



GROWTH-DRIVEN DESIGN

—
FOR ECOMMERCE RETAILERS
—

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Introduction

For eCommerce retailers, the website is everything. It is their virtual store, and it needs to be running properly in order for them to have a successful online presence. This means that the site needs to be an online destination - a consistently engaging and interactive place that attracts site visitors and converts them into delighted returning customers. Traditional web design techniques are challenged to create this kind of dynamic, interesting website. For an eCommerce retailer to really experience consistent growth, it needs to move away from the traditional web design process and implement the Growth-Driven Design process. Here, we break down the basics of Growth-Driven Design and explain how eCommerce retailers can use it to create a website that brings consistently high traffic and high conversion rates.



1

Traditional Web Design Process



The traditional approach to the website redesign process is fundamentally flawed: there are systemic risks, headaches, and very little guarantee that it will generate the targeted results.

Risks of Traditional Web Design

For eCommerce retailers, the website is everything. It is their virtual store, and it needs to be running properly in order for them to have a successful online presence. This means that the site needs to be an online destination - a consistently engaging and interactive place that attracts site visitors and converts them into delighted returning customers. Traditional web design techniques are challenged to create this kind of dynamic, interesting website. For an eCommerce retailer to really experience consistent growth, it needs to move away from the traditional web design process and implement the Growth-Driven Design process. Here, we break down the basics of Growth-Driven Design and explain how eCommerce retailers can use it to create a website that brings consistently high traffic and high conversion rates.

LARGE UPFRONT COST

The average small to medium-sized business (SMB) website typically costs anywhere between \$15,000 - \$80,000. Not only is this cost hard to budget for all at once, but it is also paid in full before even knowing what impact the website will have on your business.

LARGE TIME & RESOURCE COMMITMENT

In addition to the upfront expense, the average SMB website typically takes three months to complete and requires a great deal of resources and energy

from your team.

This amount of time to invest - with no business results to show from it until after it launches - is enough to make anyone a bit uneasy.

OVER BUDGET, NOT ON-TIME AND NOT FLEXIBLE

Even if the budget and time is approved, there are so many moving parts, people and steps involved in a project as large as website design that it's extremely difficult to accurately quote the cost and determine how long it will take.

This makes it extremely common for a website project to be delayed and/or run over budget, which means no conversions or profit during this waiting period.

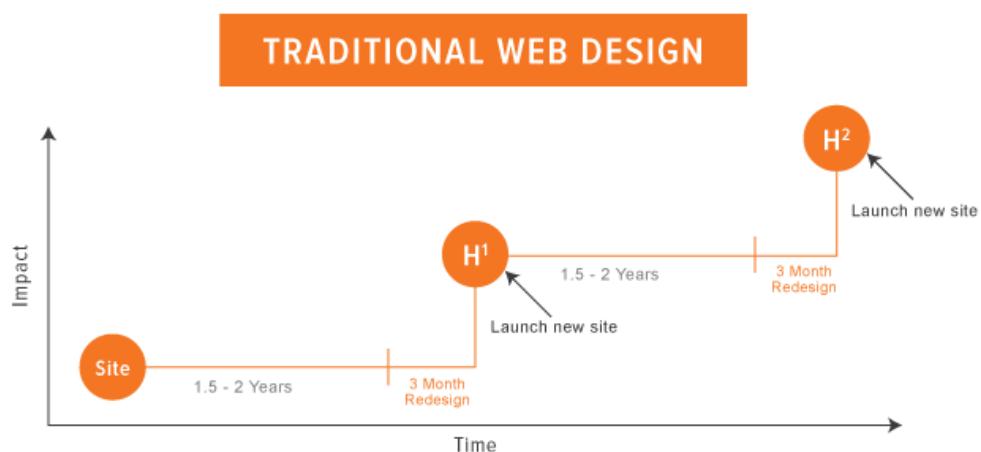
SUBJECTIVE DESIGNS AND NO GUARANTEE OF IMPROVED PERFORMANCE

At the end of the day, you are being held accountable for a measurable increase in results from your website redesign.

So the question becomes, after all of the time, money and resources you've put into your website redesign, how do you (or the agency you've hired) know that what you're finally launching is the best possible performing website?

The answer is you can't know, it's impossible.

