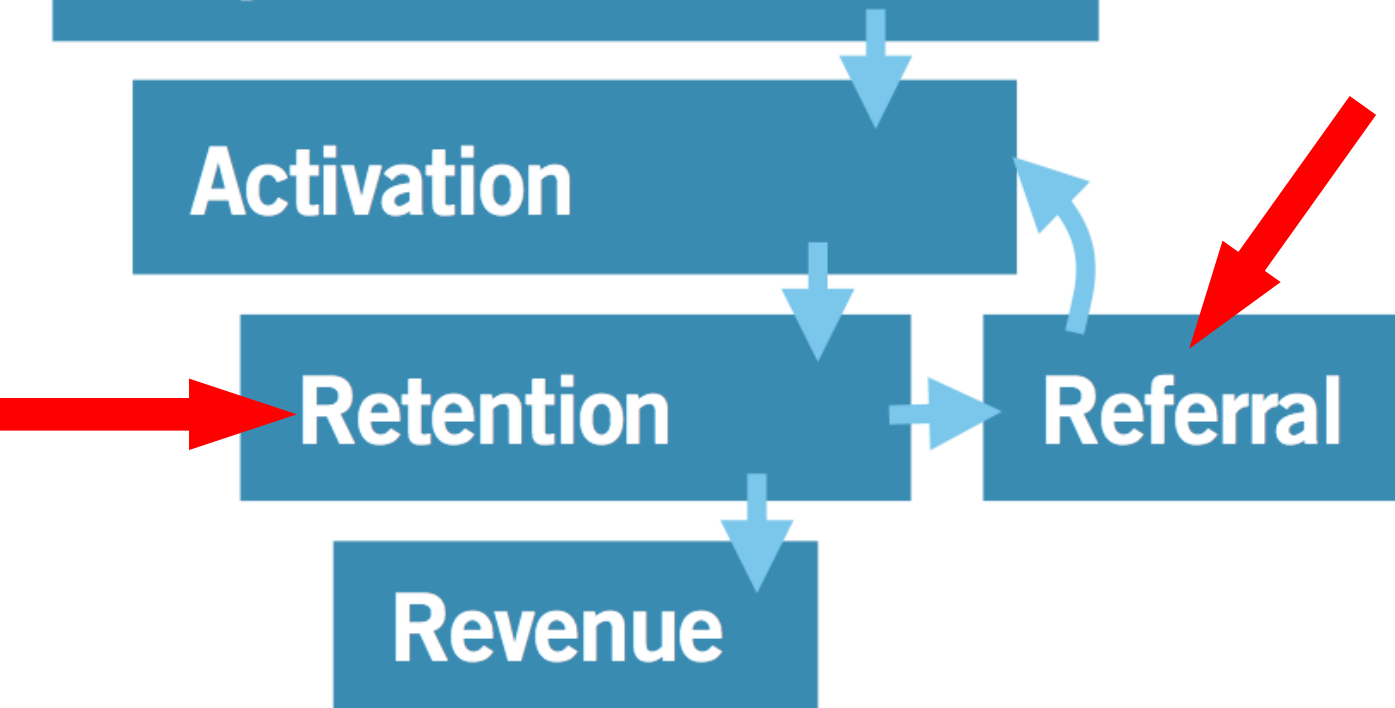
Acquisition

Activation

Retention

Referral

Revenue




#1: Less is More

Less distractions

Minders

Giving you peace of mind

[Home](#) | [Blog](#) | [About](#) | [Contact Us](#)



MINDER

PARENT

FIND YOUR IDEAL
CHILDMINDING JOB TODAY

ENTER EMAIL ADDRESS

Sign Up

Less distractions



This screenshot shows the original Minders website layout. The header is blue with the 'Minders' logo and tagline 'Giving you peace of mind'. A yellow dashed box highlights the navigation links: 'Home | Blog | About | Contact Us'. Below the header is a large image of a woman and a child. To the right of the image are buttons for 'MINDER' and 'PARENT', followed by the text 'FIND YOUR IDEAL CHILDMINDING JOB TODAY', an 'ENTER EMAIL ADDRESS' input field, and a 'Sign Up' button. Below the screenshot, the text '9% CONVERSION RATE' is displayed.

