## **Exercise Doc**

## Building, Validating and Expanding Growth Loops

### Building a Growth Loop

Part 1 Growth Opportunity Analysis

1. How might we leverage existing resources and the value it unlocks to overcome hurdles and achieve our goal?

| **Hurdles**   1. *Lack of authority and trust in the opinions of the people whom the users do not know* 2. *Fear of not being accepted by the community* 3. *Loss of interest in the content* | **Goal**  *Increases the number of new users by 50% in the next half of the year.* |
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| **Resources**   1. *High-quality content* 2. *Belonging to community* 3. *Positive reinforcement for engaging in answering questions* 4. *Mobile application in addition to the web platform.* | **Value**   1. *Reputation: source of high-quality content and professional help* 2. *Network: a social network of the users* 3. *People: highly motivated people who encourage interesting topics and help others by answering the questions* 4. *Data: a big source of shared knowledge* 5. *Accessibility: access to content anywhere at any time through mobile app and/or web site* |

Part 2 Building a Growth Loop

1. Copy and paste a screenshot of the Growth Loop visual you created

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Part 3 Enabling a Growth Loop

1. Feature Brainstorm
   1. Examine the growth loop you created in part 2 above
   2. Brainstorm 3-5 product features that you might build to enable and drive momentum in this loop and list them here.
2. *Improve keywording for existing topics, so they come up first in the search engine results list, such as Google, Yahoo etc.*
3. *Add ability to set up the themes of the content that a user is interested in (preferences)*
4. *Show the “hot” topics first for easier access to the most discussed content.*
5. *Show the topics and replies with an “experts opinion” first for easier access to the questions answered by “expert” (the users with the most upvoted answers in the platform)*
6. *Add “Share” feature that allows to share a link to the topics and/or answers on social media.*
7. Feature Prioritization
   1. Examine the 3-5 product features you've listed above. Then, select one that is most impactful to enable the growth loop, and explain your rationale here.

*Show the topics and replies with an “experts opinion” first for easier access to the questions answered by “expert” (the users with the most upvoted answers in the platform)*

1. Mapping the Feature onto the Growth Loop
   1. Which step on the growth loop does the selected product feature help enable?
   2. Illustrate how they produce feature relates to the growth loop in the **exercise deck** of part 3 in Enabling a Growth Loop
   3. Copy and paste a screenshot from the exercise deck over to the space below

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Part 4 Hypotheses Behind the Loop

1. Primary Hypothesis
   1. What is the high-level hypothesis behind this entire loop that you created? Summarize your hypothesis in one sentence.

*By promoting the topics with the answers from the “expert users” we build up validated content that can help to remove a lack of authority and trust in the opinions from the people whom a new user does not know and will lead to more visitors creating an account.*

1. Secondary Hypotheses
   1. What has to be true, or what are we assuming would happen in between each step? List the corresponding hypothesis in one sentence in between each step.

***Hypothesis A:*** *a user creates an account with intend to search and find an answer to the question relevant to them.*

***Hypothesis B:*** *The user who found the satisfactory reply is willing to upvote the answer and (if applicable which depends on the question) to leave feedback with their own experience by applying the answer to their problem.*

***Hypothesis C****: Seen upvoted and promoted content creates trust in the platform among the visitors.*

### Validating a Growth Loop

Part 1 Test Goals and Metrics

1. Primary Test Goal and Metric
   1. Reframe the primary hypothesis you stated in the fourth part of the Building a Growth Loop exercise above into a test goal.

*Does building up validated content through promoting the topics with the answers from the “expert users” lead to removing a lack of authority and trust in the opinions from the people whom a new user does not know, which is connected to more visitors creating an account?*

* 1. Based on the primary test goal you created above, list a single metric to monitor to answer that question. Then, explain why you selected this metric.

*# of monthly new users*

1. Secondary Test Goals and Metric
   1. Select 1-2 secondary hypotheses you stated in the fourth part of the Building a Growth Loop exercise above to reframe into test goals.

***Secondary Test Goal 1 (for Hypothesis B)****: Does providing an upvote feature to the user encourage them to use it if they find an answer and appropriate/satisfying?*

***Secondary Test Goal 2 (for Hypothesis C)****: Does seeing the topics with the high rate/amount of votes create trust in the platform?*

* 1. For each secondary test goal, write down a single metric that you plan on monitoring to answer the question. Then, explain why you selected this metric.

***Secondary Test Metric 1****: # of upvotes left by user*

***Secondary Test Metric 2****: ratio of users who created an account after viewing an upvoted content to users who created an account after viewing not upvoted content.*

Part 2 Test Audience and Setup

1. Test Audience: Identify the test audience appropriate to the testing goals. Explain the rationale for selecting this test audience.