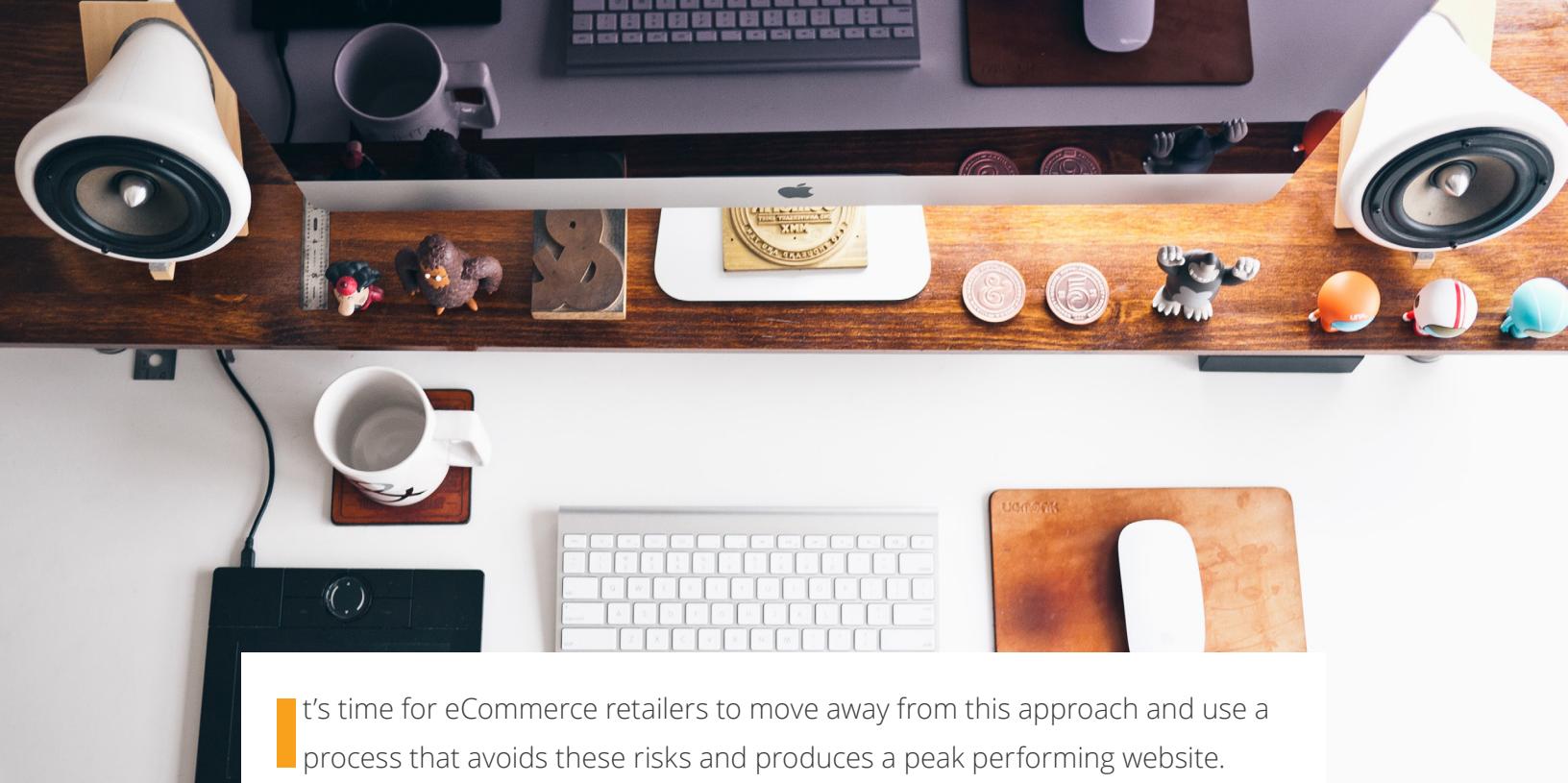
All you can do is look through all your usage data, perform some user research and formulate a hypothesis of what you believe to be a high-performing website. Then this hypothesis is launched and never validated to see whether what we thought was, in fact, correct.



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2

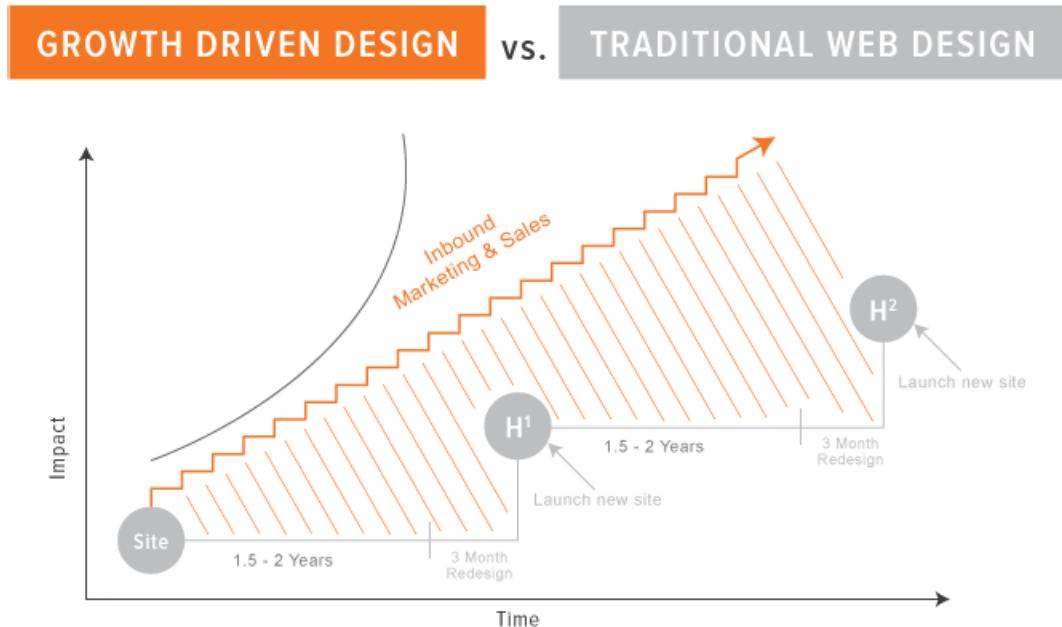
The Shift Marketers Need to Make



It's time for eCommerce retailers to move away from this approach and use a process that avoids these risks and produces a peak performing website.

What is that process? - **Growth-Driven Design.**

This shift to Growth-Driven Design is particularly necessary for eCommerce retailers' websites. Why? In order for an eCommerce site to be successful, it needs contain consistently fresh, relevant, interesting and educational content that speaks directly to its customers and site visitors. Implementing Growth-Driven Design process is the perfect way to ensure that this always happens. In contrast to the traditional website design process, website improvement and optimization is managed on an ongoing basis.



A Smarter Way to Think About Web Design

THE THREE PILLARS OF GROWTH-DRIVEN DESIGN

1

Minimize risk associated with traditional web design: We work to avoid the risks of traditional web design by taking a systematic approach that shortens the time to launch, focusing on real impact and continuous learning and improvement.

2

Continuously learn and improve: We are constantly researching, testing and learning about our visitors to inform on-going website improvements. Through these continuous improvements we can reach peak performance.

3

As you learn, inform marketing and sales (and vice versa): Growth-Driven Design is tightly integrated with marketing & sales. What we learn about visitors helps inform and improve marketing & sales strategies and tactics (and vice versa).

