



TRANSITIONING A BUSINESS FROM MARKETING TO GROWTH



Alessio Mancarella, Growth Manager

@alemancarella | @skyscannerGrwth



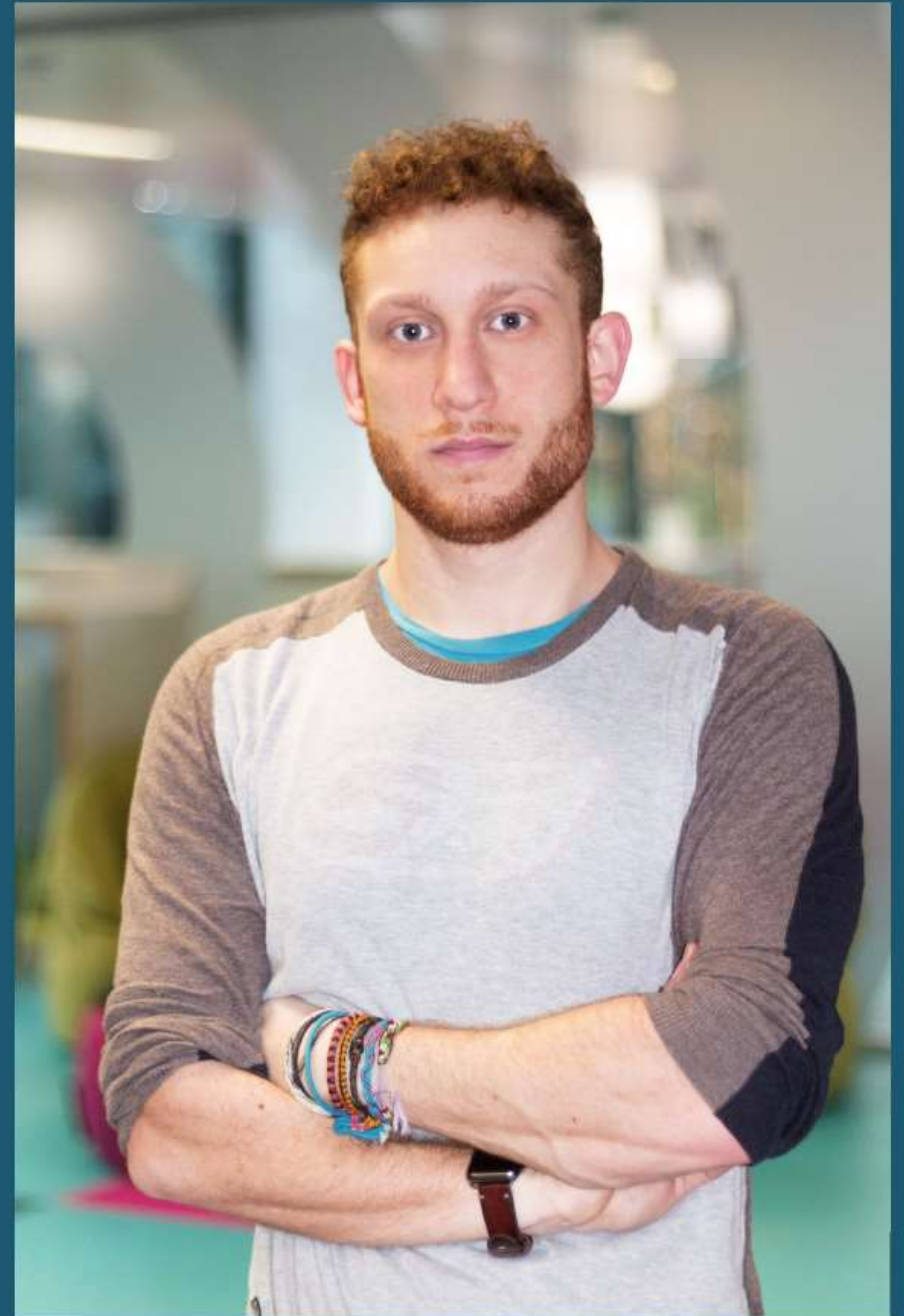
About Skyscanner and me

My background: marketing, social,
music industry

3.5 years at Skyscanner

Started as Social Marketing
Manager for Italy

Transitioned from Marketing to
Growth at the same time as our
business



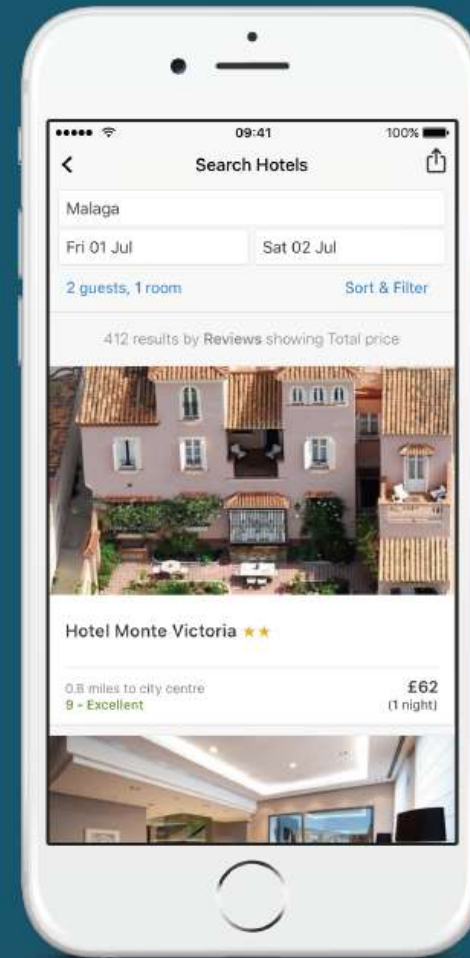
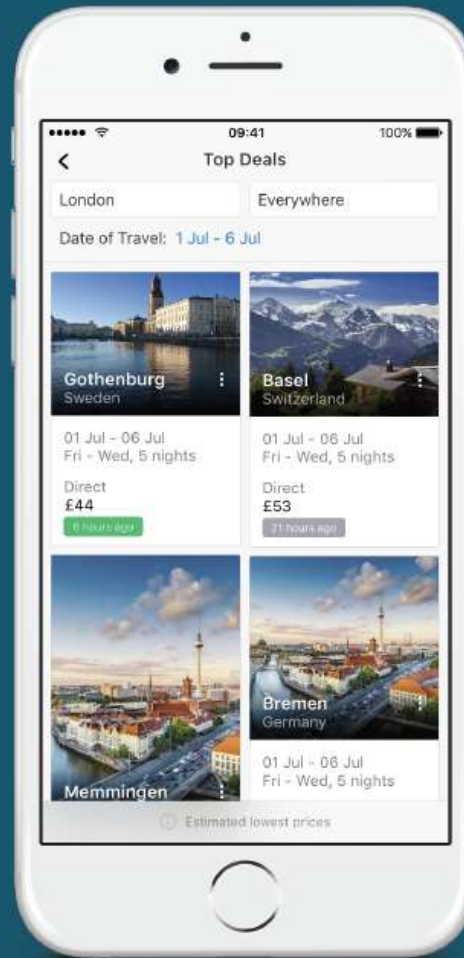
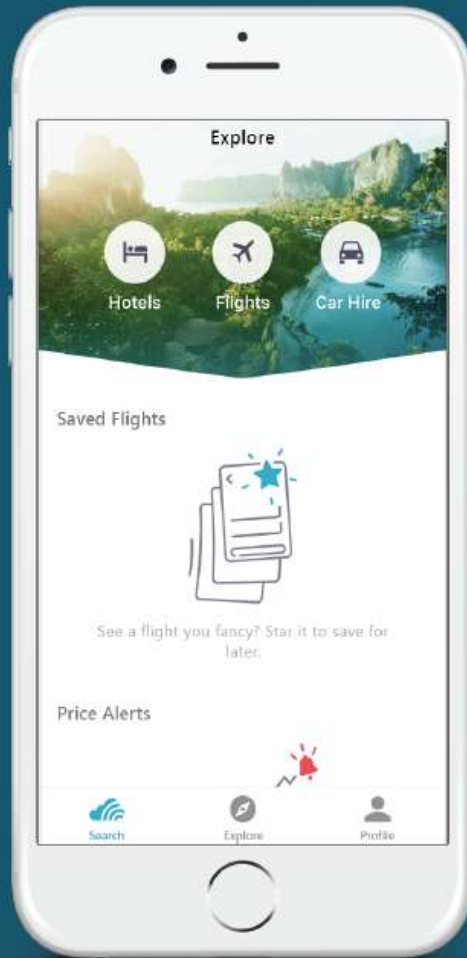
A scenic view of a tropical coastline. In the foreground, a person's legs and feet wearing flip-flops are visible, resting on a rocky ledge. The background features a lush green landscape with palm trees, a blue bay, and distant mountains under a blue sky with scattered clouds.

The World's Travel Search Engine


The background of the slide features a repeating pattern of smartphone icons, arranged in a grid that covers the entire area. The icons are dark blue and semi-transparent, creating a textured effect behind the text.

