

Product and the Growth Model

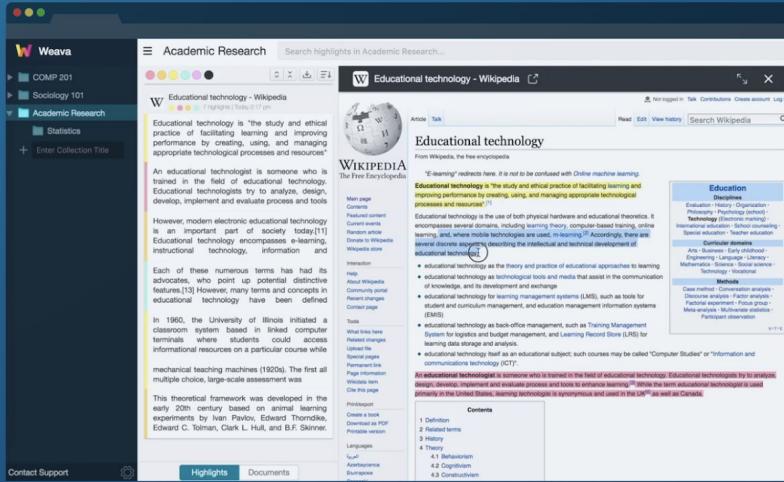
Michelle Chan

Founder and CEO of Weava
www.weavatools.com



Michelle Chan

Founder and CEO of Weava
Design at Amazon (Seattle) and 9GAG



1. Highlight articles & PDFs.

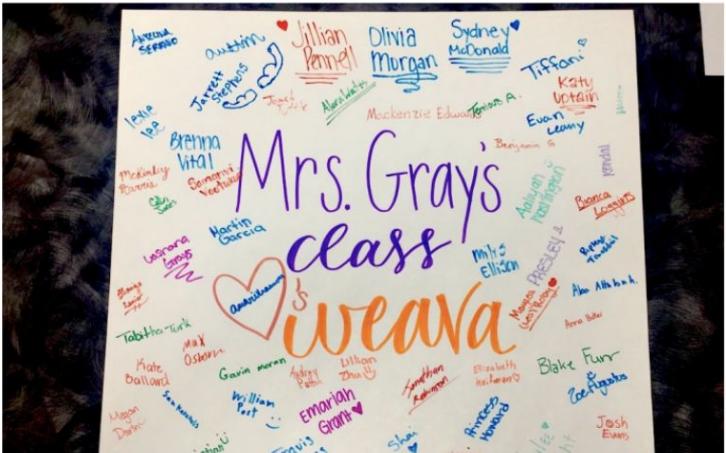
Workspace for Research

Highlight, organize & collaborate your research in one place.



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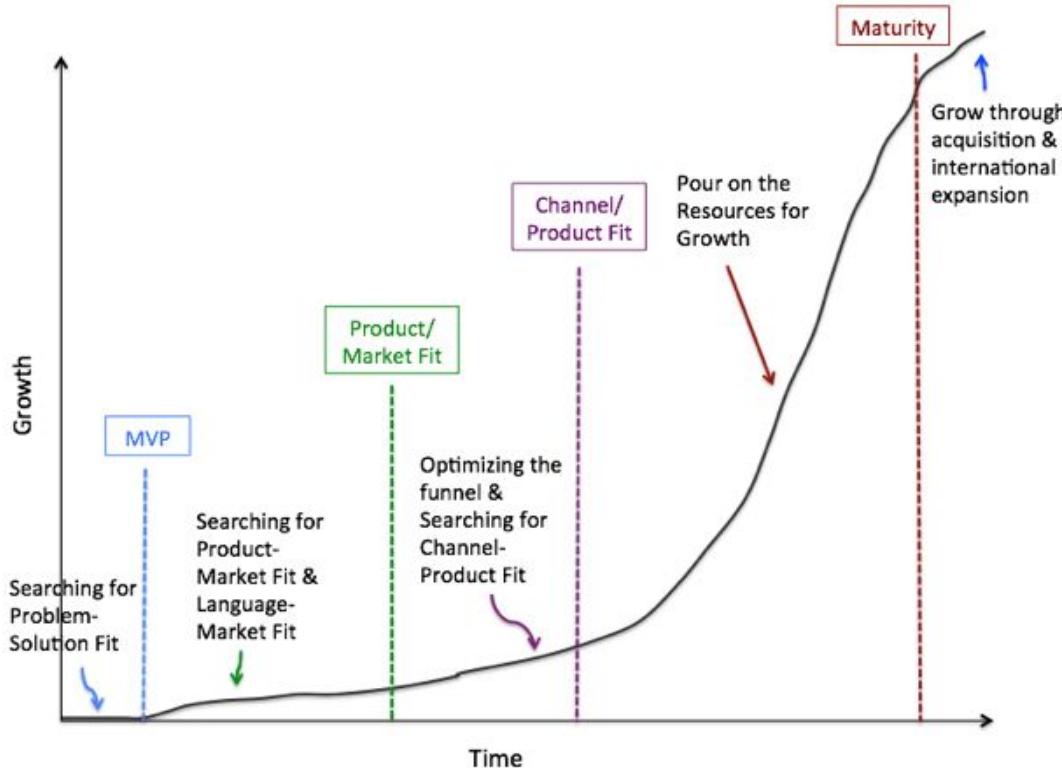
Weava in classrooms



Product and the Growth Model

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From MVP to Maturity: this is typically what people think about product market fit

The Real Product Market Fit

<https://blog.ycombinator.com/the-real-product-market-fit/>

"I often talk to founders who believe they've found product/market fit when they haven't. This is a huge problem because they start hiring people, increasing burn, and optimizing their product before they've actually discovered what needs to be built."



The Real Product Market Fit

By [Michael Seibel](#)



Advice

June 27, 2016

I often talk to founders who believe they've found product/market fit when they haven't. This is a huge problem because they start hiring people, increasing burn, and optimizing their product before they've actually discovered what needs to be built.

I'm writing this post to help you understand when you've really found product/market fit.

Popul

A Guide

January 7, 2016

The YC S

March 12, 2018

Jessica Li

Complete

June 9, 2016 |

How to S
Founders

December 2, 2016

YC Wint

March 19, 2019

How to D

November 15,

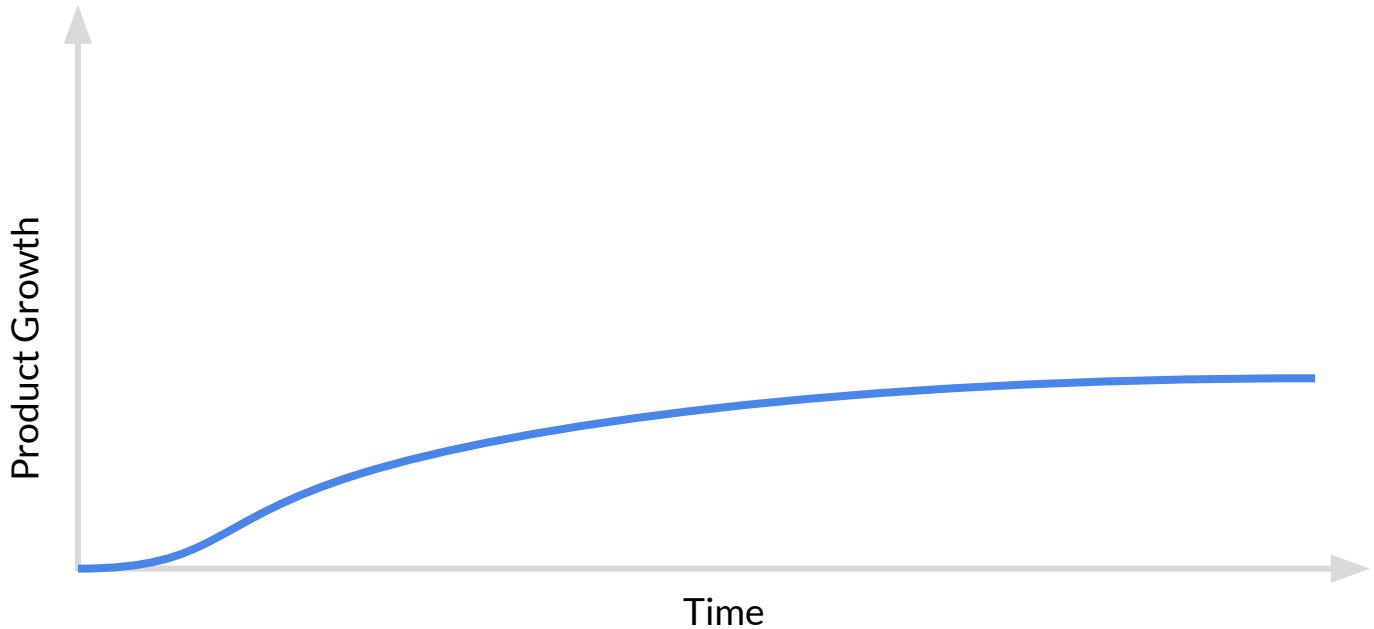
Learning

Marc Andreessen on product/market fit for startups. “The Only thing that matters.”