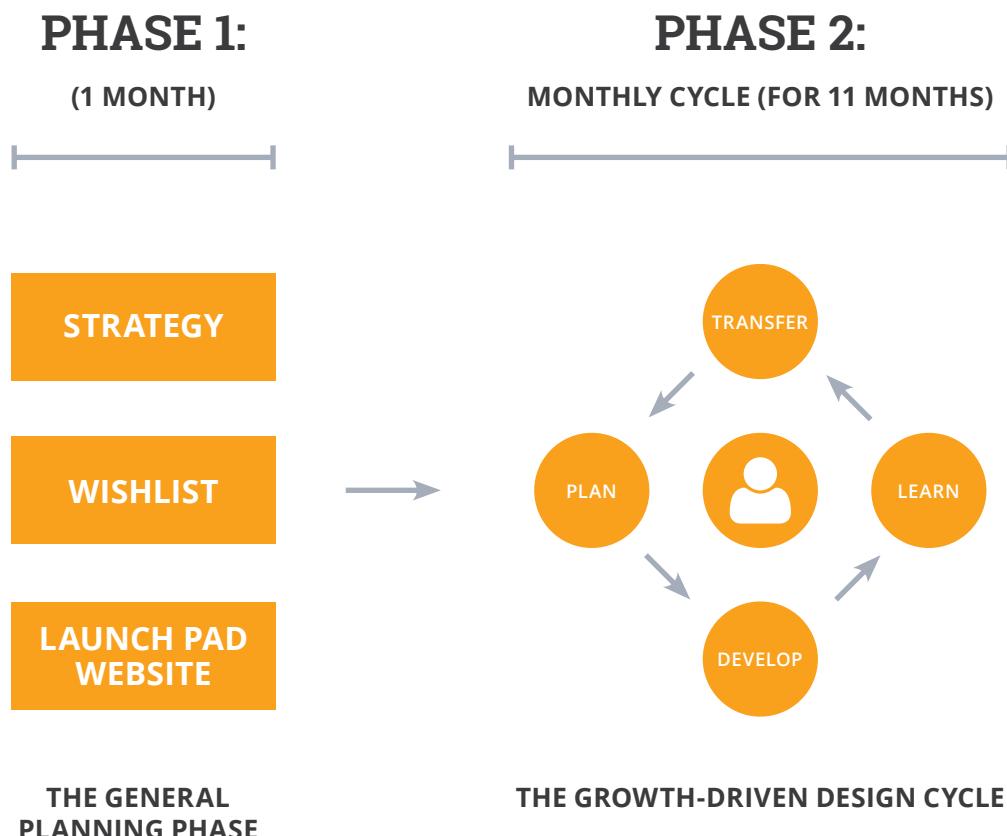


3

Getting into it...

The Growth-Driven Design Process

The Growth-Driven Design process is broken up into two major phases. Phase 1, which can be thought of as the general planning phase, is mainly for eCommerce retailers who are developing their main ideas, refining their thought process, and taking the first steps in creating or redesigning their website. Phase 2 is an 11-month cycle of ongoing improvement and implementation of features that were not included at launch.





3.1

PHASE 1:

The General Planning Phase

STRATEGY

WISHLIST

LAUNCH PAD WEBSITE

PHASE 1:

STRATEGY

WISHLIST

LAUNCH PAD WEBSITE

Step 1: Strategy

The first stage of Growth-Driven Design is the strategy stage. In this stage we work to develop the foundation that we can build our Growth-Driven Design process upon using the following steps:

GOALS

The first step is to determine the goals of your website and your company. What are the performance goals that you are trying to reach? How have you historically performed? Where would you like to improve? How will this impact your overall marketing department's goals? When answering these questions and coming up with goals, it's important that you stay away from generalizations or vague statements. Instead, break them down into **S.M.A.R.T. goals** - goals that are Specific, Measurable, Attainable, Relevant, and Time-bound. If you're struggling to think of a goal, follow this SMART Goal Template:

Increase ____ by ____% (starting at this amount____ and go to this amount____ by this date____).

For example: Increase conversions by 10% (From 50 per month to 55 per month) in the next 6 months.

Understanding where your company's performance needs to improve and framing your goals in this way will help you set up benchmarks and keep yourself accountable along the way.

PERSONAS

Next you will develop detailed buyer persona profiles for the different types of groups visiting the site.

A buyer persona is a fictional representation of your ideal buyer. You can create different groups of buyer personas based on common characteristics that your audience shares. This could be a point of pain, industry, job title, etc.

As you'll come to learn, Growth-Driven Design centers around the user, so it is extremely important to fully research and develop your buyer persona profiles in the beginning. You need to fully understand their behaviors, challenges,

needs and wants in order to create content that speaks directly to them, effectively solving their problems and addressing their concerns.

QUANTITATIVE RESEARCH - WEBSITE & ANALYTICS AUDIT

It's time to start digging into the data. Conduct a quantitative audit of how your existing website is doing, reviewing what is and is not performing well, where users are dropping off, etc. Specifically, analyze your current year-over-year metrics in terms of traffic, transactions, and conversion rates. Having these concrete numbers will guide your strategy moving forward and help you really keep track of your improvement over time.

QUALITATIVE RESEARCH - USER RESEARCH

After you have identified some of the areas of opportunity through your audit, the next step is to proactively reach out to your existing users to learn more about them, gaining a better understanding of who they are and how you can improve their experience on your website. This new user research will help you validate and refine the assumptions that you put in your original buyer persona profiles.

FUNDAMENTAL ASSUMPTIONS

Using what you've learned in all of the previous steps, you can now start forming some fundamental assumptions about your users.