60,000,000

app downloads



Our highly-rated app is super easy to use.

The background of the entire image is a solid dark teal color. Overlaid on this background is a repeating pattern of small, dark teal icons representing male and female figures. The male icons are stylized with a rectangular torso and a small circle for a head. The female icons are stylized with a triangular skirt and a small circle for a head. These icons are arranged in a grid-like pattern across the entire image.

60,000,000

monthly visitors

[✕ Flights](#)
[Hotels](#)
[Car Hire](#)
[Flight + Hotel](#)

☒ Return
 ☐ One way
 ☐ Multi-city

[Map](#)

From	To	Depart	Return	Cabin Class & Travelers
Edinburgh (EDI)	Paris (Any)	20/05/2017	24/05/2017	4 travellers, Economy

☐ Add nearby airports

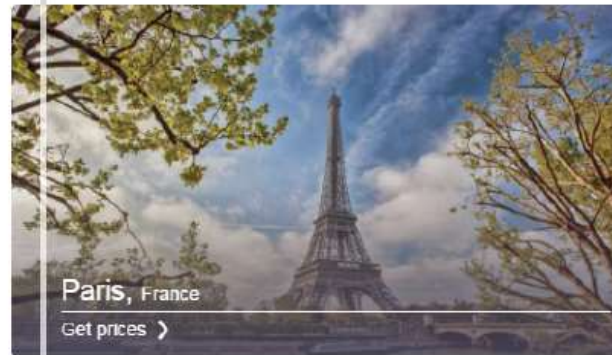
☐ Add nearby airports

☒ Direct flights only

[Search flights →](#)

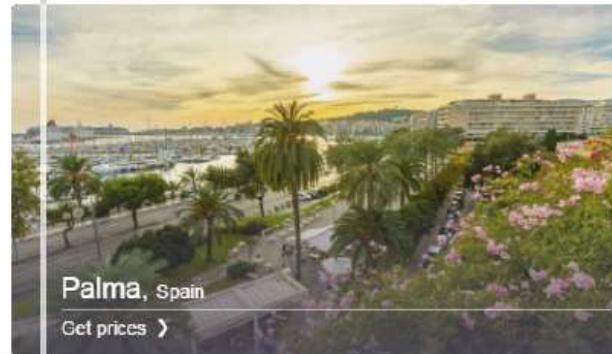
Recommendations for you

20/05/2017 - 24/05/2017 Flying from Edinburgh


[Search Everywhere >](#)