***Test audience:***

*All visitors who viewed the replies to at least one question on the platform.*

***Rationale:***

*The visitors do not have an account yet and we want to test whether the content that we present first (on the top) encourage them to engage with the platform by signing up. However, we want to include only those visitors who read the replies; we want to exclude the users who leave the platform as soon as they read the question without searching from the answer: this may indicate that the user didn’t find the relevant topic and it won’t matter to them whether the answers are from experts and are trusted (upvoted), or the question simply doesn’t have a reply yet.*

1. Create a test setup that controls the users' experience in a way that helps validate the primary hypothesis. Explain your rationale for this test setup.

***A. Control:*** *No changes to the current visitor's experience - If the platform contains more the 1 relevant question, the visitor “lands” on the page of the question that was asked the earliest. This question may or may not have the upvoted answers. The replies to the question are sorted by the date of their appearance. The reply at the top of the list may or may not be upvoted.*

***B. Variant:*** *If the platform contains more the 1 relevant question, the visitor “lands” on the page of the question with the most upvoted answer(s). The visitors see the most upvoted reply to the question at the top of the list.*

Part 3 Risk and Mitigation

1. Risks: Explain what might go wrong in this test. List at least two potential risks

***Risk 1:*** *The most upvoted answer may contain inappropriate language and/or false information, damaging the reputation of the platform and trust in the content.*

***Risk 2****: The content of the platform does not have enough upvoted replies for the question that a visitor is interested in, in such a way the feature doesn’t come into play at all.*

***Risk 3****: The active users (especially new users) with less upvoted replies may do not accept a new feature positively as their “expertise” would be suppressed and in this way they become discouraged to reply, losing the feeling of connection with a community and that their opinion matters.*

1. Mitigation Plans: For each risk that you called out, list at least one mitigation plan to address the concern or lower the risk

***Mitigation 1:*** *Monitoring and moderating the platform’s content. Despite the platform encouraging people for engagement, inappropriate replies and their upvoting will damage the reputation of the platform overall and ruin the feeling of a trusted community. Also, introducing the code of best behaviour as an agreement to accept when signing up to the platform may prevent such risk and increase trust. Through these mitigations, we can significantly reduce the chance of an inappropriate answer/topic being upvoted.*

***Mitigation 2****: Detect the content with a lack of experts replies and communicate to current active users encouraging messages to ask them to review, reply and upvote existing replies. The language as “As an excerpt in <topic>, we would like to hear your opinion about <question, reply>”. Some discounts for monthly payment campaign can also be enrolled to get the active users even more engaged (however this may lead to risk 1 with falsely promoted answers).*

***Mitigation 3:*** *For A/B testing we can narrow down it to the theme on the platform with a balanced amount of “experts” (with min among of not actively engaged users, of the users who reply really rarely). Also, before enrolling A/B testing communicate about the changes to the active users on the platform by proposing to engage more with the replying and upvoting. It is difficult to predict whom a new feature actually will encourage to become more active and who will be discouraged. We can monitor the testing as it goes in terms of the active user behaviours and adjust/stop testing if we experience the loss of current users.*

Part 4 Results and Analysis

1. When the Experiment Succeeds
2. If the primary hypothesis is proven true, describe the outcomes you expect to observe.

***Metrics:*** *a steady increase in monthly new users*

***User behaviour:***

* ***Strong conversion****:*
  + *The new users often use the search feature to find the questions/topics on the platform*
* ***Weak conversion:***
  + *The users who found the satisfying answer to their question may not upvote the reply and/or leave a comment*
  + *Showing the topics with the most upvoted replies and promoting the most upvoted answers to the top of the list may not lead to building up trust in the platform among the visitors.*

1. Based on the anticipated outcomes, propose at least two next steps you would take. Explain your rationale.
2. **Improve upvoting UI/UX**. We already know from the Growth Opportunity analysis that our platform has a good reputation which leads to an assumption that lack of upvoting is the most likely UX issue. Making upvoting features easier to discover and with more attractive UI elements may encourage the user to use them. This will address a weak conversion about low upvoting initiatives among the users.
3. **Add/extend a budge system.** The users who actively upvote and/or reply to the answers can be motivated through gaining a status/budge of “expert”. Slowly moving through the chain of budges from a “curious user” to an “expert” the user will build up motivation in active participation on the platform, which will increase the number of upvoted topics/answers.
4. **“Experts bio”.** Introduce a user bio feature on the platform and link a users name of the author of an answer displayed beside the reply to the author's bio/profile/LinkedIn profile to show their professional bio. In such a way, a visitor may check whether the author of the most upvoted reply potentially can be a real expert in this subject. In such a way, the visitors build their trust based not only on the number of upvotes but also on the proof the author of the reply is a real expert.