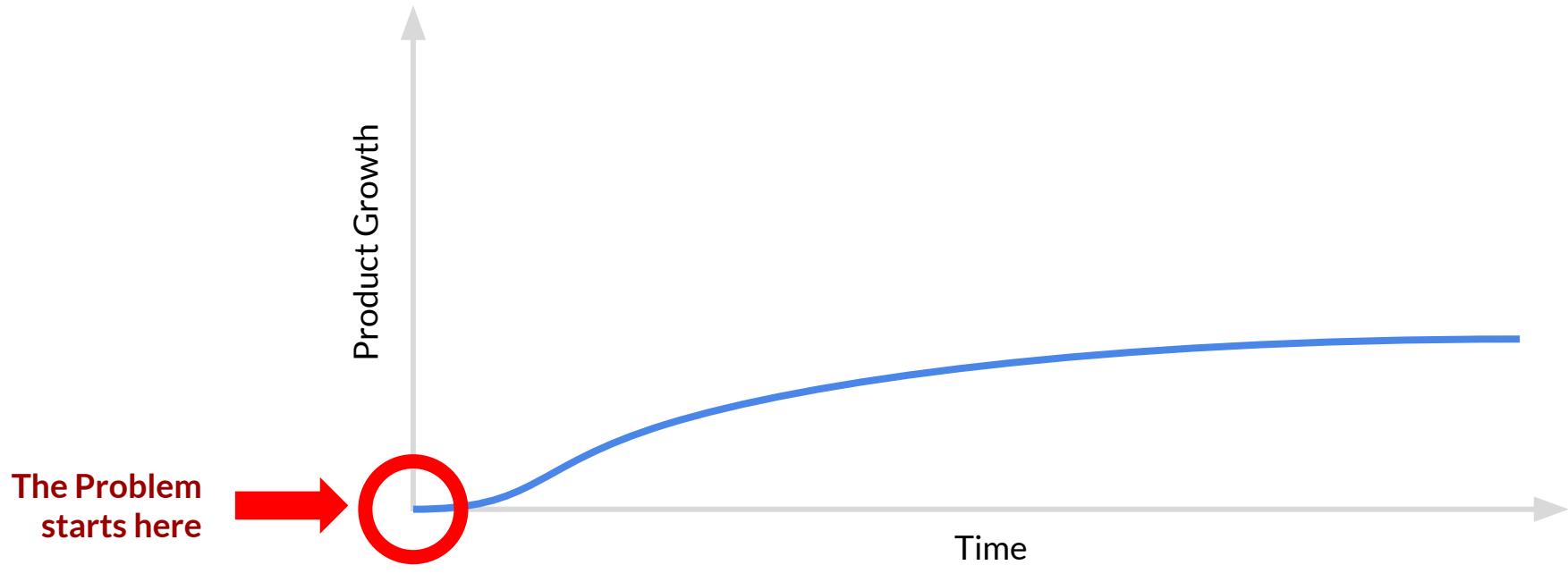
https://pmarchive.com/guide_to_startups_part4.html

“And you can always feel product/market fit when it's happening. The customers are buying the product just as fast as you can make it -- or usage is growing just as fast as you can add more servers. Money from customers is piling up in your company checking account. You're hiring sales and customer support staff as fast as you can. Reporters are calling because they've heard about your hot new thing and they want to talk to you about it.”

The Product Launch



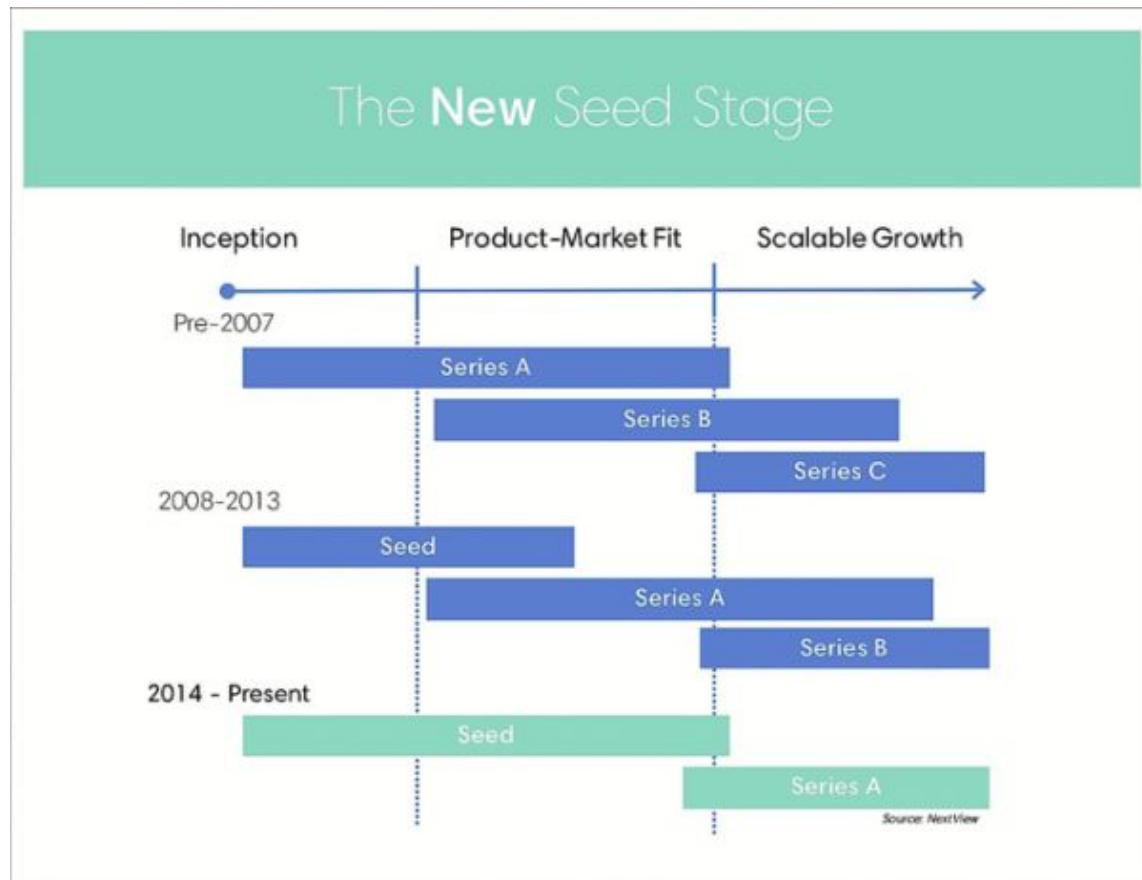
The Product Launch



Why is PMF important right now?

Source:

<https://medium.com/@joengreitz/growth-is-a-buzzword-in-the-startup-world-for-a-good-reason-1e5dba1fbbec>