Weekend breaks

May 2017





30

languages

900

staff

50

nationalities

10

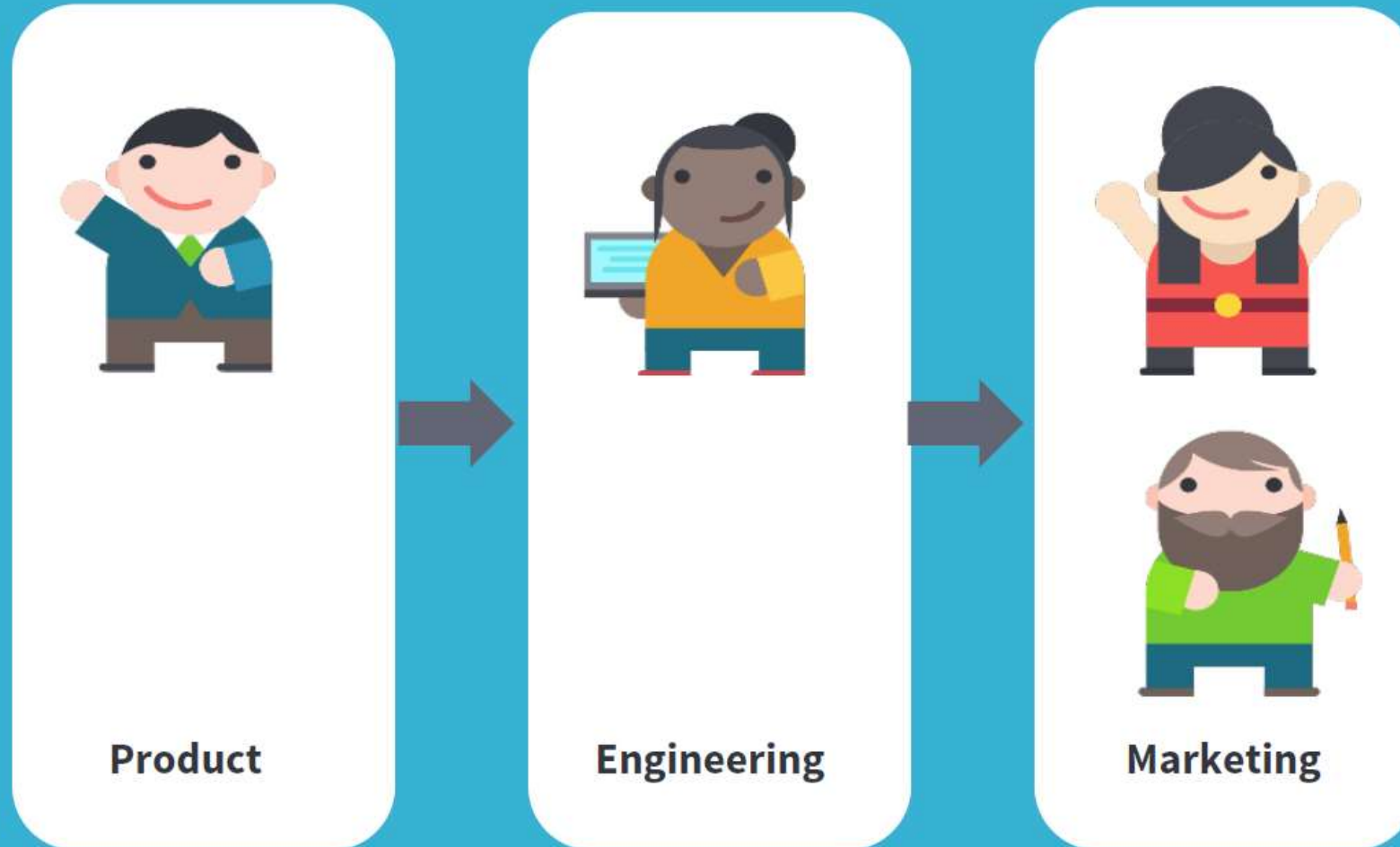
offices



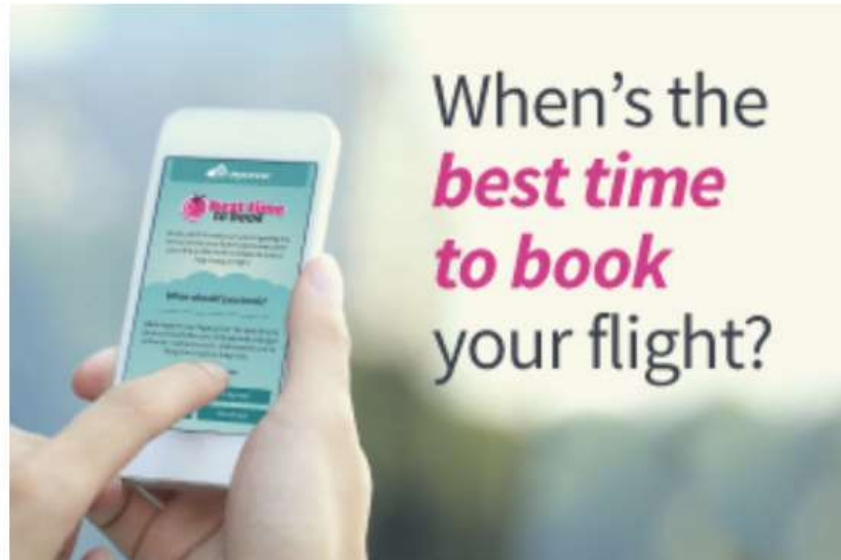
Technology company first and foremost
50% of our staff are engineers

Life before Growth

Functional silos across teams



Marketing activity
was slow
and laborious...







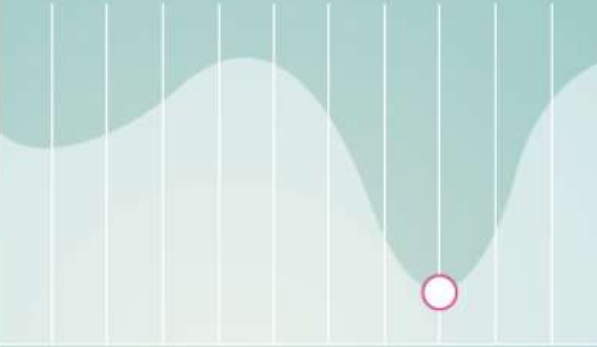
Do you want to make sure you're getting the best price for your flight? Skyscanner gives you a few insider hints and tips on how to bag a bargain flight.

When should you book?

What impacts your flight price? The best time to book varies whether you're flying with a budget airline or a national carrier, and whether you're flying short-haul or long-haul.