Some examples of fundamental assumptions include:

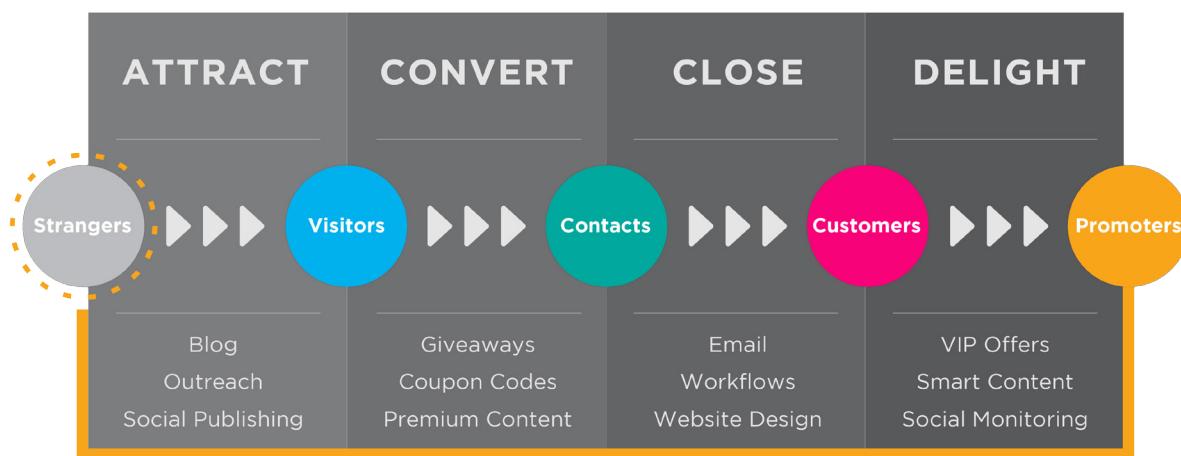
- Value propositions for each product, service and offer
- The various locations and devices users will be accessing your website from. In today's day and age, compatibility across devices is integral to a website's success, so it's important to be aware of this technological landscape.
- What information, product or service your users are most interested in.

These fundamental assumptions will help you explain the behavior and motivations of your users and will help you develop and refine global and page strategy.

GLOBAL & PAGE STRATEGY SUPPORTIVE OF INBOUND MARKETING

The last step in the strategy phase of GDD is to develop both a global strategy for the website as a whole and a specific page-by-page strategy for each major page on the site. Both the global and individual page strategies should incorporate the knowledge you've gathered in all of the previous steps and lay out a detailed strategy of exactly how to best engage and influence the user in order to reach your goals. When coming up with this strategy, keep in mind the overarching goal of an eCommerce website.

For any eCommerce retailer, the overarching purpose - using inbound marketing methodology - is to turn strangers into delighted customers and to create and maintain a website that allows for this to happen. This means that the site has to attract, convert, close, and delight its visitors. Let's break this down a little further:



Attract: The first step is to attract, or to build traffic to the site. This is done through things like blog content, outreach, social media presence, keyword optimization-- basically anything that will bring viewers to your site and turn strangers into visitors.

Convert: Once visitors are on the site, the next goal is to build your email database by converting them from visitors into contacts. This means that your site has to be well-organized, containing products and content that they will want to exchange their information for. To determine how to organize your site, it's helpful to think of it as a store and try to make it as inviting as possible.

- store entrance = homepage
- aisles = category pages

- shelves = attributes you sort products by
- products = product detail page

Close: This is where you try to turn your contacts into customers. Make them check out! For an eCommerce retailer, this is accomplished by having features like great product, attractive photography, an easy-to-navigate web design, and a user-friendly shopping cart.

Delight: Your interaction with your customer shouldn't end with the transaction. After your customers have purchased, you have a chance to develop long-term relationships with them and turn them into brand evangelists through targeted email campaigns, VIP programs, and other personalized interactions. This is a crucial step, as getting your customers to return and recommend your company will ensure steady long-term growth and conversion rate optimization.

It is important to keep this overarching goal of **attract, convert, close,** and **delight** in mind when coming up with your global and individual page strategies. Making sure that every page of your website works to accomplish this task will ultimately help you stay focused as you create your Launch Pad Website and begin to determine what is essential for your business to succeed.

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PHASE 1:

STRATEGY

WISHLIST

LAUNCH PAD WEBSITE

Step 2: Wishlist

The next stage in the Growth-Driven Design process is developing your wishlist. Taking what you've learned in your strategy planning, gather your team together and brainstorm every impactful, creative and innovative idea that you'd like to include on the site.

This is where you include all of your "a-ha" ideas and everything that will set you apart from your competition. If you were creating your dream website, how would it look and what would it include? The key is to come into this brainstorming session with a "clean slate" - don't think about your existing website or any current roadblocks you're facing. The sky's the limit here.

This includes brainstorming ideas such as:

- Key impactful website sections and pages
- Marketing assets, tools and resources
- Specific features, modules and functionality
- Design elements
- Changes in experience based on devices, country, etc.

After a few hours of brainstorming with the team you will have a list of 50-150+ ideas for the new website. Not all of these items will be implemented right away, but it's important to flesh out as many ideas as possible right off the bat.

Think of this wishlist as a tool: look at it as an agile and flexible list that you will continuously be adding to (and subtracting from) as you are re-prioritizing actions items over time.

PHASE 1:

Step 3: Launch Pad Website - Starter Site

In the traditional web design process we think of the launching of the website as the finish. In Growth-Driven Design it is the complete opposite.

In this stage we will be building and launching what we call a "Launch Pad". The next stage in the Growth-Driven Design process is developing your wishlist. Taking what you've learned in your strategy planning, gather your team together and brainstorm every impactful, creative and innovative idea that you'd like to include on the site.

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RUN AN 80/20 ANALYSIS ON YOUR WISHLIST

In the wishlist phase you compiled a long list of all the action items you'd ideally

want on the site. Now it is time to start sorting and prioritizing these wishlist items to determine which action items are the first ones to implement on your Launch Pad website.

Review the list with your entire team and identify the 20% of items that will produce 80% of the impact and value for your website's users. Is a certain action item a "must have" to attract, convert, and close customers, or can it be added the site later on? Does it speak directly to your buyer personas?

The goal of asking these types of additional questions is to narrow your focus to just the core, "Must Have" action items that will provide the most impact. What do your buyer personas want to see, and what will effectively turn them into delighted customers? It's essential to narrow down to these core action items to ensure a quick launch.