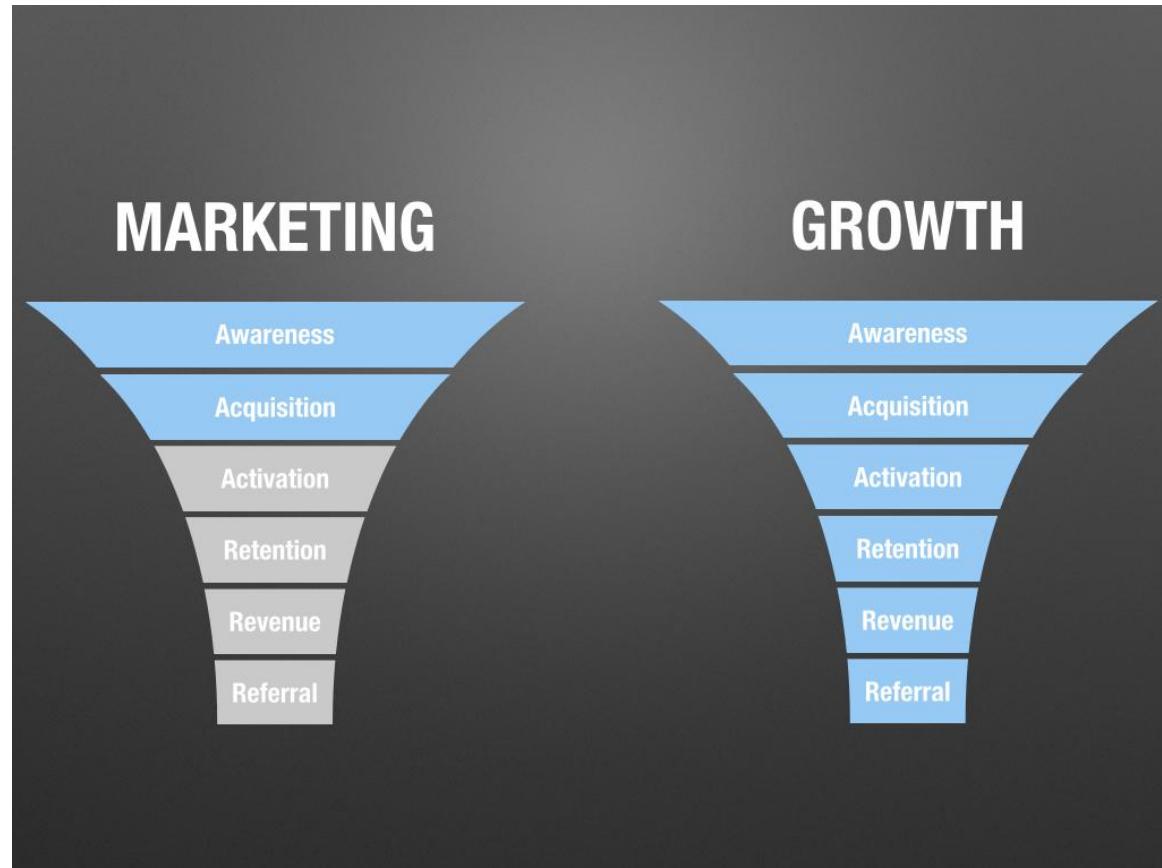
So what is growth?

**Growth is a blending of marketing,
product, and engineering.**

<https://brianbalfour.com/essays/growth-vs-marketing-vs-product>

Growth vs. Marketing

Growth rate can be affected by influencing any layer of the funnel, and the goal is to figure out how these layers interact with each other to grow in a authentic way.



Growth Teams vs. Marketing Teams

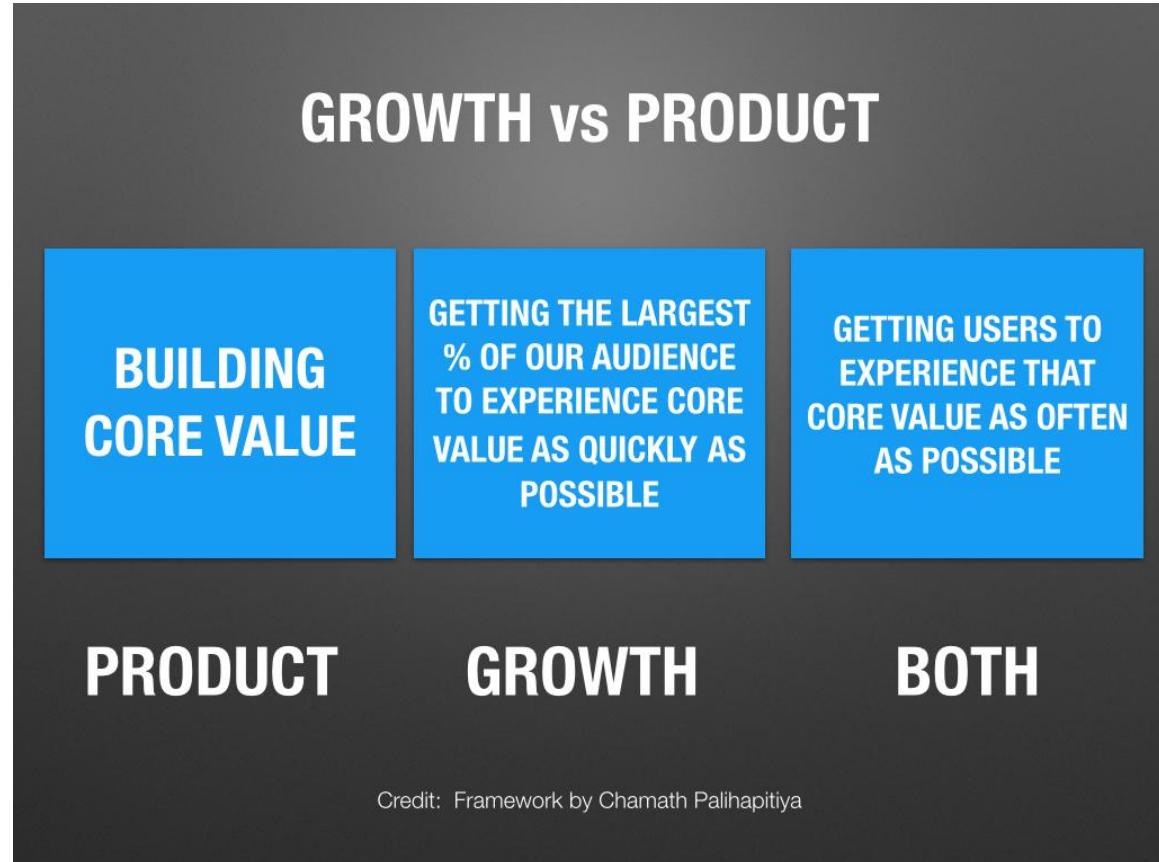
The growth team needs to be successful at blending product, engineering, marketing, and data skills into one tight knit team.



Growth vs. Product

The scope of growth varies in different companies.

One is not more important than another.

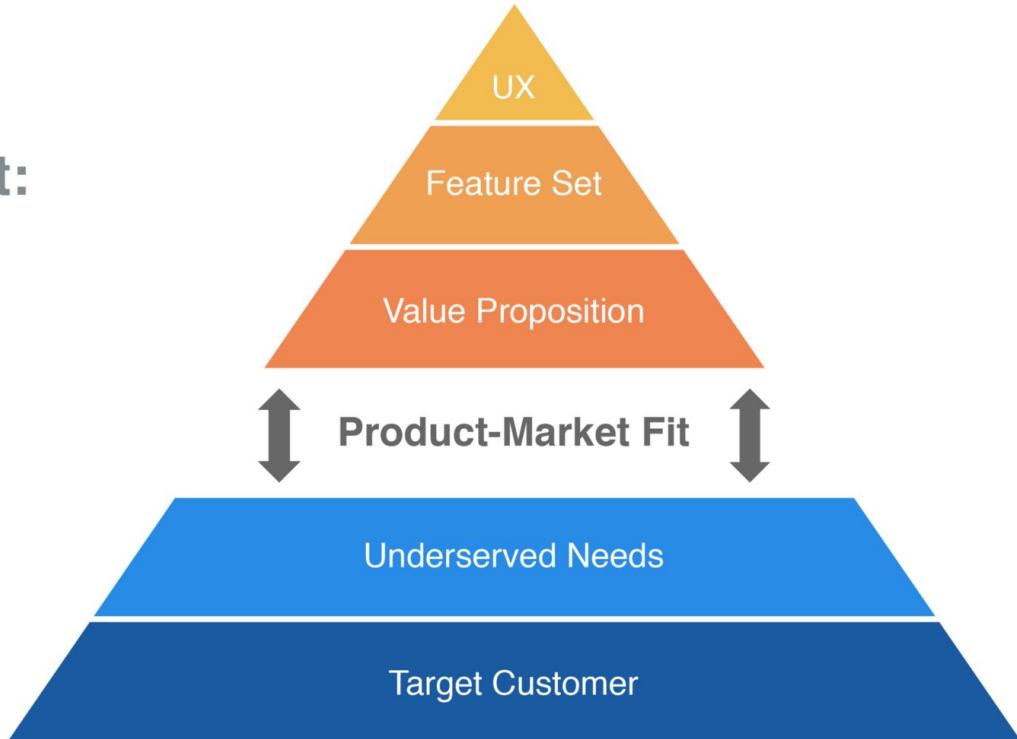


The importance of PMF for growth

PMF is a precondition to actual growth.