Select your flight type:

Select your flight type:



weeks

best to book **3 weeks** ahead
for **budget** flights

☒
☐
☐

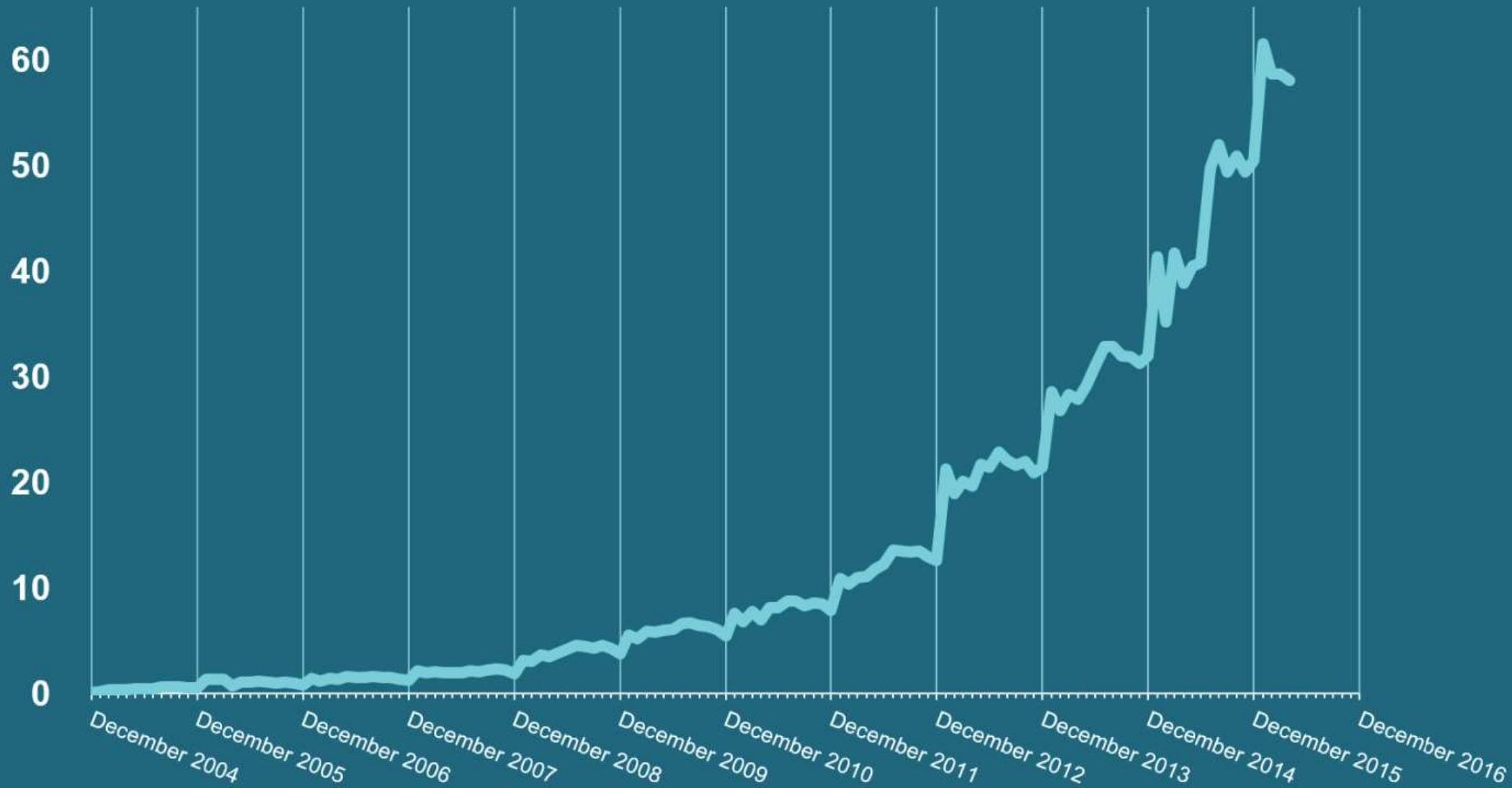
When to go?

When is typically the cheapest and most expensive time to travel?

...and big bang in nature

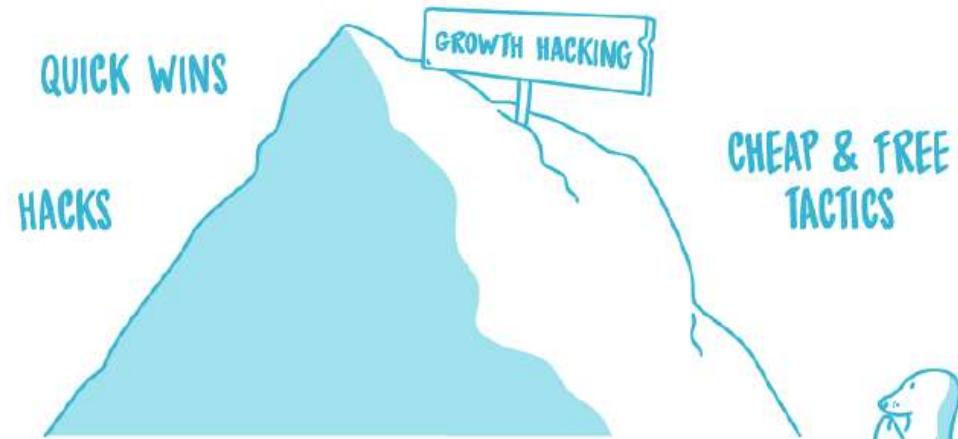


Website & Mobile unique monthly visitors
(Millions)