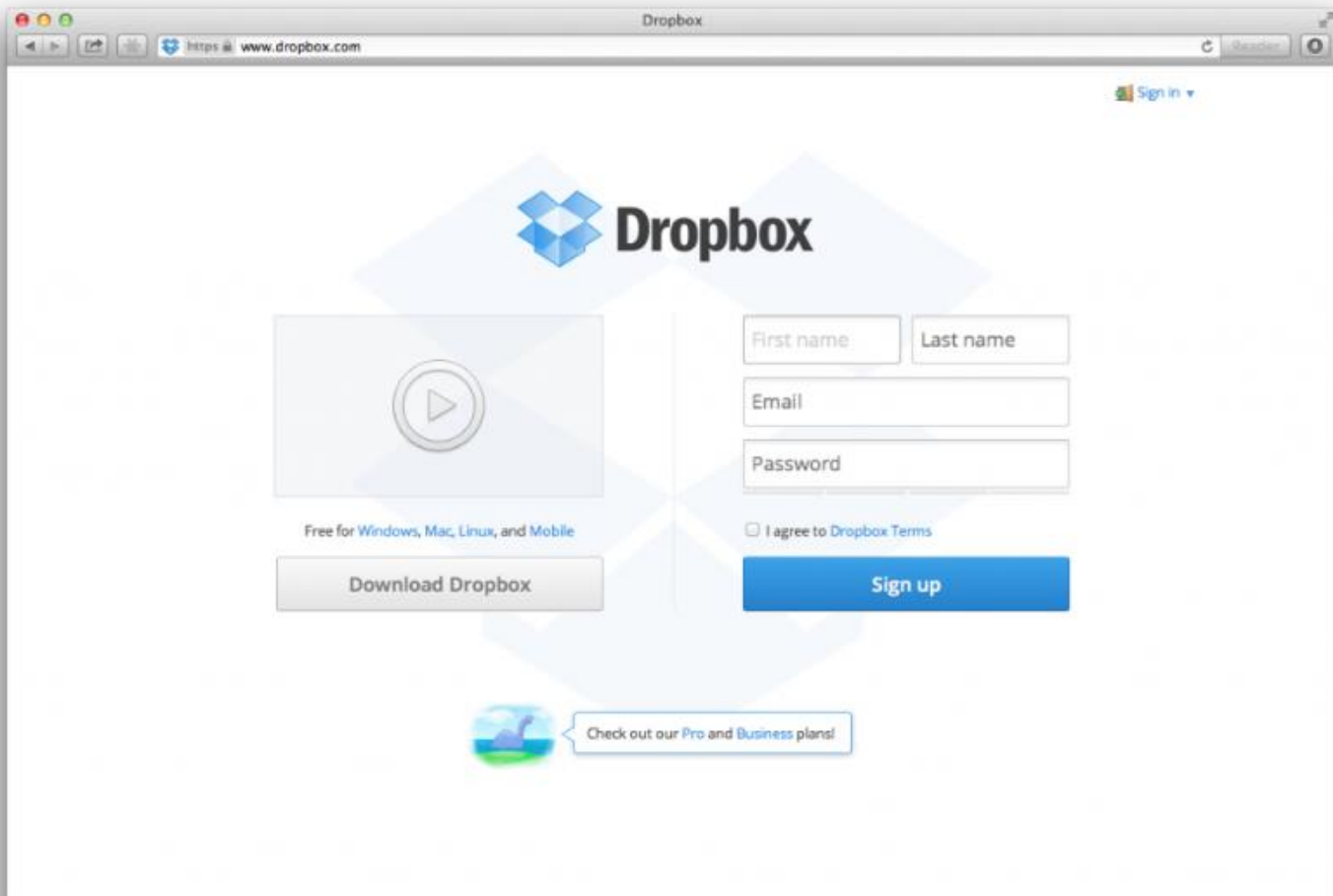
9% CONVERSION RATE



This screenshot shows the redesigned Minders website layout. The header is blue with the 'Minders' logo and tagline 'Giving you peace of mind'. A yellow dashed box highlights the navigation links, which are now more prominent. Below the header is a large image of a woman and a child. To the right of the image are buttons for 'MINDER' and 'PARENT', followed by the text 'FIND YOUR IDEAL CHILDMINDING JOB TODAY', an 'ENTER EMAIL ADDRESS' input field, and a 'Sign Up' button. Below the screenshot, the text '17% CONVERSION RATE' is displayed, followed by a green '+91%' indicating the improvement.

17% CONVERSION RATE

+91%





Email

Password [Forgot your password?](#)

[Sign In](#)

Be great at what you do.



*"I make my living through the relationships
garnered utilizing LinkedIn."*

Kevin L. Nichols - Principal at KLN Consulting Group

Get started - it's free.

Registration takes less than 2 minutes.

First Name

Last Name

Email

Password (6 or more characters)

[Join Now](#)

By joining LinkedIn, you agree to LinkedIn's [User Agreement](#), [Privacy Policy](#) and [Cookie Policy](#).



Find a colleague:

First Name

Last Name

[Search](#)

GROUPON

Save 50% to 90% IN New York City

1

Your Email Address

We'll send you unbeatable deals in New York City.

Continue

By clicking Continue, I agree to the [Terms of Service](#) and [Privacy Statement](#).

Already have an account? [Sign In](#) | [Privacy Statement](#)