Product:

Market:



<https://medium.com/@joengreitz/growth-is-a-buzzword-in-the-startup-world-for-a-good-reason-1e5dba1fbbec>

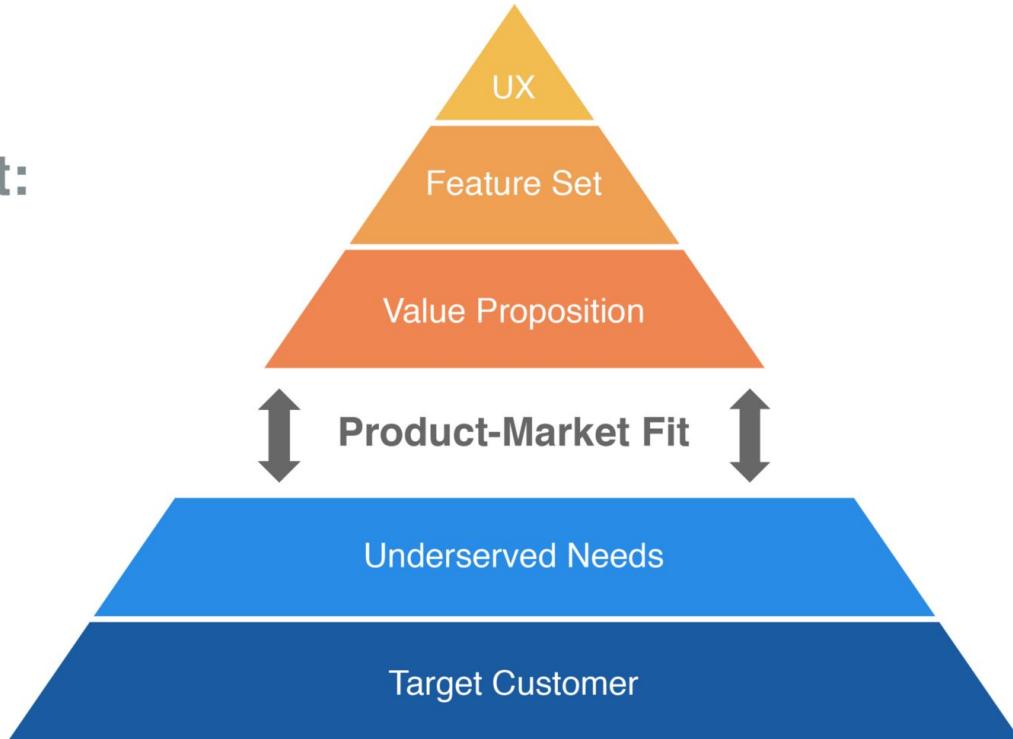
The importance of PMF for growth

PMF is a precondition to actual growth.

This is SUPER important.
Know your users & solve user problems.

Product:

Market:



<https://medium.com/@joengreitz/growth-is-a-buzzword-in-the-startup-world-for-a-good-reason-1e5dba1fbbec>

Things to remember:

- 1. Growth is not marketing**
 - 2. Growth is a blending of product, marketing, and engineering. It is multilayered.**
 - 3. In order to achieve actual success in growth, you have to achieve product market fit.**
-

So what should you
do now?

Don't grow your leaky bucket. Fix it first.

Don't dump money on paid acquisition until you know that you are solving an actual user problem and that the users retain in your product.



Steps to take

1. Understand your current state
2. Know your users and the customer journey
3. Identify the ‘North Star’ metric
4. Identify inputs & build your growth model
5. Ideate, model & prioritize growth initiatives
6. Run experiments and iterate

1

**Understand your
current state**

1

Understand
your current
state

Leading Indicator Surveys

1. Product Market Fit Survey

“How would you feel if you could no longer use X?”

The measure of success is if 40% or more respond “Very Disappointed.”

2. Net Promoter Score

“How likely would you recommend X to a friend ?”

https://en.wikipedia.org/wiki/Net_Promoter

<https://venturehacks.com/articles/measure-fit>

1

Understand your current state

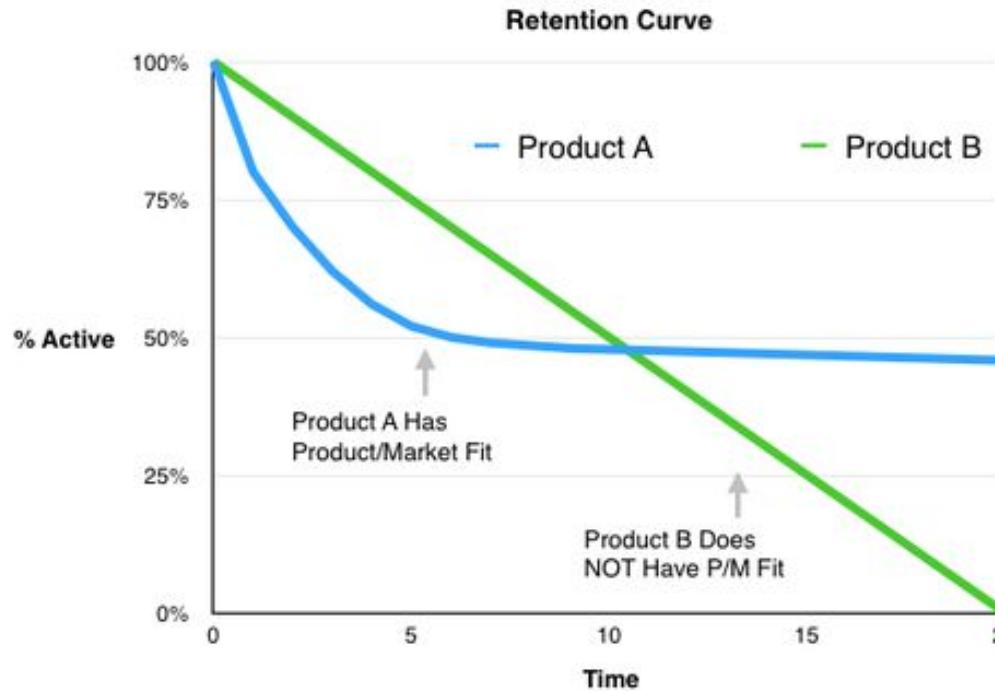
Problems with surveys

1. They have the highest chance for generating a false positive
 2. It is hard to answer the question “how big of a market?” with this data and therefore hard to understand how much you should accelerate.
-

1

Understand
your current
state

Retention Curve



2

**Know your users &
their customer
journey**

2

Know your
users & their
customer
journey

Talk to users. (Very important!)

Must-reads (I won't talk much here):

1. Paul Graham: Do Things that Don't Scale
 - <http://paulgraham.com/ds.html>
2. YC's Essential Startup Advice
 - <https://blog.ycombinator.com/ycs-essential-startup-advice/>
3. Masters of Scale: Handcrafted – Airbnb CEO Brian Chesky
 - <https://mastersofscale.com/brian-chesky-handcrafted/>
 - If you want your company to truly scale, you have to do things that DON'T scale. Handcraft the core experience. Serve your customers one-by-one.
 - **And don't stop until you know exactly what they want.**

2

Know your
users & their
customer
journey

Set up the right automatic funnels to learn about users

1. Send Automatic Emails after signup to ask them questions
 - Questions:
 - How did you find out about our product? (Insights on acquisition)
 - How would you describe our product? (Insights on problem you're solving)
 - Would you recommend it to your friend? (Insights on PMF)
 - Any suggestions for improvement?
 - Follow up with video / phone calls if the users are interesting

2

Know your
users & their
customer
journey

Set up the right automatic funnels to learn about users

2. Ask user questions when they leave your app.

- Know who is leaving your app and why
- The trigger for leaving
- The time spent on your app before they leave
- This can be done through sending them an auto form / email.