HYPOTHESIS STATEMENTS FOR EACH CORE ACTION ITEM

Once we have narrowed down our list of action items for the Launch Pad website down to the core 20% most impactful, "must have" items, you will then create a "hypothesis statement" for each one of the action items.

The hypothesis statement works like a S.M.A.R.T. goal, allowing you to gain clarity on how each action item relates back to the goals you're trying to achieve, the buyer persona you're focusing on and the expected result.

Here's an example hypothesis statement:



Action Item 1

Hypothesis Statement

For [Shoe Shopper Susan] visiting the [Product Page], we believe changing [Buy Now] to [Find Your Fit] will [increase conversion rate by 10%].

We believe this to be true because [research or previously validated assumption]

***Expected Impact + Effort Required + Metrics Measured
+ Definition of Complete***

At the bottom of each statement, there are four important items:

Expected Impact: The impact value should be a single number based on the value the visitor will get from the action item and the impact that will have in moving toward your goals.

Effort Required: The effort required should also be a single number that represents the combination of the number of hours, resources and difficulty to implement that particular action item.

Metrics Measured: What specific metrics will you need to measure to test this specific action item and evaluate if your hypothesis was correct? The more specific the metrics are that you list, the better.

Definition of Complete: What are all the steps you need to complete in order to consider this action item complete? Defining this up front is important because it will erase any gray areas that may arise later down the road when reviewing results or efficiency.

WEB PROCESS STEPS

Once you have identified the most critical action items you must include on your Launch Pad site, you can run those items through the standard website implementation process, including:

- Messaging & Content
- User Experience (UX) & Site Architecture • Inbound Marketing Strategy Alignment
- Wireframes
- Designs
- Development
- Quality Assurance and Testing

Sidenote: When you're building your website, make sure that it is well-integrated and adequately automated to fit your needs, meaning that you've chosen the right platform and that every part of your back-end has been developed to be able to communicate with each other. Starting with improper foundation and integration could mean costly problems down the line, so take into account your company's budget, size, etc., and do it right from the start. For more information on this topic, please read "[Top 5 Considerations for Creating a Successful eCommerce Website](#)."

SET UP DATA COLLECTION

The last step of the Launch Pad website is to set up qualitative and quantitative data collection around:

- Your goals defined in the strategy phase
- Each of your fundamental assumptions
- and-
- Each hypothesis statement of your action items implemented in the Launch Pad website.

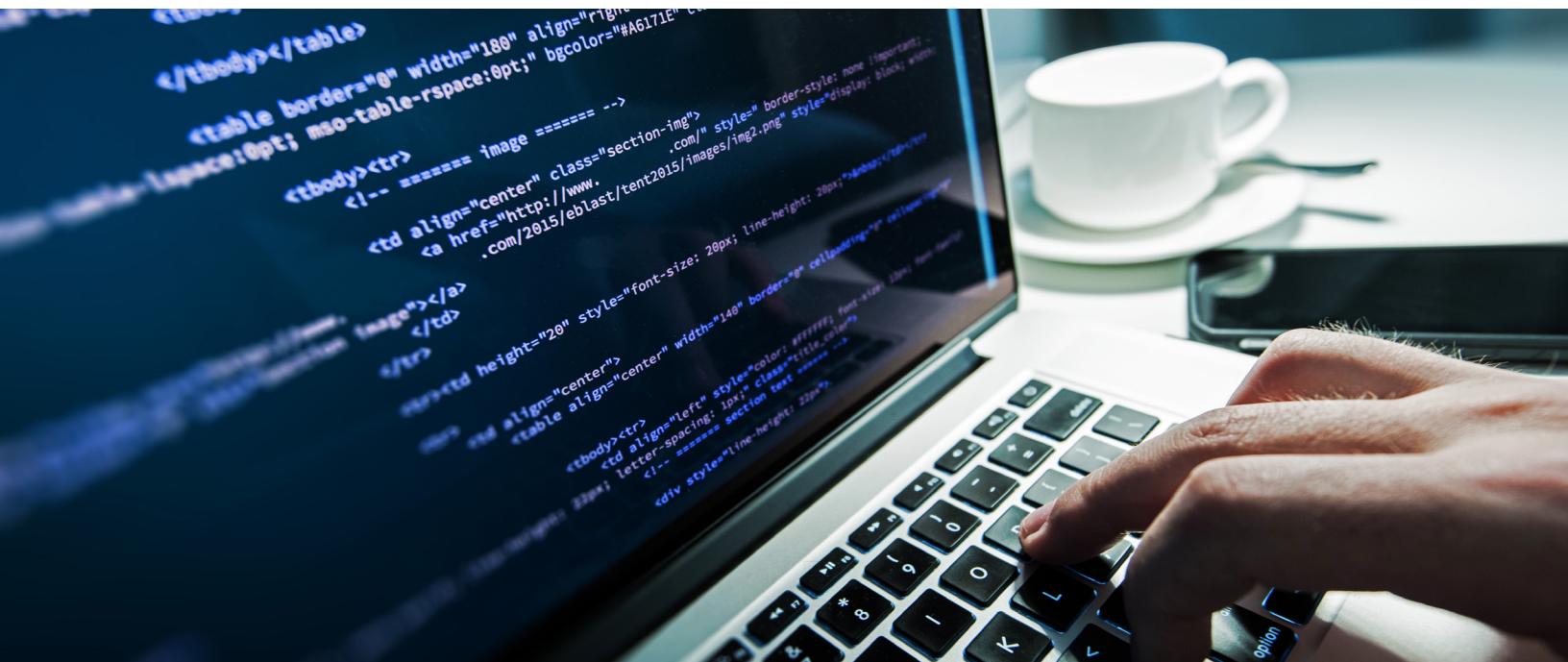
Setting up data collection is an important step, as it allows you to start learning about your visitors once your Launch Pad site is live.



JUST LAUNCHED A NEW WEBSITE?