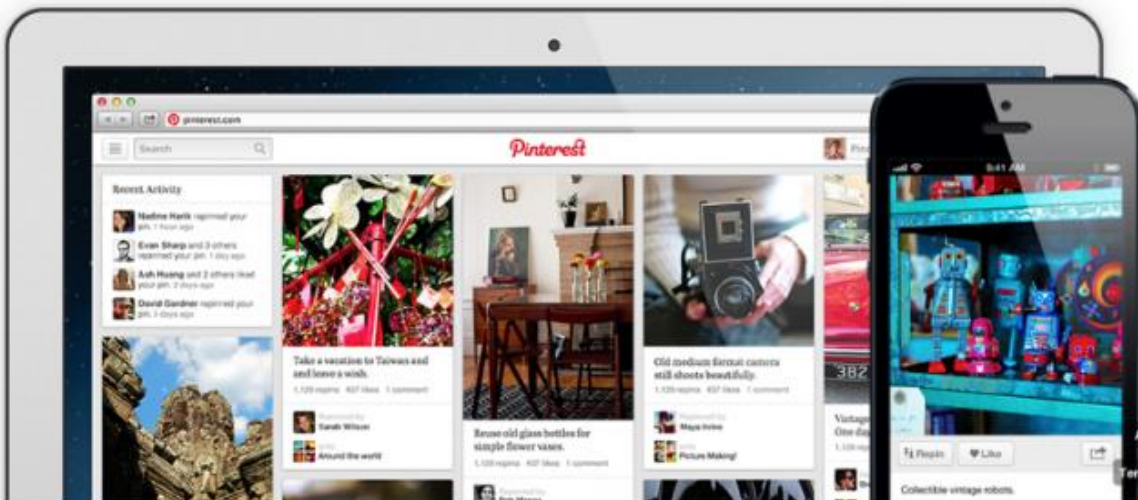




A few (million) of your favorite things.

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Join Pinterest



About Pinterest

Terms and Privacy



Sign up



x.ai is a personal assistant who schedules meetings for you

Sign up for your free trial

Sign up



Especially for e-commerce sites

amazon
Prime

Matt's Amazon.com Today's Deals Gift Cards Sell Help

Shop by Department Search Go Hello, Matten Your Account Your Prime Cart Wish List

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Enjoy unlimited access to over 700,000 titles and thousands of audiobooks on any device for just \$9.99 a month.

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COUNTDOWN TO
BLACK FRIDAY

DEALS WEEK

It's never too early for a good deal

Shop now

Playstation 4 Console Sony

★★★★☆ (8,833)

\$399.00 Prime

Xbox One Assassin's Creed Unity Bundle Microsoft

★★★★☆ (54)

Was \$349.00 Prime

PowerA DualShock 4 Controller for PS4

★★★★☆ (543)

Was \$16.99 Prime

Playstation 4 Battlefield 4 Launch Sony

★★★★☆ (367)

\$499.99

Xbox One Microsoft

★★★★☆ (361)

\$399.00

DualShock 4 Wireless Controller for Sony

★★★★☆ (1,582)

Was \$51.85 Prime

Playstation 4 Killzone Launch Day Bundle Sony

★★★★☆ (307)

\$490.42

View or edit your browsing history

More Items to Consider

ELECTRONIC HOLIDAY GIFT GUIDE

Shop now

Made with Organic Vegetables & Herbs

\$10.00 off coupon on Every Mart's One Daily 99¢ Tablets Offer ends on or before 12/16/14

Advertisement

ALL NEW fire HDX 8.9 THIN AND LIGHT

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Thanksgiving Recipes, Countdown, Tips, Tricks, and more

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Sell Your Past Purchases

TC Electronics G110 X2 Looper Guitar Effects Pedal

Listings start at: \$152.99

• Sell now

• No thanks

• See all past purchases

Customer Reviews on

Review your order

By placing your order, you agree to Amazon.com's [privacy notice](#) and [conditions of use](#).

Shipping address [Change](#)

Mattan Griffel
224 E 13TH ST APT 3
NEW YORK, NY 10003-5626
United States
Phone: 2016473233
[Ship to multiple addresses](#)

Payment method [Change](#)

ending in 3601

Billing address [Change](#)

One Month c/o Mattan Griffel
38 GREENE ST FL 5
NEW YORK, NY 10013-2505
United States

Gift cards & promotional codes

Order Summary

Items (2):	\$438.51
Shipping & handling:	\$0.00
Total before tax:	\$438.51
Estimated tax to be collected:*	\$38.92

Order total: **\$477.43**



Get a \$1 credit for digital books, music, movies and TV shows.

Choose FREE No-Rush Shipping and receive a \$1 credit towards your next eBook, digital music or Amazon Instant Video purchase or rental. [Details](#)

Items shipped from Amazon.com

Guaranteed delivery: Nov. 17, 2014 If you order in the next 60 hours and 45 minutes [Details](#)



PlayStation 4 Console

\$399.00 [Prime](#)

Quantity: 1 [Change](#)

Sold by Amazon.com LLC

[Add gift options](#)

Choose your Prime delivery option:

☐ FREE No-Rush Shipping [-get it Nov. 19 - 21](#)

Get a \$1 credit for eBooks, digital music and videos. [Details](#)

☐ FREE One-Day Shipping [-get it Tuesday, Nov. 18](#)

☒ FREE Two-Day Shipping [-get it Monday, Nov. 17](#)

☐ \$7.99 One-Day Shipping [-get it tomorrow, Nov. 14](#)

[How are shipping costs calculated?](#)

Prime shipping benefits have been applied to your order. [\(Why aren't all my items eligible?\)](#)

AMAZON REMOVES NEARLY ALL
LINKS DURING CHECKOUT

amazon.com

(INCLUDING THIS GUY)

SIGN IN SHIPPING & PAYMENT GIFT OPTIONS PLACE ORDER

Review your order

By placing your order, you agree to Amazon.com's [privacy notice](#) and [conditions of use](#).