2

Know your
users & their
customer
journey

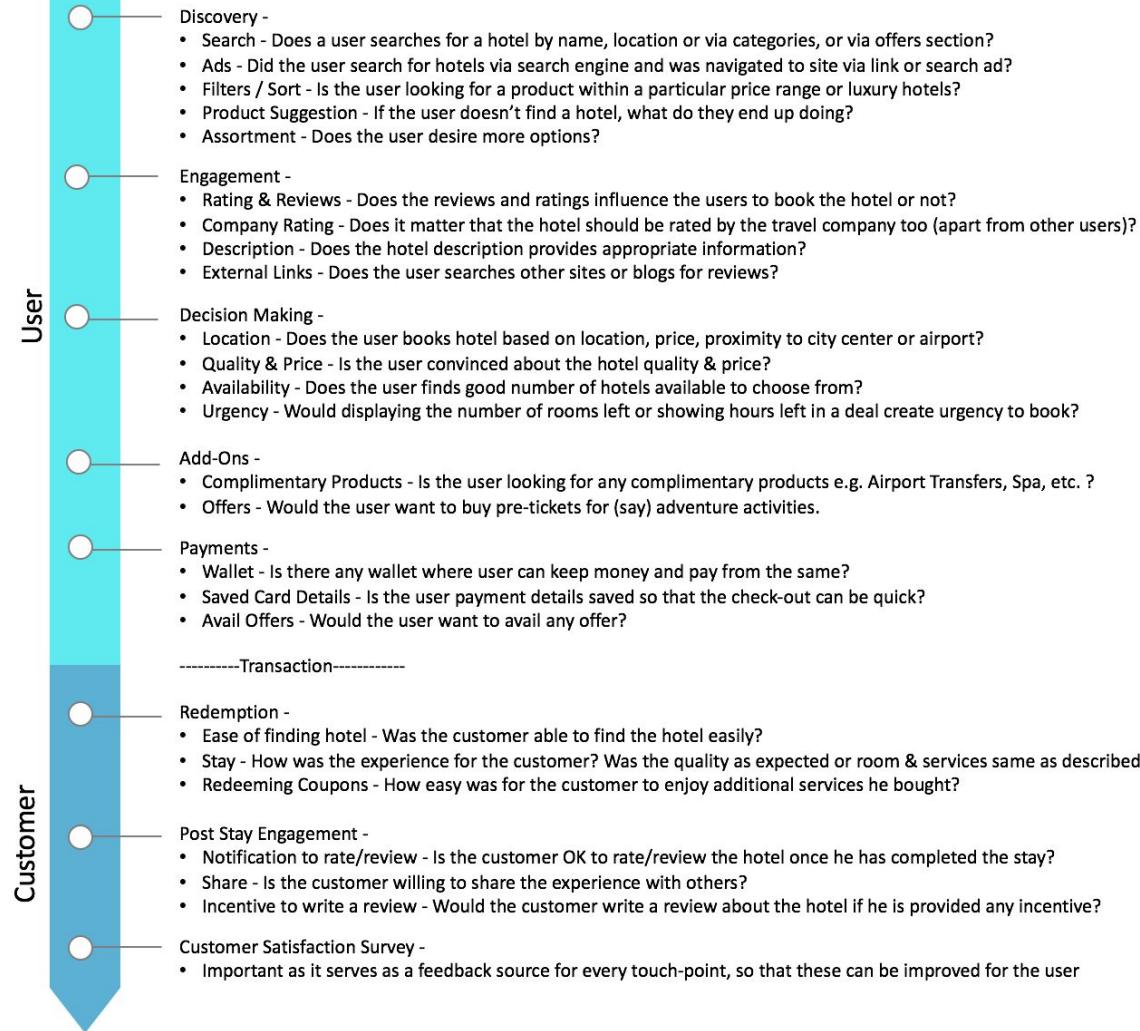
Figure out your user journey

Build a baseline level of **empathy** and **intuition** about who the customer is, what their needs are and their emotional experiences with the product.

- Where do your customers come from?
- What drives customers to sign up?
- What do retained users have in common (**#magicmoment**)?
- Why do customers unsubscribe?
- What do they have questions about?
- Are there any parts of the journey that are frustrating?

2

Know your users & their customer journey



3

Identify the North Star Metric

A Good North Star Metric Should:

1. Represents the full funnel of your product.
 2. Is easy to understand and buy into.
 3. Encapsulates the next 6 months or so of business priorities.
-

3

Identify the North Star Metric

Example: Quora

If the north star metric is **# of questions answered**, here are the steps a new visitor needs to go through to get there:

1. Go to Quora
2. Signup for an account
3. Browse the site
4. Ask a question
5. Answer a question
6. Continue to browse the site, ask a question or answer a question

3

Identify the North Star Metric

Example: Amazon

If the north star metric is **sales**, then here are the steps a new visitor needs to go through to get there,

1. Go to Amazon
2. Sign up for an account
3. Buy 1st Product
4. Buy more products in multiple categories
5. Repeated purchase behaviors

One other metric that Amazon cares a lot is a term they call **“downstream impact”** (aka change in lifetime value of a customer).

3

Identify the North Star Metric

Example north star metrics

- Daily / Weekly / Monthly active users
 - (define the core action needed for the user to be “active”)
- Total time spend reading your content
- Sales
- Time spent listening to your music (eg. Spotify)
- Number of messages sent

3

Identify the North Star Metric

However:

- North star metrics can change during your startup journey depending on the stage
 - Don't blindly pursue that one metric. It can be an oversimplification of the problems that you have to solve
 - Constantly reevaluate your startup to see if your metrics and goals have to change
-

4

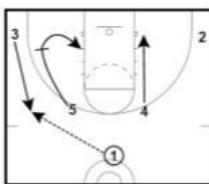
Identify Inputs and build your growth model

**Inputs are the levers with
which you can influence the
key metric**

4

Input Metrics (Actions)

INDIVIDUAL PLAYS



Output Metrics (Results)

SCORE



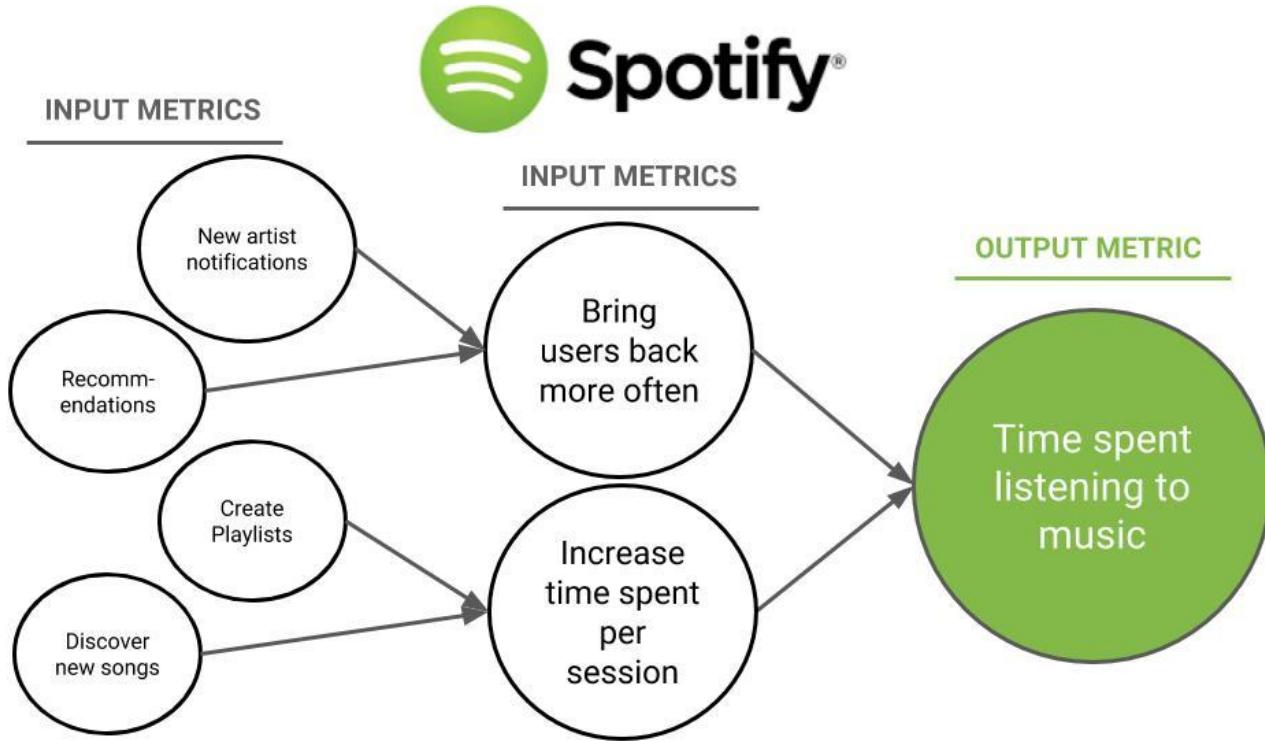
A good north star metric is an output metric.

Monitor output metrics to know how you're doing, but build experiments around the input metrics you can directly influence.

4

The goal is to drill down to define more granular inputs and build experiments to move them.