GROWTH ICEBERG



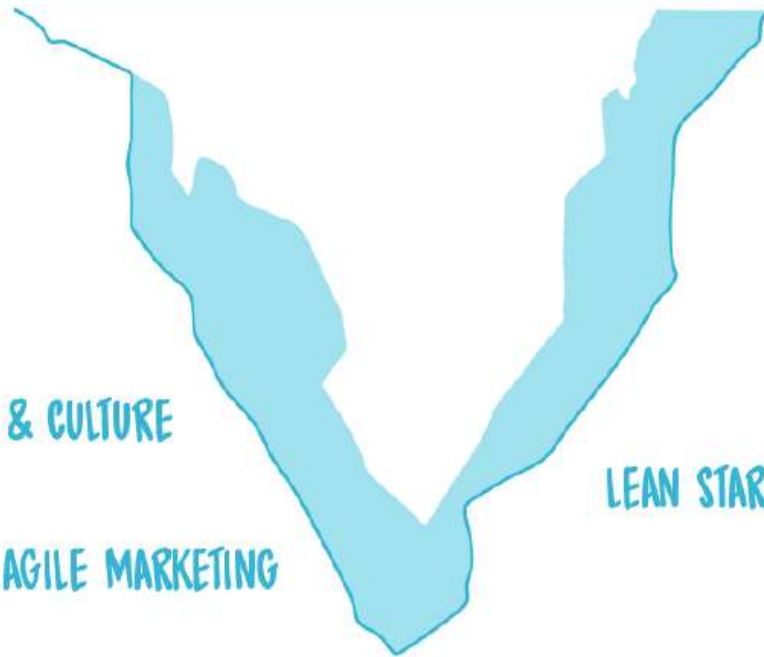
WHAT PEOPLE SEE

WHAT PEOPLE DON'T SEE

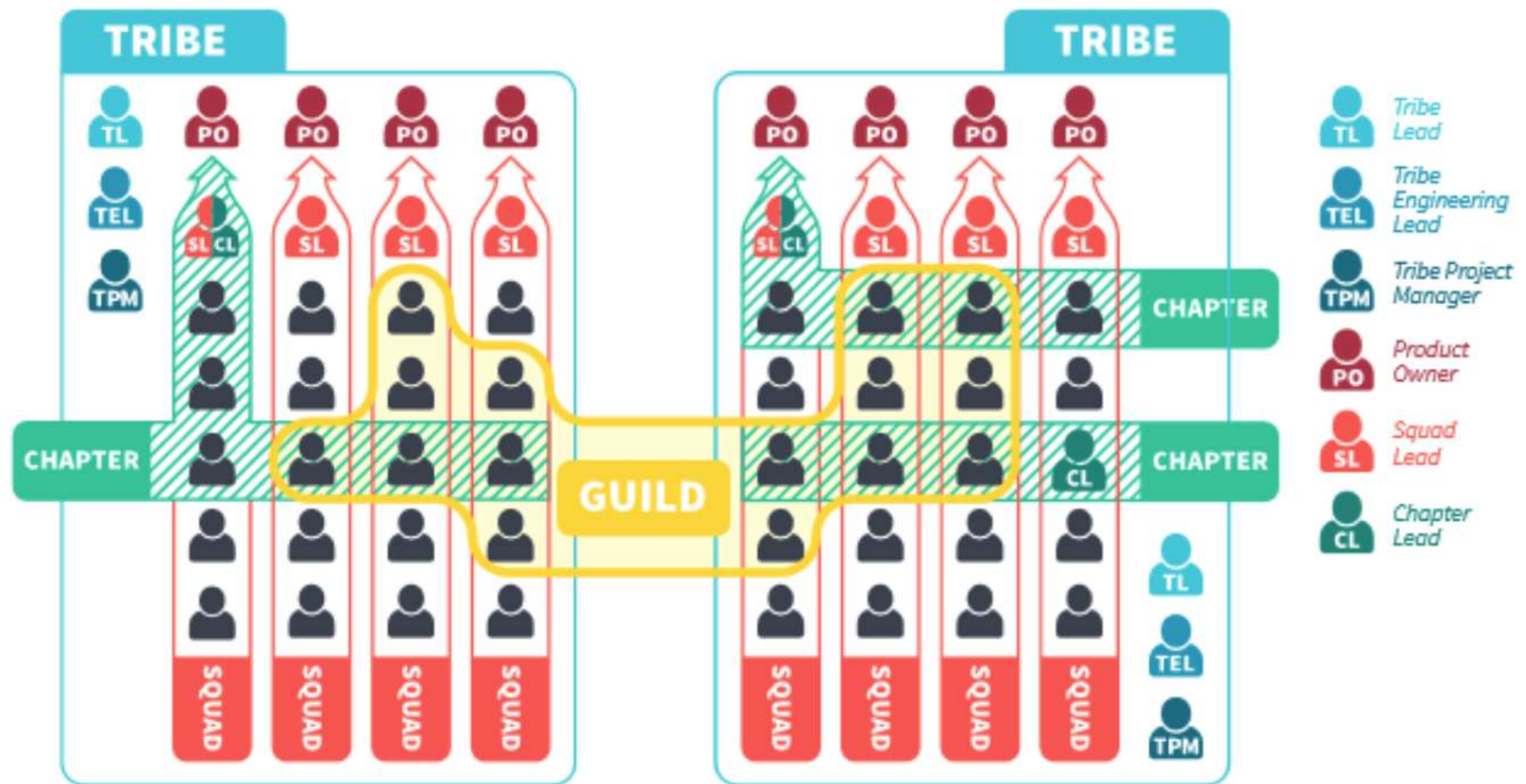
PEOPLE & CULTURE

AGILE MARKETING

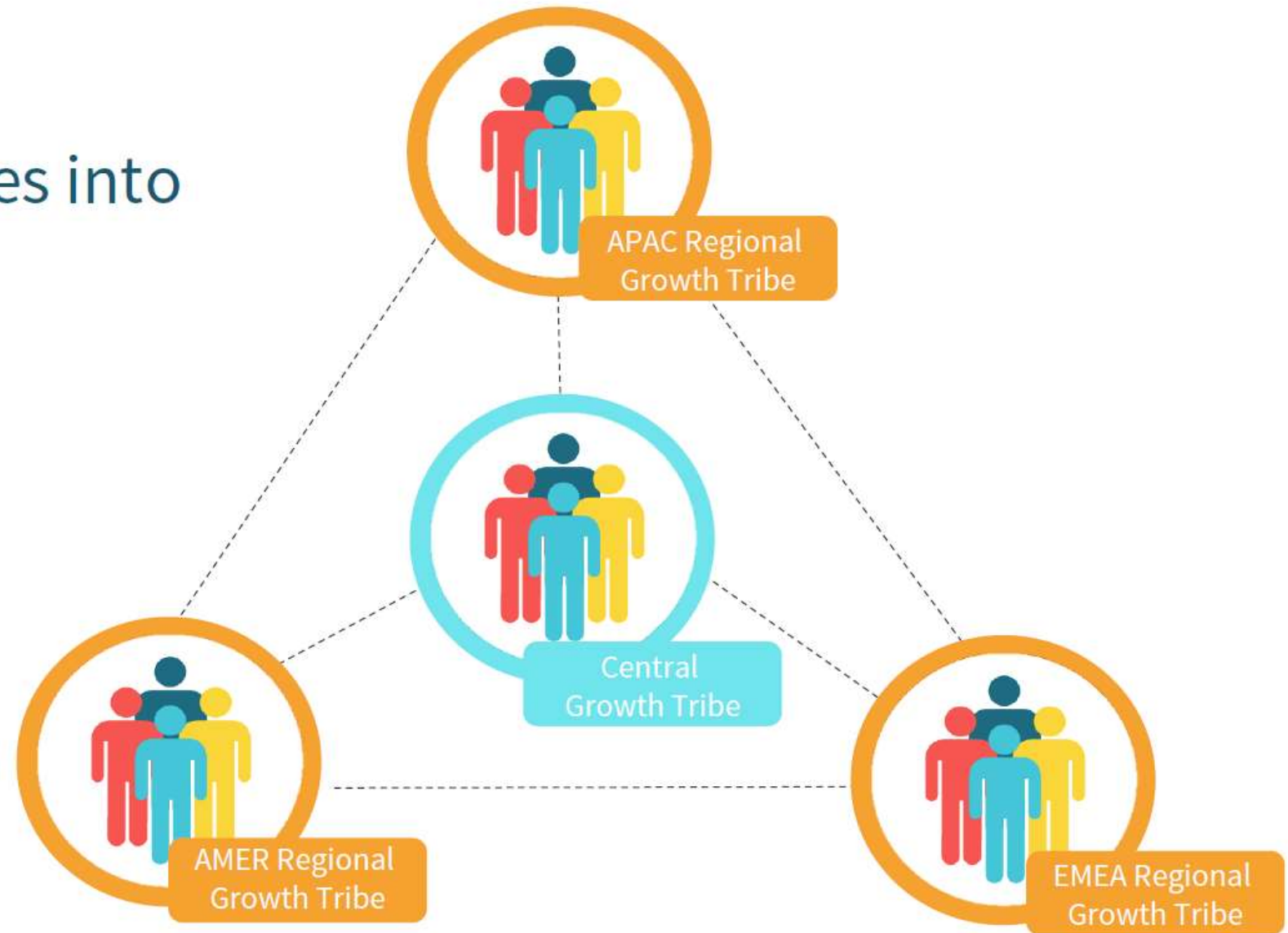
LEAN START-UP