Shipping address [Change](#)

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NEW YORK, NY 10003-5626
United States
Phone: 2016473233
[Ship to multiple addresses](#)

Payment method [Change](#)

 ending in 3601

Billing address [Change](#)

One Month c/o Mattan Griffel
38 GREENE ST FL 5
NEW YORK, NY 10013-2505
United States

Gift cards & promotional codes

Enter Code

Apply

Place your order

Order Summary

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Get a \$1 credit for digital books, music, movies and TV shows.

Choose FREE No-Rush Shipping and receive a \$1 credit towards your next eBook, digital music or Amazon Instant Video purchase or rental. [Details](#)

Items shipped from Amazon.com

Guaranteed delivery: Nov. 17, 2014 If you order in the next 60 hours and 45 minutes ([Details](#))



PlayStation 4 Console

\$399.00 

Quantity: 1 [Change](#)

Sold by Amazon.com LLC
[Add gift options](#)

Choose your Prime delivery option:

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Get a \$1 credit for eBooks, digital music and videos. [Details](#)
- ☒ FREE Two-Day Shipping [-get it Monday, Nov. 16](#)
- ☐ \$7.99 One-Day Shipping [-get it tomorrow, Nov. 14](#)

[How are shipping costs calculated?](#)

Prime shipping benefits have been applied to your order. ([Why aren't all my items eligible?](#))

AMAZON REMOVES NEARLY ALL
LINKS DURING CHECKOUT

No promotion code in payments page

Optional: Do you have a promocode? [?]

APPLY

Sub-Total:	\$65.00
No Tax:	\$0.00
Total:	\$65.00

fontshop promo code



Web

Images

Shopping

News

Videos

More ▾

Search tools

About 2,340 results (0.45 seconds)

FontShop Coupon Codes: Get 50% Discount, Sales for ...

www.retailmenot.com ▾ Software ▾

Discounts average \$7 off with a **FontShop promo code** or coupon. 18 FontShop coupons now on RetailMeNot.

Fontshop.com Coupon Codes 2014 (50% discount ...

couponfollow.com/site/fontshop.com ▾

Save up to 50% with these current **Fontshop** coupons for November 2014. The latest **fontshop.com coupon codes** at CouponFollow.

FontShop Coupons, Promo Codes, Deals, Discounts ...

www.goodsearch.com/fontshop/coupons ▾ GoodSearch.com ▾

November, 2014 - 13 best **FontShop** coupons and **promo codes**. Save 30% on fonts and custom font services. We get special deals by giving \$11M to charity.

FontShop Coupon Codes (4 available) - UltimateCoupons

www.ultimatecoupons.com/coupons/fontshop_coupons.htm ▾

Oct 25, 2014 - **FontShop Coupon Codes**. Currently there are 4 coupons available. Top Coupon: 10% off FontShop Education fonts at FontShop.

Save 15% Off FontShop w/Code: VEERLE1 (+2 Promo Codes)

<https://bluepromocode.com/fontshop/> ▾

Today's coupons for **fontshop.com**. Wednesday Free Shipping (87% success), Get 10% Off in November (81% success), \$25 Off Store-Wide (44% success).

2: Analytics:

USE Startup tools

& SEGMENT

INTEGRATIONS



Google Analytics



Marketo



MailChimp



Intercom



KISSmetrics



OMNITURE



Optimizely



AdRoll



CRITTERCISM



quantcast



mixpanel



Customer.io



facebook Conversions



FLURRY



salesforce



INTEGRATIONS



Google Analytics



Marketo



MailChimp



Intercom



KISSmetrics



OMNITURE



Optimizely



quantcast



facebook Conversions



TRACK

IDENTIFY

PAGE

JavaScript



```
1 analytics.track('Added Product', {
2   name: 'Monopoly: 3rd Edition',
3   price: 18.99,
4   quantity: 3
5 });
```

3: Analytics:

“Core Action” matters

Core Action

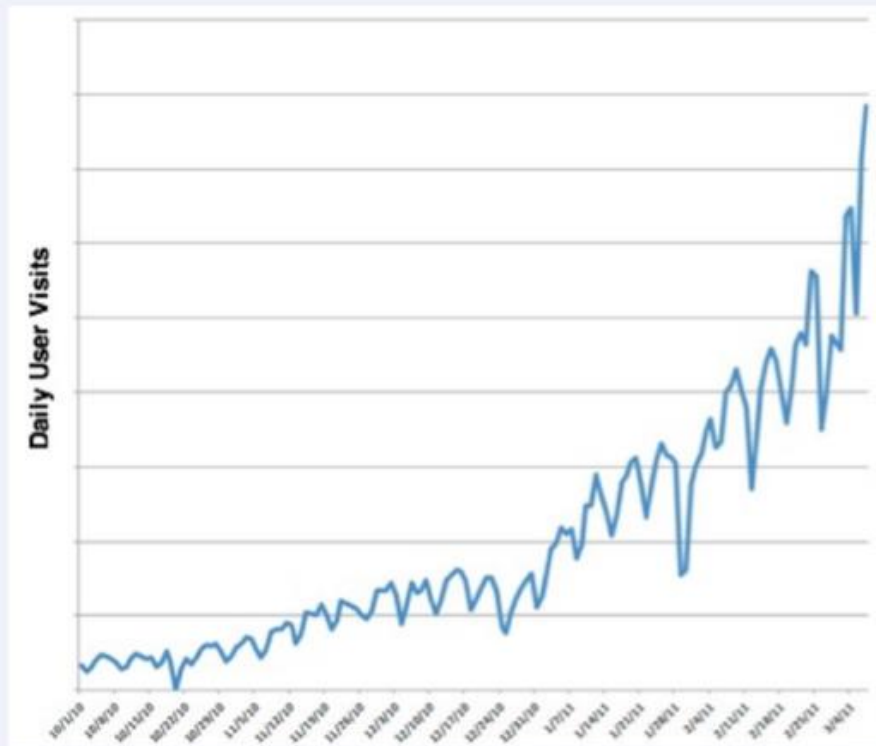
- 你的产品提供给用户最为本质
和最为核心的操作
- 最能体现用户参与度的操作

Core Action

- Facebook: connect
- Slack / Wechat: send message
- Pinterest: Pin photo
- 电商：浏览（逛）+ 下单购买
- 知乎：回答、点赞+收藏+感谢
- 互联网金融：购买理财产品
- 二手车：购买 + 砍价

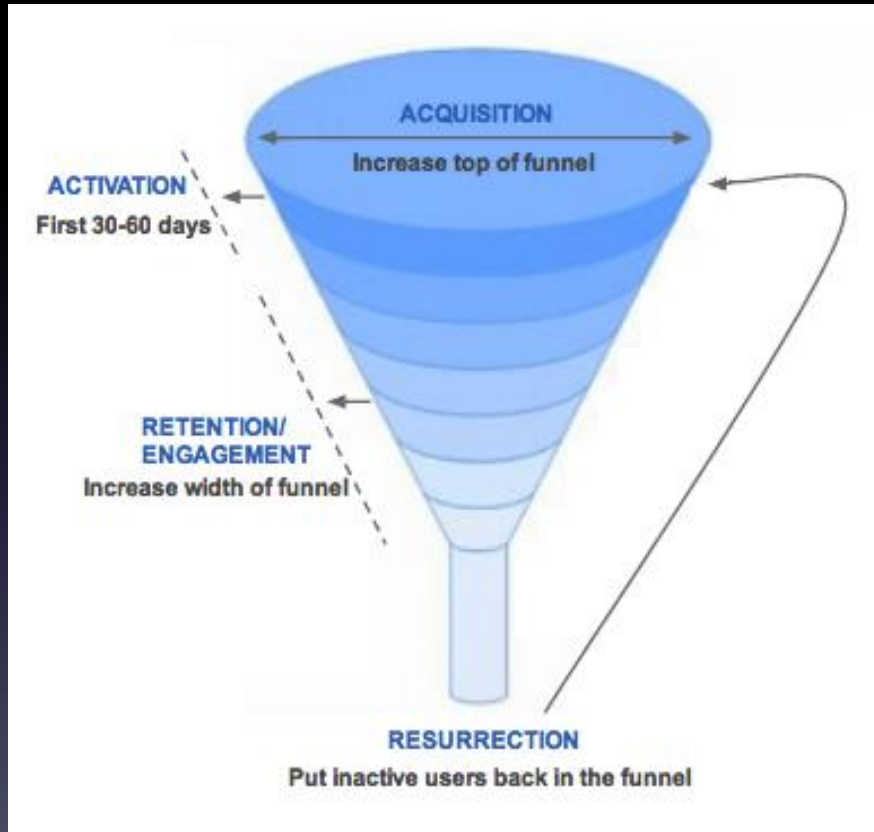
What matters is not *growth of users*.
**It's growth of users completing the
core action.**

Signs of it working:



#4: Retention

Retention Model via emails/SMS/push recall



Mobile push notification

ON vs OFF:

Retention surged ~5x

So make users enable the
push
DESPERATELY

Case study:

Push instructions on iOS
onboarding pages

朝阳区东方东...

地道的陕西风味

开学第2课

新用户注册大礼包

15元红包

"饿了么" Would Like to Send You Notifications

Notifications may include alerts, sounds, and icon badges. These can be configured in Settings.

Don't Allow

OK

请输入手机号

立即领取

新店特惠
尝尝新口味



大额满减
全城美食优惠



只提供 最佳车况的个人二手车

"瓜子二手车" Would Like to Send You Notifications

Notifications may include alerts, sounds, and icon badges. These can be configured in Settings.

Don't Allow

OK



Completely Useless

开启饿了么完整体验



允许推送通知

及时获取订单、优惠信息



允许访问位置

查看周围外卖美食

知道了





Please turn on notifications

This way, you'll know when friends
send photos to you.

Not Now

OK



Please turn on notifications

This way, you'll know when friends
send photos to you.