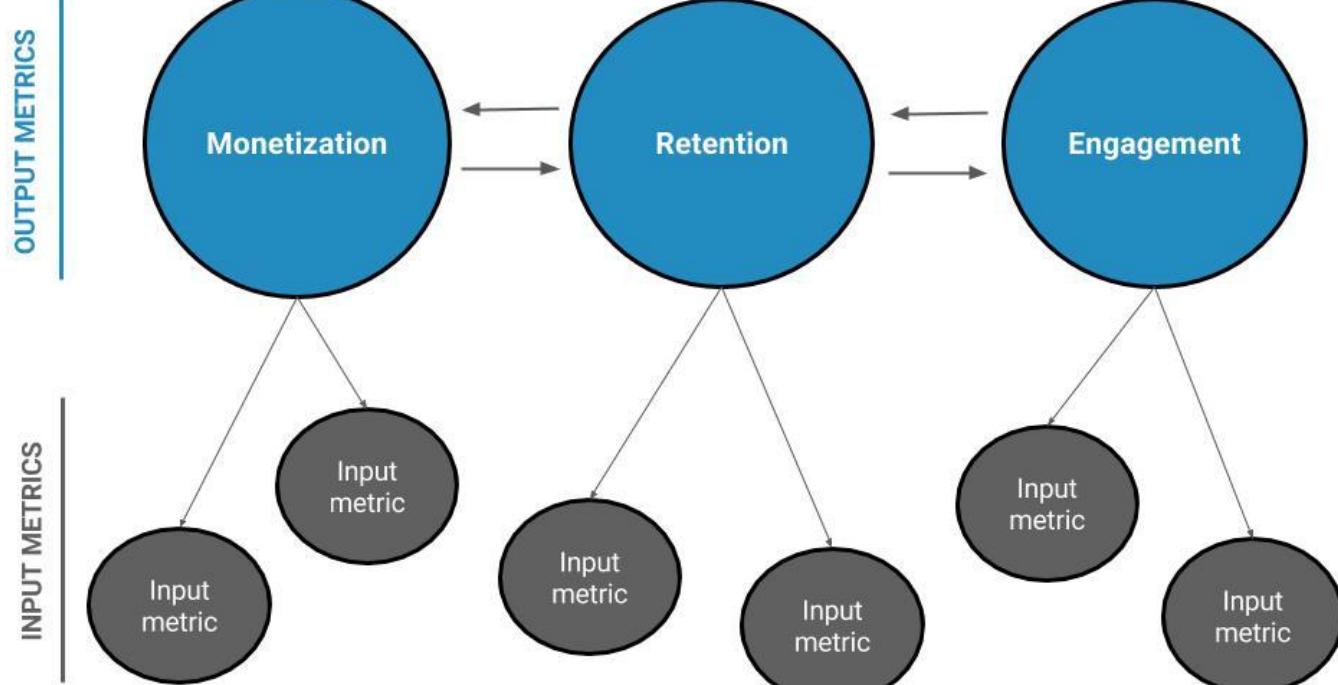
Output metrics are a lagging indicator.



4

Output metrics tend not to change much (review quarter to quarter)

Input metrics change regularly.



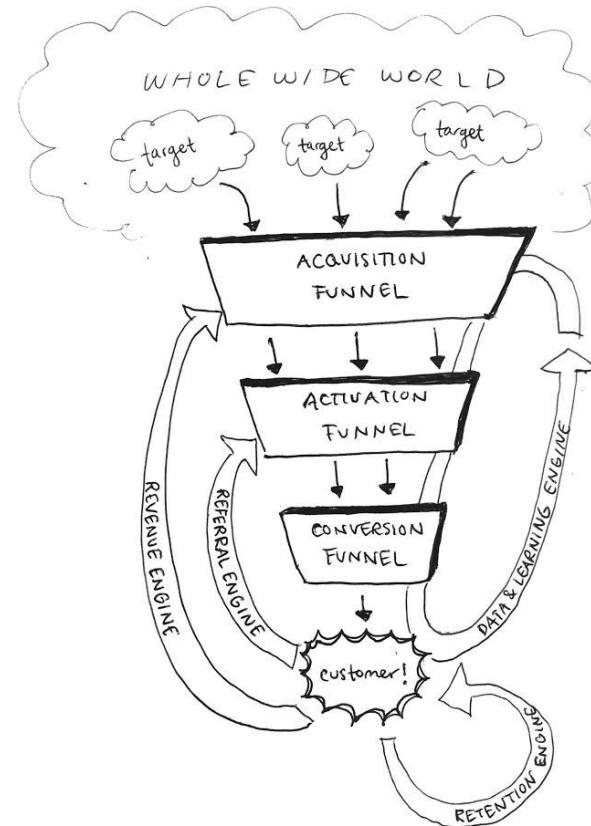
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Identify Inputs and build your growth model

<https://medium.com/@joengreitz/growth-is-a-buzzword-in-the-startup-world-for-a-good-reason-1e5dba1fbbec>



@JoEngreitz



4

Identify Inputs
and build
your growth
model

Terms

- **Life-time Value (LTV):** average revenue a single customer is predicted to generate over the duration of their account.
- **Monthly Churn:** the % rate at which customers stop subscribing to a service

4

Identify Inputs and build your growth model

For SaaS companies:

$$\begin{array}{c} (\$) \text{ Average monthly revenue per customer} \quad X \quad (\# \text{ months}) \text{ customer lifetime} \\ \hline (\$) \text{ LTV} \end{array} =$$

Or

$$\begin{array}{c} (\$) \text{ Average monthly revenue per customer} \quad / \quad \text{monthly churn} \\ \hline \end{array} = (\$) \text{ LTV}$$

For Ecommerce companies:

$$\begin{array}{c} (\$) \text{ Average Order Value} \quad X \quad (\#) \text{ Repeat Sales} \quad X \\ \hline (\# \text{ months}) \text{ Average Retention Time} \quad = \quad (\$) \text{ LTV} \end{array}$$

4

Identify Inputs
and build
your growth
model

LTV:CAC

- **Customer Acquisition Cost (CAC):** average expense of gaining a single customer
- **LTV : CAC ratio**

A good benchmark for LTV to CAC ratio is **3:1** or better.