1. People and culture



We organized ourselves into central & regional growth tribes



Product Manager



Experiment
Roadmap

Growth Engineer



Implementation of
features & products

Growth Marketer



Own acquisition of
channel

Growth Analyst

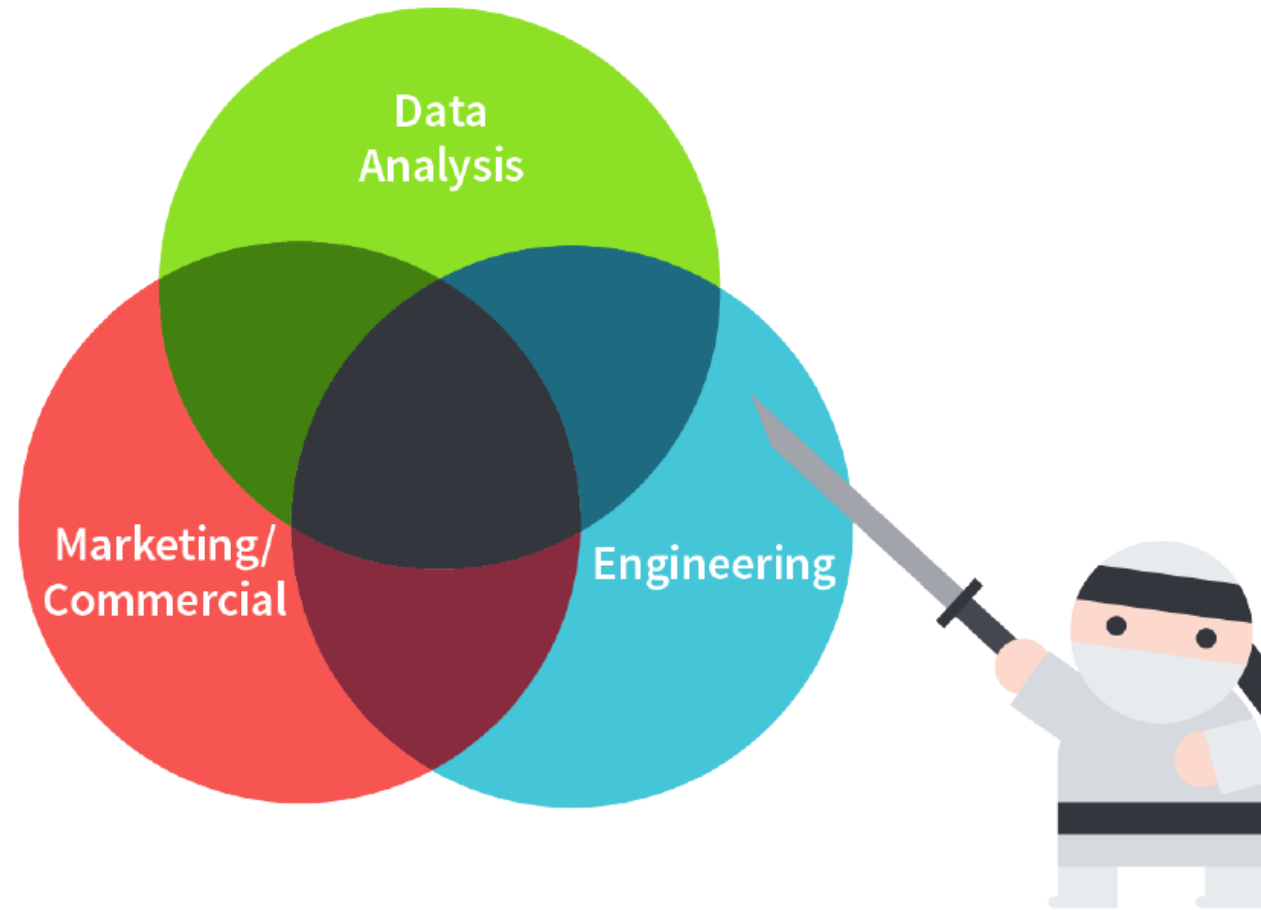


Draw insights from
data

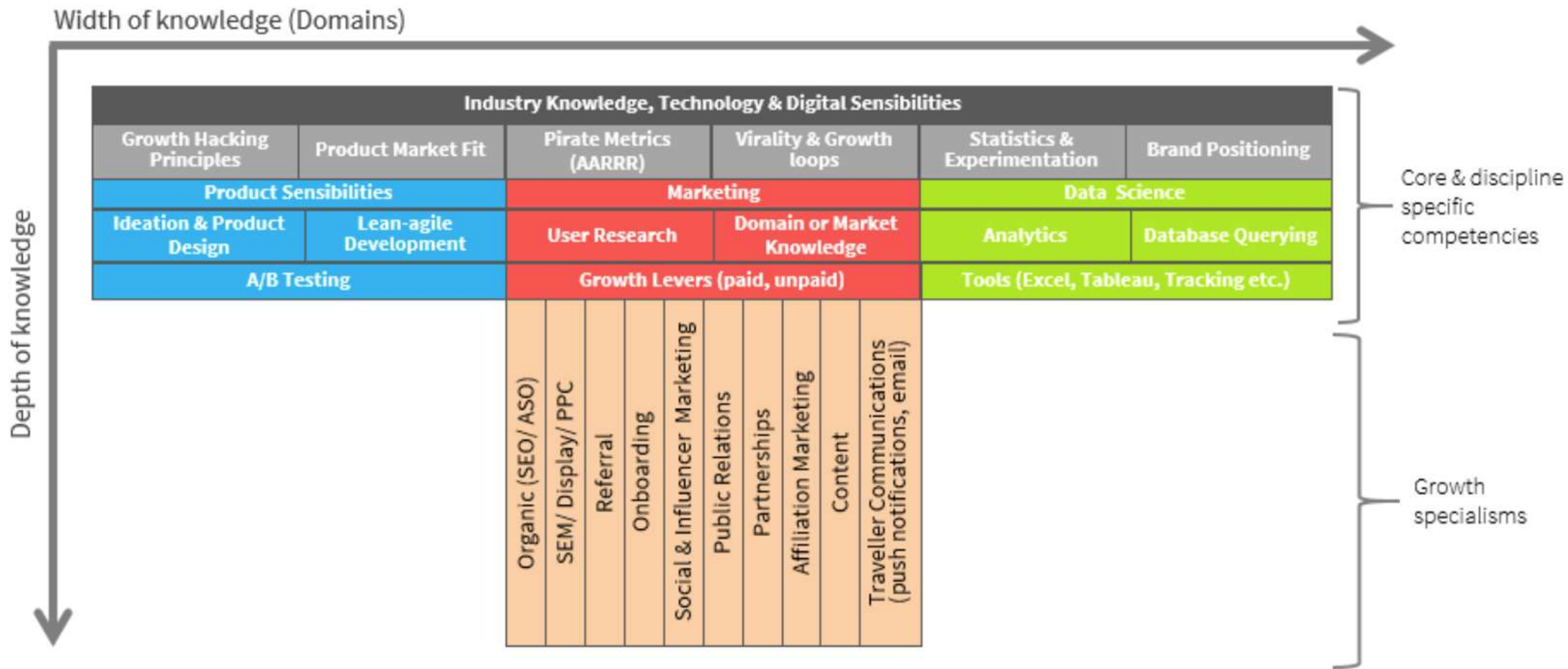
Growth Designer



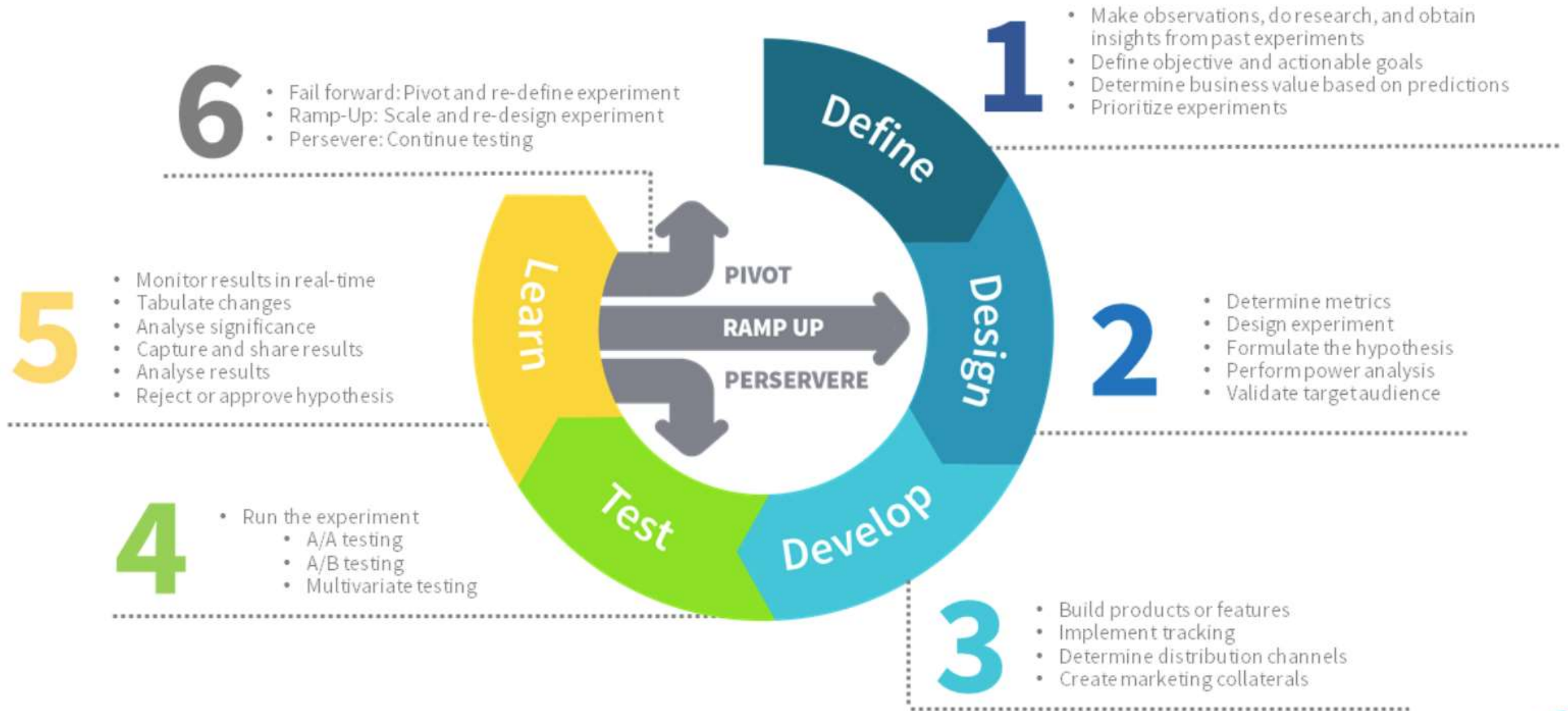
Creative or user
experience design and
implementation