Have you recently launched a website but want to implement the Growth-Driven Design continuous improvement model? No problem!

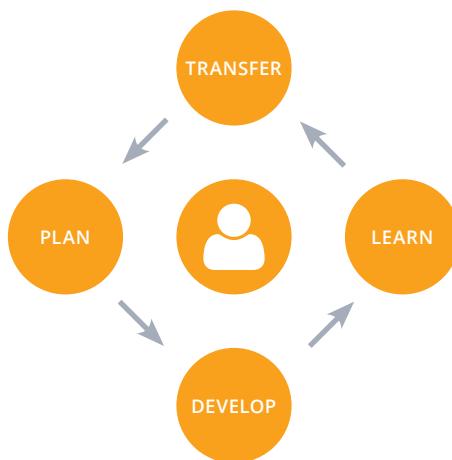
You can use your existing website as your Launch Pad website and move right to phase 2, the on-going cycle of Growth-Driven Design.



3.2

PHASE 2:

The Growth-Driven Design Cycle



Continuous Improvement

Once you have launched your Launch Pad website, it will be time to start your on-going cycles to continuously experiment, learn and improve on your website.

Coming out of your Launch Pad website you will still have a long wishlist of impactful items that you'd like to implement on the site. This list is agile and should be updated on a regular basis.

This Revolves Around the Persona

This entire cycle starts with and revolves around the buyer personas that are coming to your website.



At each stage of the cycle, you must continuously ask yourself how this relates and provides value to the buyer personas visiting your website. The overall goal, once again, is to attract, convert and close by providing these personas with the right content in the right context at the right time. The timing is essential - you not only want to speak directly to your buyer personas but also make sure that you're getting them at the right moment. To do this, you must always keep in mind where your audience is in their **buyer's journey**. There are three stages to the buyer's journey: awareness, consideration, and decision.

- **Awareness:** In the awareness stage, prospects are experiencing symptoms of a problem or opportunity. In the context of eCommerce, this could be a man who has suddenly realized that his feet always hurt after a long day of work. In this stage, he's just realizing that this is a problem that he should fix, so he is looking for educational material that gets to the bottom of why he is experiencing this issue. Is he walking more than usual? Did he overexert himself on his day off? Is there something wrong with his shoes? He is still exploring all possibilities, so he is looking for educational material that will help him get to the root of the problem.
- **Consideration:** In this stage, the prospect has defined the problem and is contemplating possible solutions. He's figured out, then, that his footwear is likely to blame. What does he want to do about it? Buy insoles? Wear sneakers? Buy a new pair of shoes? He's looking into the options and wants material that will help him find the most effective solution to his problem.
- **Decision:** Once a prospect has reached this stage, he or she is ready to pick a solution strategy and make a decision. In our example, he has determined that he wants to buy a new pair of shoes and he's ready to shop and find the pair that will work best for him. Now he wants to purchase, and he wants all the material to make that happen.

Why is it necessary to keep the buyer's journey in mind? So that you send them the content that they are looking for. If someone is still in the awareness stage, sending them an email or a CTA that pushes them to buy a new pair of shoes will be overwhelming and off-putting. You need to know your audience to be able to effectively target them. Put yourself in their shoes and understand what they need and what they are looking for.

At any point if it ever becomes unclear how an action item provides value to, or relates to your buyer persona's current needs, you must take a step back and re-evaluate what you're working on.

PHASE 2:



Growth Drive Design Cycle Step 1: Plan

The first step of the Growth-Driven Design cycle is planning. At this step you will be identifying the most impactful items at the current moment and planning to implement the top ones into the current cycle. As we outlined in the Global & Page Strategy section, you are always trying to **attract, convert, close, and delight** potential customers, and you need to map out how to effectively accomplish each of these tasks.

PERFORMANCE VS. GOALS

Review the current performance of the website and contrast that to the goals you're trying to achieve. Are your social media efforts and email campaigns properly segmented? Are they getting to the right people at the right time in their buyer's journey? Are visitors actually scrolling through your product page? Look into these metrics and figure out where there are opportunities for improvement.

ADDITIONAL DATA OR RESEARCH

As you're reviewing your performance vs. goals, you will likely find that there is additional data and research you need to do in order to help clarify what action items you should add to your wishlist. For example, you may not know how many people are abandoning their carts. Here, you can gather this data and consider whether or not an abandoned cart workflow would be helpful for your company.

BRAINSTORM AND PRIORITIZE WISHLIST

Based on all of the new data, research and learnings you've acquired, you can now have another brainstorming session to determine any new action items to add to the wishlist.

Not sure what to look into and change? Generally speaking, your action items will fit within these four buckets:



Boost Conversions: The first bucket of wishlist activities are those that are directly related to conversion rate optimization.

Some general tips to follow in order to optimize your site and boost conversion rates:

- Ensure that any and every point of entry to your site visually envelops visitors, folding them deeper into each site page.
- Make sure that navigation is intuitive and seamless, guiding the visitor from aisle to aisle and product to product.
- Merchandise products in a clever way on your homepage, pulling the visitors in to continue browsing through the rest of your store.
- Use your product pages to feature recommended products; this is a great up-sell and cross-sell opportunity

Improve User Experience: Make improvements to the website that give the user a better experience and make it easier for them to navigate and find exactly what they are looking for. Specific ways to improve user experience include:

- Coming up with an attractive design that gives users a feel for the brand

- Ensuring that your site is easy-to-use and navigate for users to quickly find what they are looking for
- Positioning relevant products smartly to keep shoppers browsing
- Using photography that allows shoppers to visualize themselves benefiting from the product

Personalize to the User: Adapt the site, calls-to-action, content offers, etc.. to the specific visitor based on the data we know about him or her. This includes, but is not limited to, tailoring based on interests, persona, device, geolocation, referral source or previous actions on your site. The idea behind this is, quite simply, that customers want to feel special and understood. That said, things like VIP offers, reorder automations or smart content based on previous activity and preferences can make your site very attractive to customers, leading them to choose your website over the competition.