4

Identify Inputs and build your growth model

<https://blog.growthhacker.com/how-to-build-a-growth-model-part-1-9870d78e>

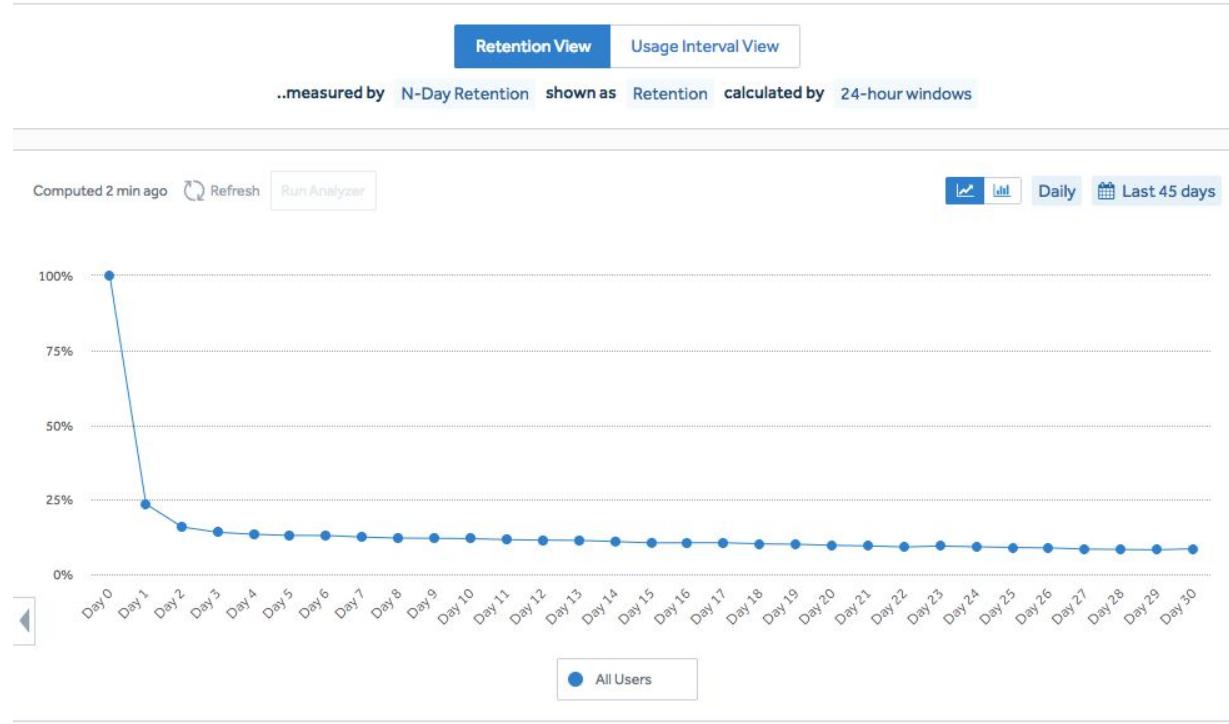
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A	B	C	D	E	F	G	H	I	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC		
Start	GR																												
Clicks	10000	0%	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000			
GR (%)	10%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%			
New Users (T+0)	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000			
AR (T+0)	50%	0%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%			
Activations (T+0)	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500		
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Invitee Sent/NUAU	0.01	0%	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01		
Invitee Sent	96	125	110	117	124	130	135	141	146	151	156	161	166	170	175	180	184	188	193	197	201	206	210	214	218				
CR (Invited)	10%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
New Users (Invite)	10	19	11	12	12	13	14	14	15	15	16	16	17	17	17	18	18	19	19	20	20	21	21	21	22				
AR (Invite)	50%	0%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%		
Activations (Invite)	5	11	6	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7		
Shane/NAU	0.0001	0%	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001		
New Users (Referrals)	1	2	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		
AR (Referrals)	40%	0%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%		
Activations (Referrals)	0	1	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
New Users (Referrals)	11	21	12	13	14	14	15	16	16	17	17	18	18	19	19	20	20	21	21	22	23	23	24	24	24	24	24		
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	3.14%	1.54%	2.75%	2.58%	2.43%	2.31%	2.22%	2.13%	2.05%	1.98%	1.92%	1.88%	1.81%	1.76%	1.71%	1.67%	1.63%	1.59%	1.55%	1.51%	1.48%	1.45%	1.42%	1.39%	1.37%				
Shane/NAU	0.0001	0%	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001		
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AR (Search)	40%	0%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%		
Activations (Search)	0	1	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
New Users (Search)	11	21	12	13	14	14	15	16	16	17	17	18	18	19	19	20	20	21	21	22	23	23	24	24	24	24	24		
Activations (Search)	300 ****	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300		
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Shane/NAU	0.0001	0%	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001		
New Users (SEO)	1000	0%	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
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Activations (SEO)	0	1	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
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Shane/NAU	0.0001	0%	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001		
New Users (Email)	1000	0%	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
AR (Email)	50%	0%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%		
Activations (Email)	0	1	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
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Shane/NAU	0.0001	0%	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001		
New Users (Content)	100	0%	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
AR (Content)	50%	0%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%		
Activations (Content)	0	1	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
New Users (Content)	11	21	12	13	14	14	15	16	16	17	17	18	18	19	19	20	20	21	21	22	23	23	24	24	24	24	24		
Activations (Content)	300 ****	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	300	
	3.14%	1.54%	2.75%	2.58%	2.43%	2.31%	2.22%	2.13%	2.05%	1.98%	1.92%	1.88%	1.81%	1.76%	1.71%	1.67%	1.63%	1.59%	1.55%	1.51%	1.48%	1.45%	1.42%	1.39%	1.37%				
Shane/NAU	0.0001	0%	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001		
New Users (Social)	1000	0%	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
AR (Social)	10%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%		
Activations (Social)	0	1	0	0</																									

4

Identify Inputs
and build
your growth
model

Retention: Cohort Analysis



4

Identify Inputs
and build
your growth
model

Retention: Cohort Analysis

Segment	Users	Day 0	Day 1	Day 3	Day 7	Day 14	Day 30
1 All Us...	318,941	100%	36.8%	26.8%	21.4%	17.6%	15.3%
Jan 31	7,329	100%	45.0%	35.0%	26.5%	22.5%	13.0%
Jan 30	7,221	100%	30.1%	28.9%	25.5%	19.5%	17.1%
Jan 29	10,830	100%	22.9%	21.6%	22.2%	20.0%	15.9%
Jan 28	11,760	100%	30.9%	17.2%	17.4%	19.8%	17.7%
Jan 27	12,194	100%	42.9%	23.9%	14.1%	15.7%	18.5%
Jan 26	13,137	100%	42.9%	32.2%	19.8%	12.2%	13.4%
Jan 25	10,789	100%	47.2%	33.3%	27.8%	15.7%	10.2%
Jan 24	7,553	100%	44.8%	34.4%	27.4%	23.2%	13.9%

4

Identify Inputs
and build
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Growth Model Templates

- @chrismore:
https://docs.google.com/spreadsheets/d/1KR-IWS_GU_WcqtObdT4IB6OUz8Q9WkPuCF5Z_YkwuOF8/edit#gid=1543858802
- Try build your own one!

5

Ideate, model, and prioritize growth initiatives

1. Short-term acquisition campaigns give an early boost but have declining impact over time.
 2. Improving retention rate has compounding impact over time.
 3. Prioritize based on your growth model.
-

5

Ideate,
model, and
prioritize
growth
initiatives

A deep foundation for growth



5

Ideate,
model, and
prioritize
growth
initiatives

Principles for high-impact growth teams

1. Maximize Learning
2. Seek Impact
3. Balance Art + Science
4. Embrace Change

5

Ideate, model, and prioritize growth initiatives

Picking acquisition channels

Startup Inc Channel Matrix						
	Cost	Targeting	Control	Input Time	Output Time	Scale
Perfect World	Low	High	High	Low	Low	High
SEM	Medium	High	High	Low	Low	High
SEO	Low	Medium	Low	Medium	High	High
Viral	Low	Low	Medium	High	Medium	High
Sales	Very High	High	High	High	High	High

Channel value depends on business. For example, SEO input time could be high for one business and low for another depending on how competitive the terms are.

Variables:

1. Cost
2. Targeting
3. Control
4. Input Time
5. Output Time
6. Scale

5

Ideate,
model, and
prioritize
growth
initiatives

Picking acquisition channels

A	B	C	D	E	F	G	H	I	J	K
Weight	90		85		80		80		95	90
Channel	Ceiling	Targeting	Input Time		Output Time		Budget (ROI)	S-Curve		Final Score
Messaging Apps	3.0	3.0	4.5		4.5		3.0	4.0		2.93
Youtube	3.5	4.5	3.5		4.5		3.0	3.0		2.71
Instagram	3.5	4.5	3.5		4.5		3.0	3.0		2.65
Facebook	2.0	4.5	3.5		4.5		3.0	3.0		2.58
SEO/Content	3.0	2.0	2.5		2.5			2.5		2.55
Adwords	2.0	3.5	4.5					2.5		2.52
TV Channel	1.0	2.0	2.5							2.31

Tip:
Don't waste
time getting too
scientific about
this.

5

Ideate,
model, and
prioritize
growth
initiatives

Prioritizing experiments

1. Impact
 2. Confidence
 3. Effort
-

6

**Run experiments
and iterate**

6

Run
experiments
and iterate

The Process

1. Hypothesis
2. Brainstorming
3. Objectives
4. Experiment Design
5. Predicted Outcome
6. What does success look like?
7. Peer Review

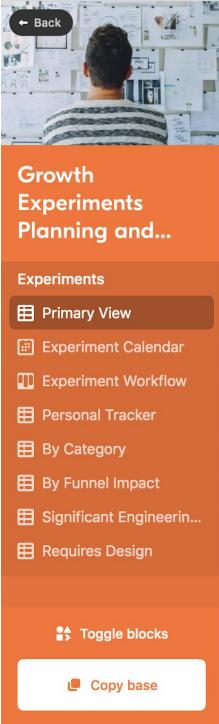
David Kim's Hubspot Growth Experiment Process

6

Run
experiments
and iterate

<https://airtable.com/universe/expkUvCicANMCbd5V/growth-experiments-planning-and-execution?explore=true>