### Expanding a Growth Loop

Part 1 Growth Risks Analysis

1. Customer Retention
   1. Problem: *If we are not able to retain the new and existing users, we will run into a situation when there are no active users who will ask the question, reply and upvote them. As result, we end up with obsolete, not interesting content with minimum trust to it among the visitors, and therefore the amount of new users drops as well.*
   2. Solution: *We need constantly delight the existing users and motivate them to be actively engaged with the platform.*
2. Market Saturation
   1. Problem: *There are many competitors in a knowledge-sharing market and a few of them have the advantage of being well-known, respected and earning a good name.*
   2. Solution: *Based on the sentiments analysed during Growth Opportunity Analysis,* *Perspektive has already build-up a good reputation. The winning strategy on this is continually increasing trust in the content - the area in which we need continuous investment. Also, on the market with strong competitors, we may want to think about more flexible/attractive price offers and/or bring uniqueness to our product offer. Another vector of expansion can be seen in targeting more geographical areas which may also bring a wider variety of topics to discuss and questions to ask.*
3. Single Product and Market
   1. Problem: *Despite Perspektive being a knowledge-sharing platform that has a big variety of topics/themes/subjects, it offers only a single product - a question-answer service.*
   2. Solution: *Extend the product offers on the platform. As a knowledge-sharing platform, Perspektive can offer, e.g. video training, live demos, live clubs/discussions, online classes, bookshop and/or library etc.*

Part 2 Product and Market Expansion Opportunities

Complete the product and market expansion opportunity analysis by filling in the Ansoff matrix

| **C. Market Expansion**  **(existing offering, new market)**  Product Idea: *Partner with colleges, universities, schools etc. to host their “rooms” on the platform where the students can share knowledge between them and get the answers from the tutors.*  Rationale: *We reuse existing product value - knowledge sharing - with a wider audience. Partnering with the educational institutions will make content focused and trusted, and will bring a significant number of new users.* | **D. Diversification**  **(new offering, new markets)**  Product Idea: *Online courses and/or online education*  Rationale: *With online education and/or courses, Perspekiv is aiming for a new level of knowledge-sharing with a new market. With this feature, the platform will attract people who not just want to ask a question and get an answer, but who wants to become a certified expert in some domain of knowledge. “Education” is a new product, additional to “Knowledge-sharing” within a wider market.* |
| --- | --- |
| **A. Market Penetration**  **(existing offer, existing market)**  Product Idea: *“Expert benefits” schema*  Rationale: *To encourage the users to be more active on the platform and solidify retention, the Platform may enrol an “Expert benefits” schema that, for example, may suggest the attending or participation in the conferences within a user’s expertise domain.* | **B. Product Development**  **(new offering, existing market)**  Product Idea: *Hosting live online conferences/webinars*  Rationale: *Perspektive can boost knowledge-sharing value and attract more users by hosting live online conferences and webinars based on the “hot topics” discussed on the platform. This expands the product by achieving the same value - knowledge-sharing - among the existing market by extending the format of the feature, therefore making it more flexible and attractive to visitors and users.* |

Part 3 Expanding the Growth Loop

1. Copy and paste a screenshot of the Growth Loop visual you created

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Part 4 Business Goal Alignment

1. Original Growth Loop
   1. State which category the original loop falls into in the Ansoff Matrix. Explain your categorization.

*Market Penetration*

***Rationale****: Driving new users to the portal by boosting trust in the existing and the new content through utilising existing product features - upvoting.*

* 1. Justify your rationale by explaining why the focus here contributes to the business goal.

*Building trust in the content encourages new visitors to become users, as it removes one of the main uncertainty among the visitors (based on Growth Opportunity Analysis) - lack of trust.*

1. Expanded Growth Loop
   1. State which category this expanded growth loop falls into in the Ansoff Matrix. Explain your categorization.

*Market expansion*

***Rationale****: expanding the market to the educational institutions to utilise the knowledge-sharing Perspektive value.*

* 1. Justify your rationale by explaining why the focus here contributes to or expands the business goal.

*Expanding the market to the educational institutions not only engage a wider audience through partnership and promotion but also will help to build up content posted and approved by students and tutors who are already the experts or gaining expertise in a specific domain. As result, the visitors who see the posts from real professionals and educators will have more trust in the content, which helps us to overcome the hurdles of lack of trust in the opinions.*