Build Marketing Assets: Marketing assets are items - like email lists, social accounts, and blogs - that hold great value for your marketing program. Building new marketing assets into your website will provide great value to both the end user and your company.

GENERAL WEBSITE UPDATES

Of course, there are going to be general website updates that come up from time to time and can be added to your wishlist as well.

PRIORITIZE YOUR WISHLIST

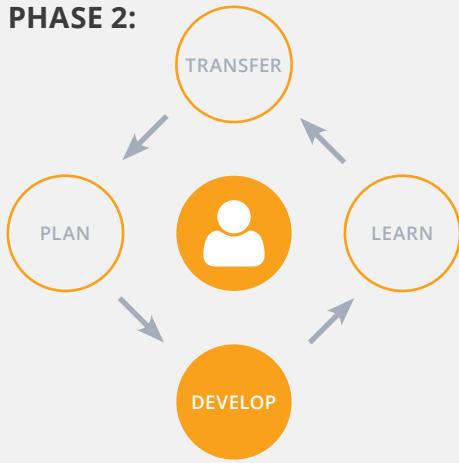
Once you have all the new items added to the wishlist, you will then prioritize all the action items based on the (High/Medium/Low) impact they will have on the goals of the website and value to the user. Find your “must-have” items and run your 80/20 analysis.

PLAN SPRINT CYCLE

With an updated and prioritized wishlist, you can then pick the most impactful action items that you want to implement in this cycle.

The number of items you pick will depend on how long the cycle is. You’re better off picking less items and really focusing on doing your best work with them. If you happen to complete them early, you can always go back to your wishlist and pick more.

PHASE 2:



Growth Drive Design Cycle Step 2: Develop

Moving into the develop phase of the cycle, you now have the most impactful action items to work on and it's time to start implementing them on the site.

This is where the rubber hits the road and everyone on your team gets together to start completing each action item that you selected in the planning phase.

Each action item that you implement should be considered an experiment to see the impact it has on the performance of the website. To measure your experiments you must set up validation tracking around the metrics outlined on the action item.

After your experiment is pushed live, you may want develop a marketing campaign (social, PPC, blogging, etc.) specifically to drive traffic to that section of the site so you can start collecting data. Make sure that you work with your marketing team to develop and schedule this campaign-- everyone on your team needs to be on the same page if you want to have an effective, cohesive strategy.

PHASE 2:

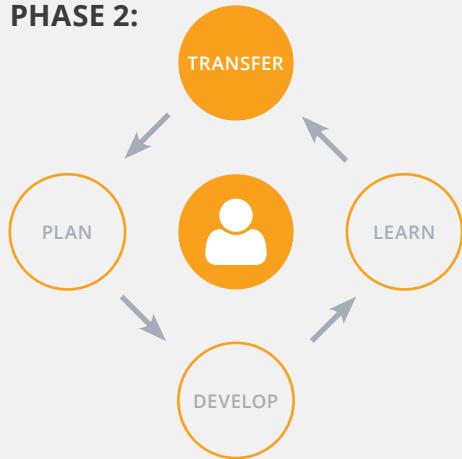


Growth Drive Design Cycle Step 3: Learn

After your experiments have had enough time to run and collect data, you can then move to the learn phase. In the learning phase you are going to review the information that you have collected about your website visitors. Look, for example, at your site's bounce rate, conversion rate, and average order value. Are your site visitors getting past the home page? Are they perceiving your eCommerce store as a desirable destination? In general, what can you learn about your visitors that you didn't already know? If you have a high bounce rate or your visitors are spending a very short amount of time on your website, there is likely room for improvement in your site.

Once you've determined whether your hypothesis statements were accurate and laid out what you've learned about your users, you'll want to publish this information in a central location for everyone within your organization to take advantage of. Your sales, marketing, and development teams should all be aligned and on the same page in order to effect positive change on your site. Having a structured system for publishing your findings is also a great reference for the future: if you ever need to look for trends or look up previous experiments, you'll be able to access that information quickly and effectively.

PHASE 2:



Growth Drive Design Cycle Step 4: Transfer

The last step in the cycle is to transfer any impactful information you've learned in your cycle to other parts of your business.

Take time to review what you've learned from each completed action item and brainstorm how this may be useful for others. Review previously completed action items to see if you can find any patterns about your users. Say, for example, that products with fun, conversational descriptions have the highest conversion rates. Maybe you can start using that language in email campaigns and in other parts of your website. Here is where you make these decisions and start to implement these positive changes on all parts of your website.

Once you've put together these recommendations, host a meeting to educate your team and brainstorm ways they can integrate and transfer these ideas into tactical action items within each department.

Then, Repeat

Once you've completed the cycle with a set of action items, go back to the beginning and start planning your next cycle.

And so the cycle repeats itself over and over again each time with a better end result and more learning about your visitors. The more cycles you can complete, the more impact your website is going to have.

4

Wrapping it Up

The Growth Driven Design Concept

Despite the numerous factors to be considered and steps within the Growth Driven Design process, the premise is a simple one. First, create the best possible strategy based on what you know, go live with a launch pad website and learn from your audience. Then, go through continual cycles of ongoing improvement and feature enhancements rooted in feedback (data and analytics) from your target personas as they make their way through their buyer journeys.