Experiment Organization Template



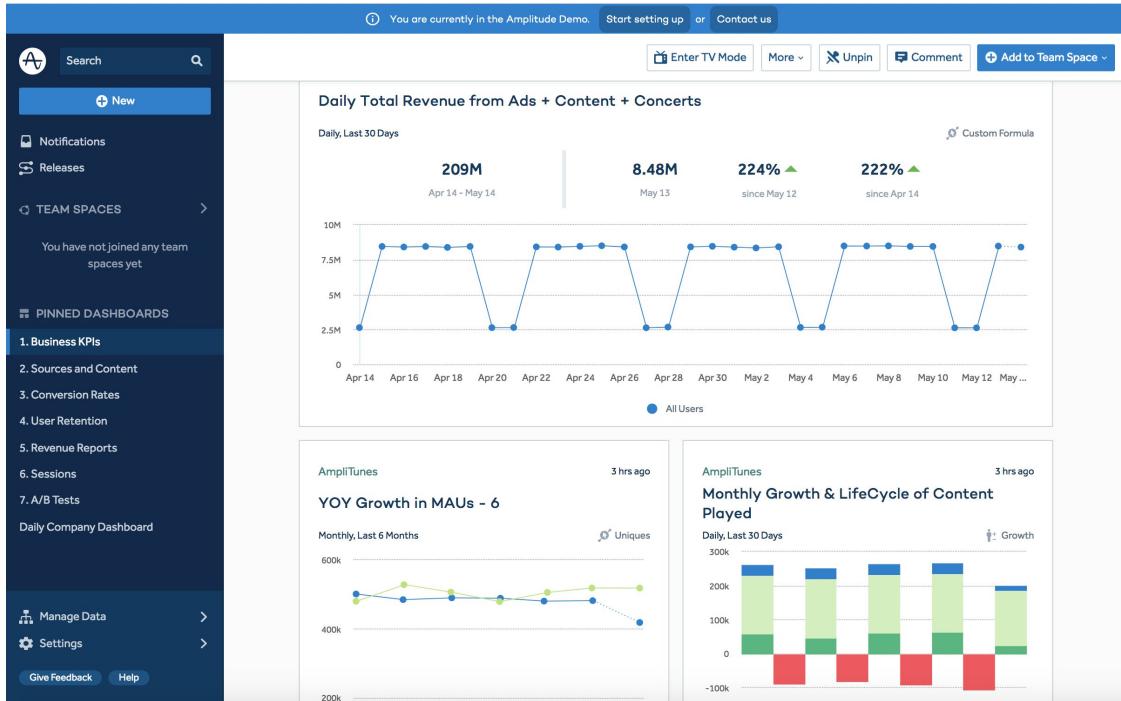
	Short Name	Description	Funnel Impact	Category	Status	Lead
1	OTO 15% off upgrade plan	One-time offer immediately after sign up for...	Revenue	Onboarding	Scheduled	Zo...
2	FB - paid users lookalike	Create lookalike audience using paid users list	Acquisition	Paid Social ...	Requires De...	Do...
3	Tips email drip campaign	Configure email drip campaign - 7 emails ov...	Retention	Email	Designed	Pel...
4	Terminal takeover - SF BART	SF Downtown terminal takeover ads for 3 we...	Acquisition	Other Paid ...	In Progress	Kai...
5	Signup button-only LP	LP with little information, just screenshots a...	Activation	Landing Page	Complete - ...	Zo...
6	Upgrade discount code giveaway	LTO giveaway for discount codes for 1-year ...	Revenue	Email	Complete - ...	Pel...
7	"Asking a favor" email to promoters	From CEO: email asking a favor to forward e...	Referral	Email	Scheduled	Sh...
8	Terminal takeover - DC Metro	DC Metro terminal takeover ads for 3 weeks	Acquisition	Other Paid ...	Requires De...	An...
9	Sending reminder email after 7 days inactivity	After user has been inactive for 7 days, send...	Retention	Email	Complete - ...	Ho...
10	Retargeting ads for inactives	Create retargeting ad campaign on Faceboo...	Retention	Post-Onbo...	Complete - ...	Pel...
11	In-person - flyer distribution	In-person flyer distribution in SF and DC	Acquisition	Other Paid ...	Complete - ...	Pel...
12	Email capture LP	Landing page variation with just email capture	Activation	Landing Page	Designed	Sh...
13	One-off upgrade email after 30 days	One-off campaign to all users after 30 days ...	Revenue	Email	Scheduled	Ho...
14	Add invite links to share via email	In share by email, automatically embed an in...	Referral	Post-Onbo...	In Progress	Pel...
15	Cold outbound emailing	Test 100-person cold outbound emailing	Acquisition	Email	Complete - ...	Do...
16	Offer for support/training call after signup	Add an email proactively offering a support ...	Retention	Post-Onbo...	Scheduled	Do...
17	Cold calling script test 1	Cold call to 50 leads in surrounding area, te...	Acquisition	Email	Requires De...	Ho...
18	Add content series before CTAs	Add email/PDF content campaign on general...	Activation	Onboarding	Complete - ...	Zo...
19	Prompt to invite team members during onbo...	Add prompt to invite more team members ri...	Referral	Onboarding	Designed	Ho...

21 records

6

Run
experiments
and iterate

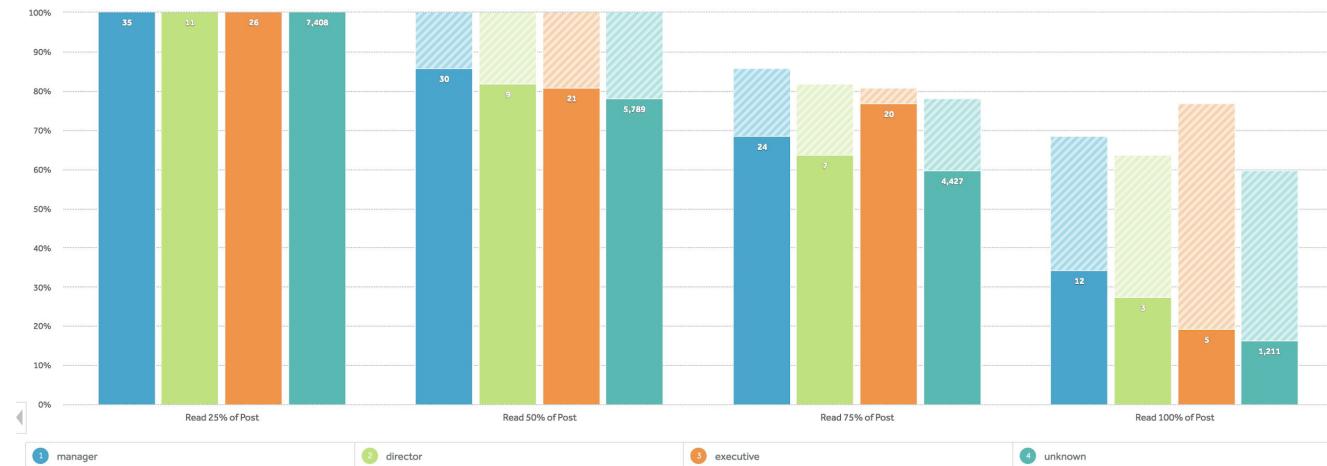
Tools – Amplitude



6

Run experiments and iterate

Tips: Segment Retention and users



Startup = Growth

-- Paul Graham

Resources

Collection of 250+ resources on user research practices

<http://guidetouxr.com/>

Guide to User Research (UXR)

A curated collection of 250+ resources & tools dedicated to user research, that will help you incorporate it into your design practice.



Product Analytics Playbook: Mastering Retention

<https://amplitude.com/mastering-retention>

Product Analytics Playbook: Mastering Retention

Retention is critical for every product, whether you're at a Fortune 500 or a 5-person startup. Learn proven methods for building a data-informed retention strategy.

Superhuman: Finding PMF

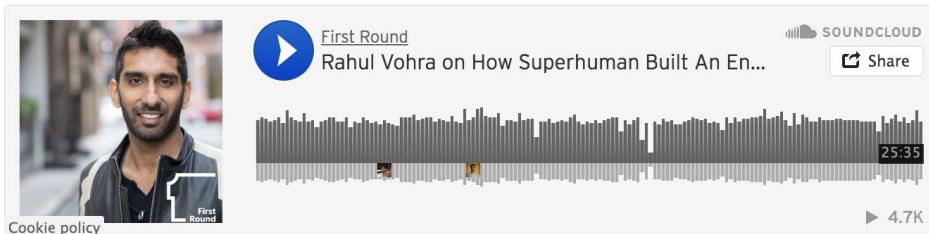
<https://firstround.com/review/how-superhuman-built-an-engine-to-find-product-market-fit/>

Product

How Superhuman Built an Engine to Find Product/Market Fit



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This article is by [Rahul Vohra](#), the founder and CEO of [Superhuman](#) — a startup building the fastest email experience in the world.

Startup Playbook

Sam Altman's The Startup Playbook

<https://playbook.samaltman.com/>

Written by Sam Altman · Illustrated by Gregory Koberger · [Spanish translation](#)

We spend a lot of time advising startups. Though one-on-one advice will always be crucial, we thought it might help us scale Y Combinator if we could distill the most generalizable parts of this advice into a sort of playbook we could give YC and YC Fellowship companies.

Then we thought we should just give it to everyone.

This is meant for people new to the world of startups. Most of this will not be new to people who have read a lot of what YC partners have written—the goal is to get it into one place.

There may be a part II on how to scale a startup later—this mostly covers how to start one.



Part I: The Idea



Part II: A Great Team



Part III: A Great Product



Part IV: Great Execution



Closing Thought



Growth



Focus & Intensity



Jobs of the CEO



Hiring & Managing



Competitors



Making Money



Fundraising

Michelle Chan

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