Not Now

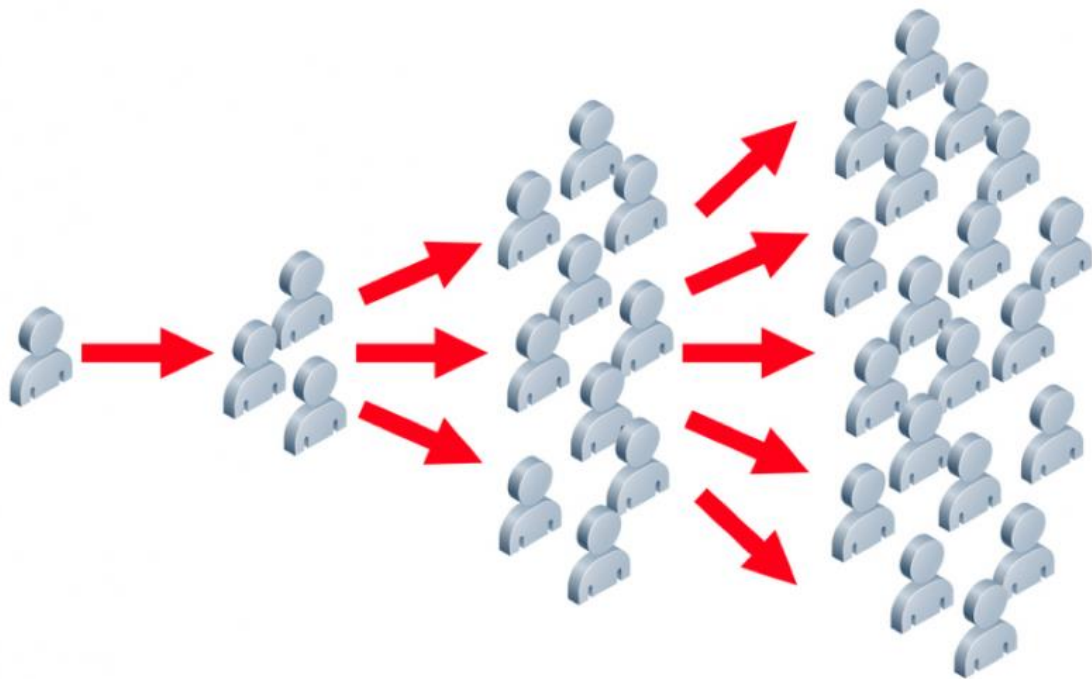
OK

Only push the user interested
stuff!

More importantly, LESS than
ONCE a day !

#5: Virality

病毒式扩散



Viral Spread 病毒式扩散



Give Your Friends \$25 to Travel.

Invite your friends to try Airbnb for the first time, anything from a weekend getaway to an overseas adventure, and they'll get **\$25 off their booking**. There's no limit-- have a lot of friends? Invite them all!

INVITE FRIENDS



[Terms and Conditions](#)



You've been invited!



Your friend Jason gave you \$25 off your first trip on Airbnb, the best way to travel. Be sure to say thanks!

Use code **jbosinoff** to redeem.

Claim your \$25 credit



TYPES OF VIRALITY

病毒式扩散

Word-of-mouth virality

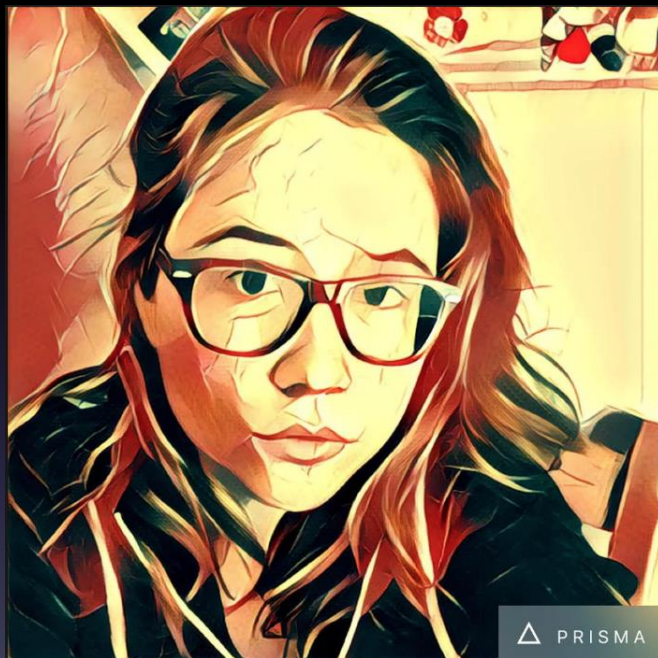


Incentivized word-of-mouth virality



Demonstration virality





Outbreak virality



OUTBREAK VIRALITY

Gotta catch 'em all

Elements of Virality

- Sender: Instagram or Nice user
- Receiver: User on Facebook or Wechat
- Value unit (payload): picture
- External networks: Facebook / wechat

Crucial:

design a SPREADABLE value
unit.