PHASE 1:

(1 MONTH)



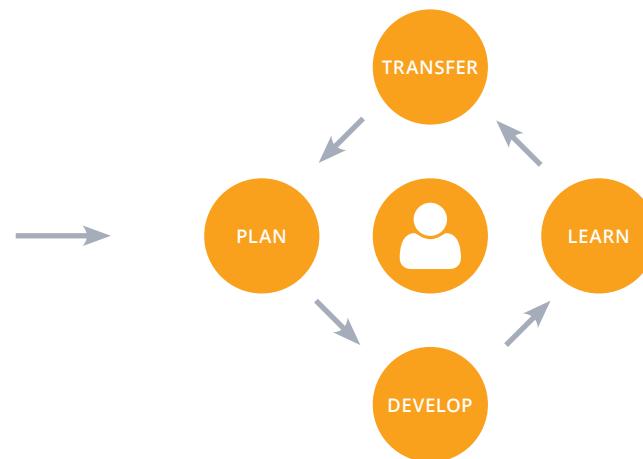
STRATEGY

WISHLIST

LAUNCH PAD WEBSITE

PHASE 2:

MONTHLY CYCLE (FOR 11 MONTHS)



THE GENERAL PLANNING PHASE

THE GROWTH-DRIVEN DESIGN CYCLE

Additional Growth-Driven Design Resources

To learn more about Growth-Driven Design and other concepts within this eBook, the following resources will be helpful.



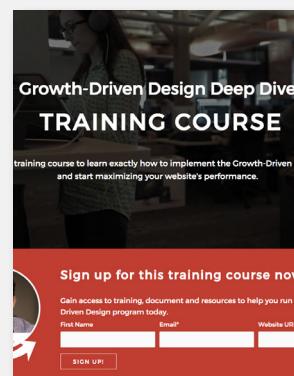
The Inbound Commerce
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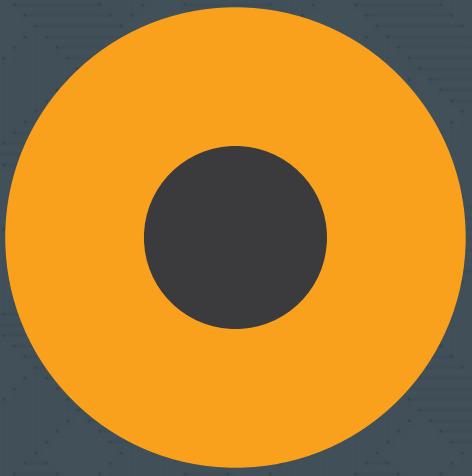
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EYEMAGiNE is an eCommerce innovator and has been a leading force in the industry since 2003. We build scalable, durable, and beautifully-designed eCommerce experiences for some of the world's largest brands.

Our capabilities in design, development, integration, mobile, and conversion optimization have catalyzed online business transformation for many successful merchants. Brands like Disney, HP, TOYOTA, Cisco, Universal Audio, cinda b, BRAVEN, and StriVectin have partnered with EYEMAGiNE to create world-class digital innovations.

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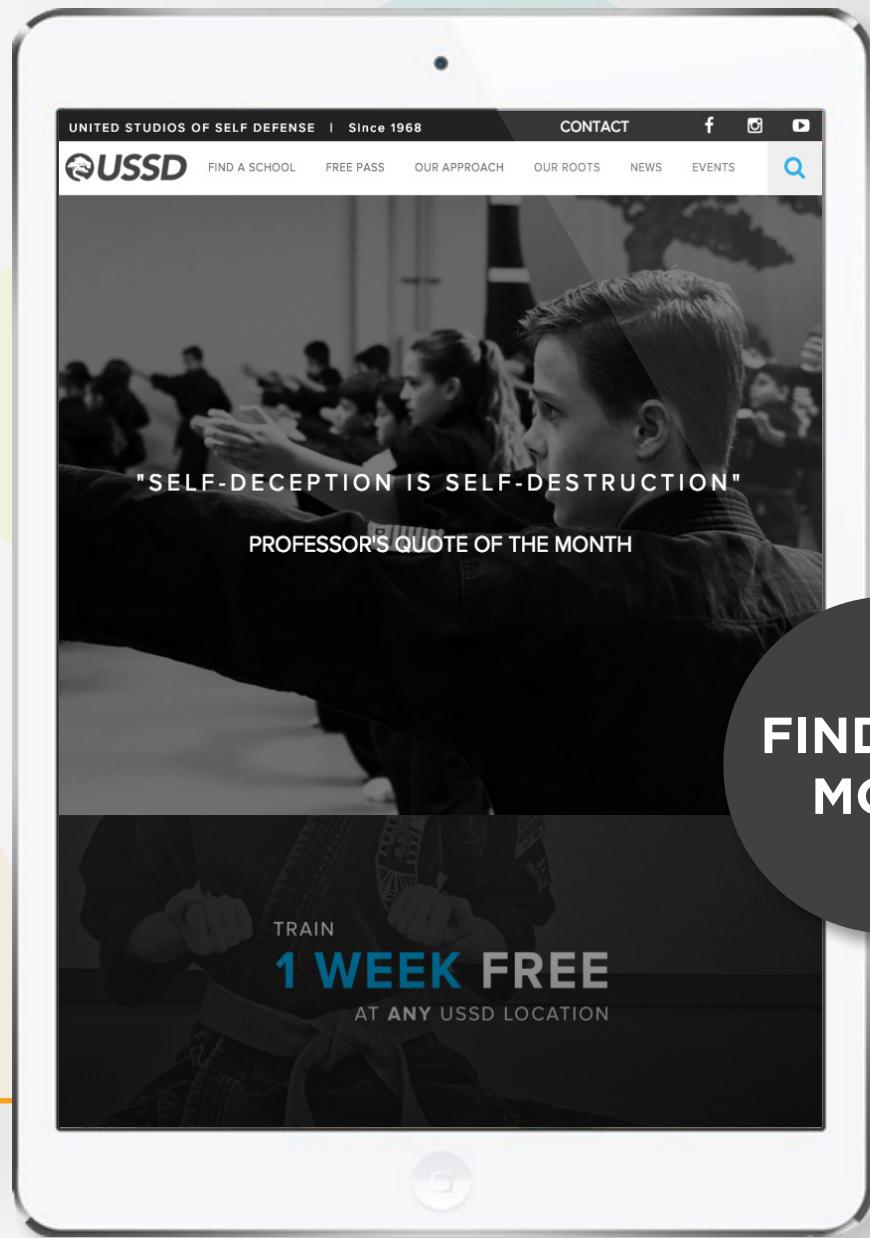
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