The T-shaped Growth Framework



2. Lean start-up principles



3. Agile Marketing

Validated learning over opinions and conventions

Customer focused collaboration over silos and hierarchy

Adaptive and iterative campaigns over Big-Bang campaigns

Many small experiments over a few large bets

The process of customer discovery over static prediction

Flexible vs. rigid planning

Responding to change over following a plan

Idea to MVP in 4 hours

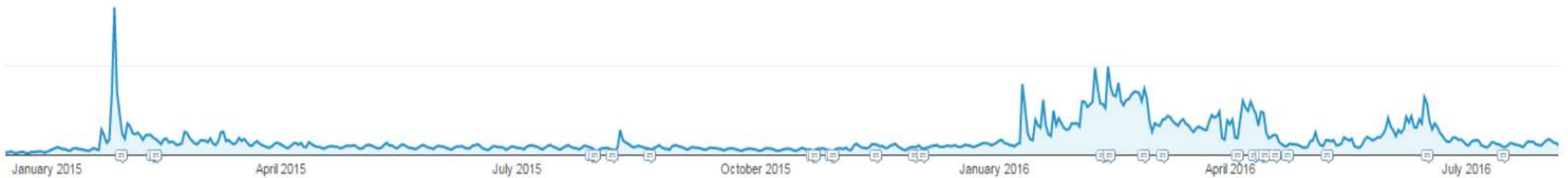
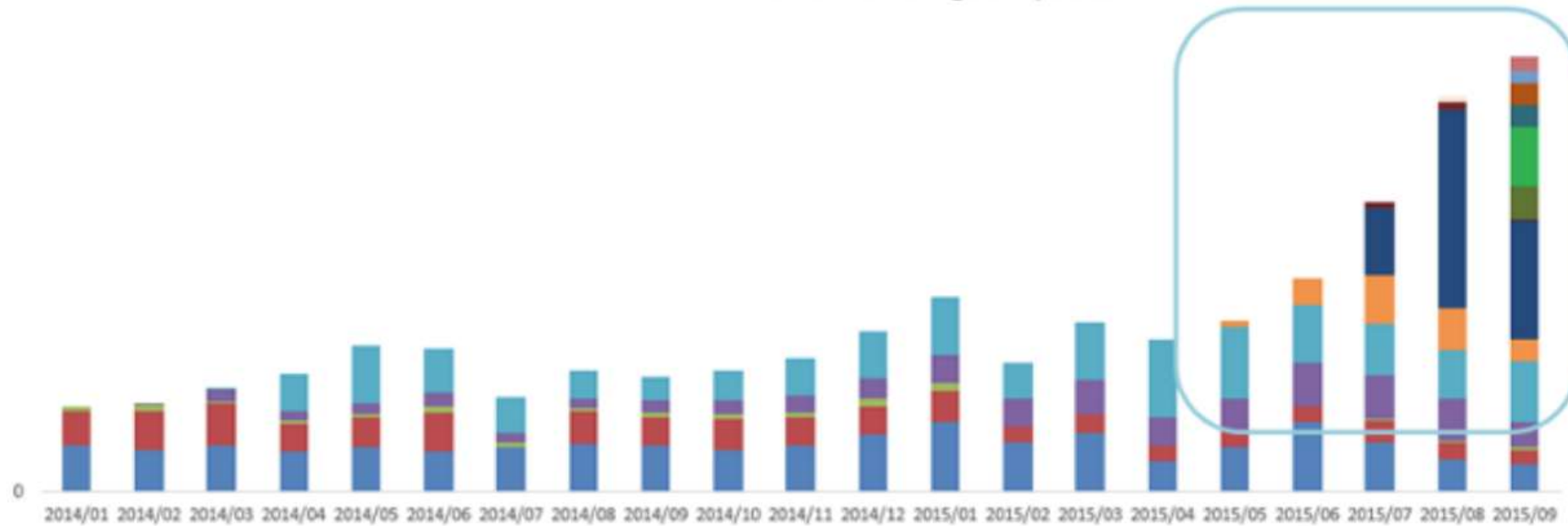
12x iterations
in 2 weeks

Squad entirely
self-sufficient



So what's the impact?

Downstream bookings composition



GROWTH ICEBERG



WHAT PEOPLE SEE

WHAT PEOPLE DON'T SEE



Thank you!

Want to know more?

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Twitter: **@skyscannerGrwth**
medium.com/**@Skyscanner**



@alemancarella

Edinburgh • Glasgow • Singapore • Beijing • Miami • Barcelona • Shenzhen • Sofia • Budapest • London