NOTE

1. Not same as “用户推荐” 和 “口口相传”
2. When sharing, senders not talking about your platform but their own creations
3. Spreading value units for fun, fame, fulfillment or fortune

1. With x initial users, and with viral factor v less than 1, we acquire users at a decreasing rate until we have $x/(1-v)$ users
2. With viral factor greater than 1, we acquire users at an apparently ever increasing rate

1. True viral growth is very rare; for a consumer internet product, a sustainable viral factor of 0.15 to 0.25 is good, 0.4 is great, and around 0.7 is outstanding
2. When the viral factor is less than one, it can be interpreted as the amplification factor $a = 1/(1-v)$. To calculate the total number of users, multiply the number of users acquired through non-viral channels by the amplification factor
3. When the viral factor is less than one, it is crucial to have strong sustainable non-viral channels
4. Small increases in the viral factor can cause large increases in the amplification factor

切记：病毒式扩散

要最终作用于
Core action 上

邀请活动

活动细则 >



特权本金 (元)

0

累计收益 (元)

132.70

已投资好友 (人) >

2

特权奖励



2016.5.6至2016.5.25
每邀请1位好友注册即得

5000-10元满减券



邀请好友，一起赚钱

近5位邀请好友

邀请活动

洋钱罐 为您贡献

10,000.00 元

邀好友投资 得特权本金

首次投多少
送我多少

首次投多少
送我一半



我

邀请

我的好友

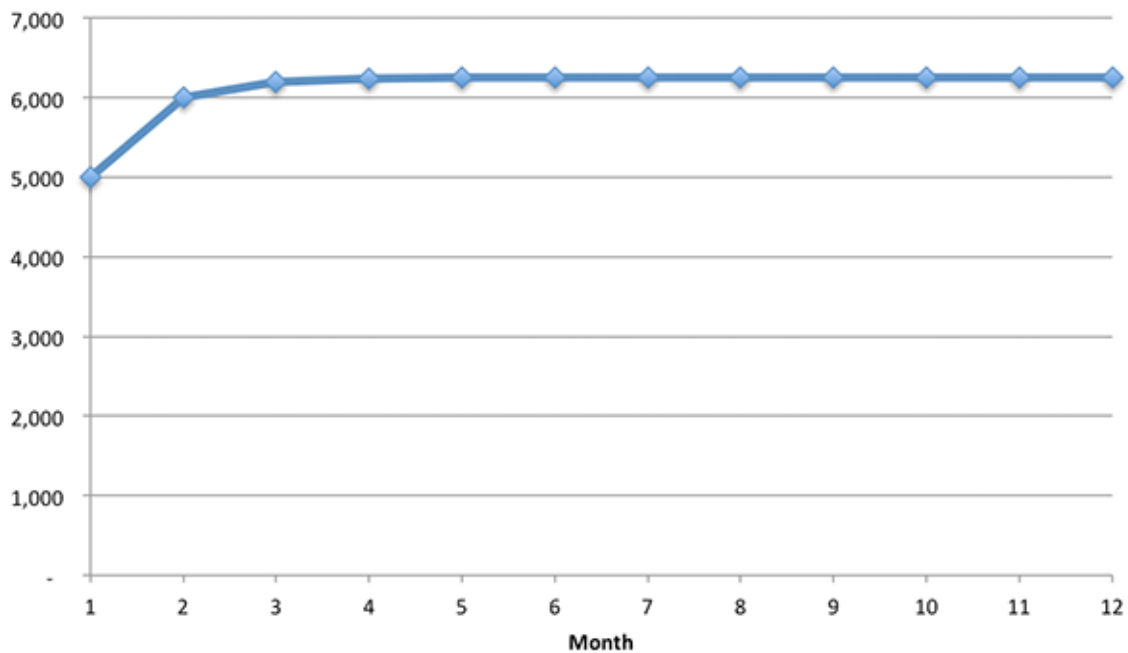


邀请

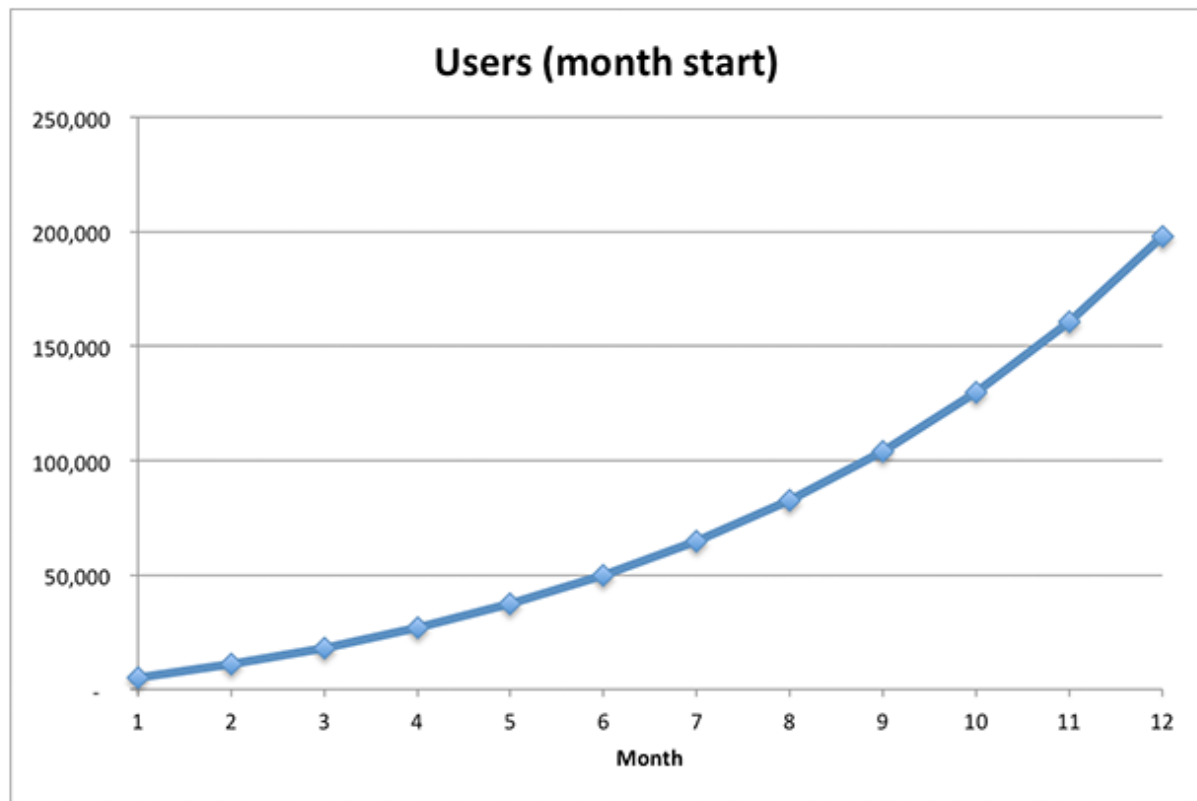
好友的朋友



Users (month start)



Now what happens if our viral factor is instead 1.2?



Summary

1. Data dashboard & analysis & monitoring
2. Data driven
3. A/B testing + Experimentation
4. Shadow release

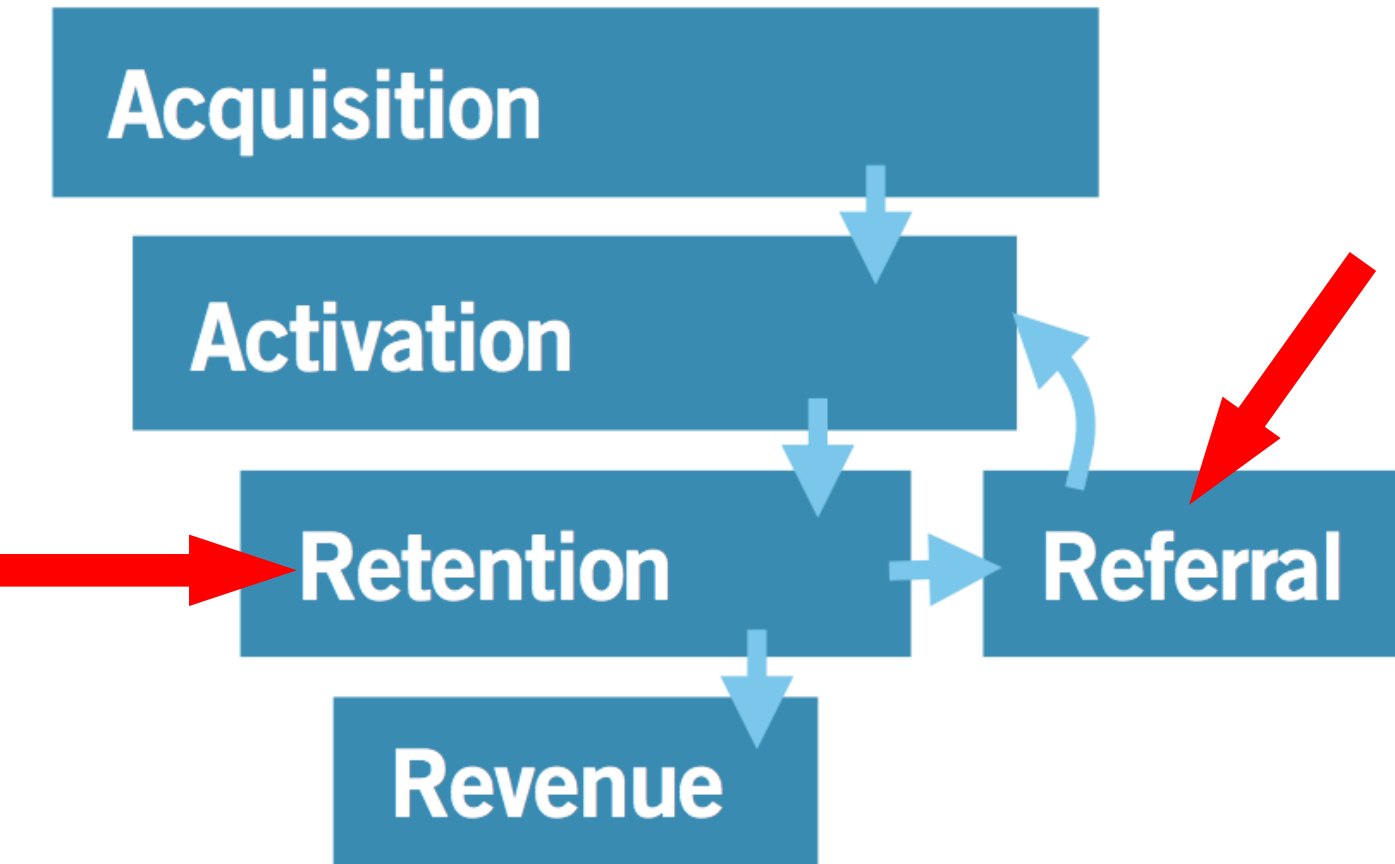
Acquisition

Activation

Retention

Revenue

Referral



谢谢大家！ Q&A

