



Antler

Product Market Fit and
Early Customer Acquisition
for B2C and B2B Startups



Content covered

Product market fit

- Defining "Product-Market Fit"
- Understanding the venture capital "Ladder of Proof"

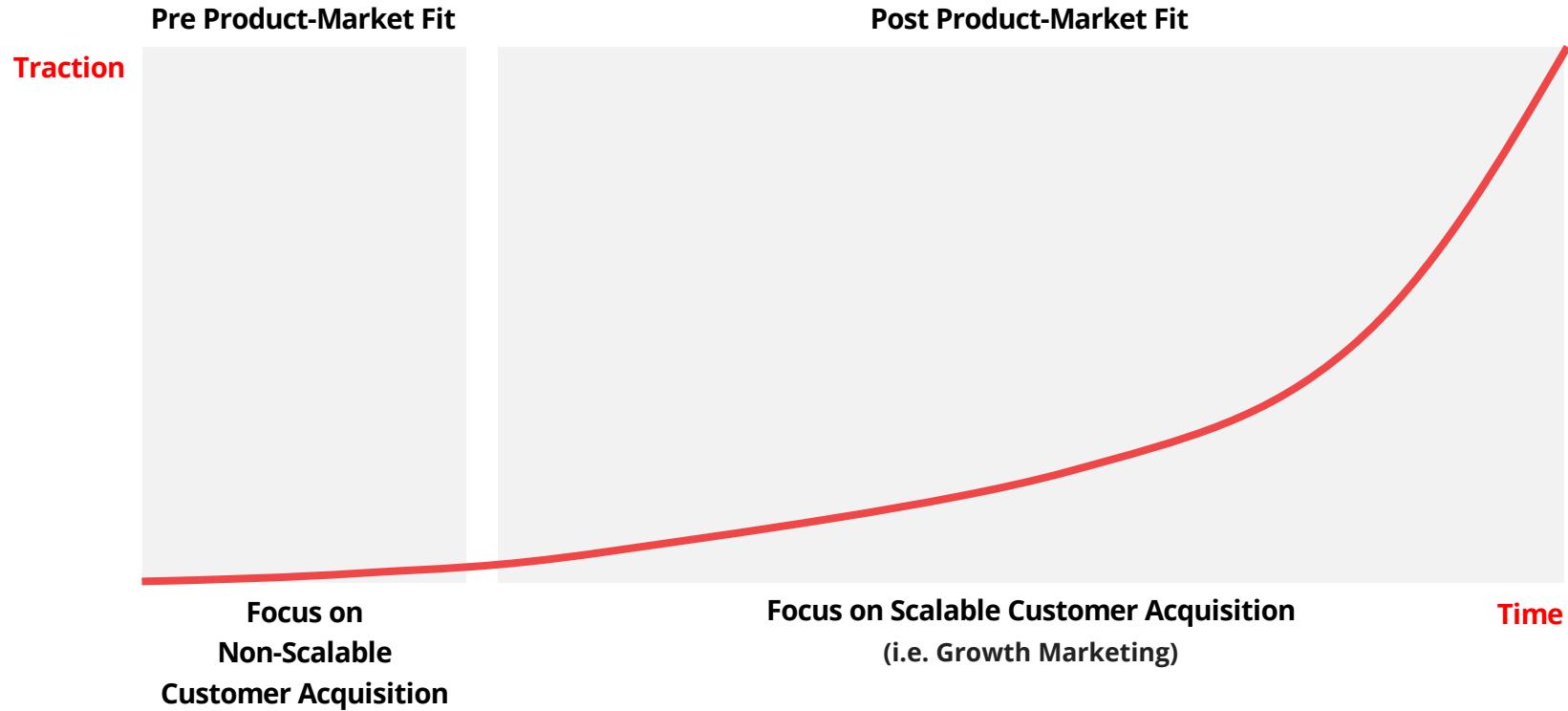
Early Customer Acquisition

- B2C – Getting to the first 1,000 customers
- B2B – getting to the first 50 customers

Growth Marketing Resources

- Growth marketing blogs to follow
- Seminal growth marketing articles
- Various useful tools

The customer acquisition game changes over time



The focus shifts from Traction to Transition to Growth

	Traction	Transition	Growth
Goal	Product – market fit	Discovering growth levers	Turning up growth levers
Metric	Retention	Growth rate (CAC = LTV, Payback <3 months)	Growth rate (CAC < LTV, Payback >3 months)
Volume	Turn on faucet find steady min stream	Turn up faucet	Firehose
Channels	Experiment w/ 2-3 in order to find/focus on 1	1	1+
Optimization	Macro	Macro + Micro	Micro
Team			

VC ladder of proof

NfX's Ladder of Proof focuses founders on providing quality proofpoints to VCs at different stages of their growth journeys.

Validating customer needs, acquiring and retaining active customers, and proving customer willingness to pay are key focus areas in the early days of company building to seek to establish Product-Market Fit.

Once Product-Market Fit has been established, the focus shifts towards proving scalability, that the business model makes sense financially (unit economics, CAC:LTV) and that rapid growth can be sustained.



Defining Product-Market Fit

When a startup with a certain technology manages to find the right market.

ANDY RACHLEFF
Benchmark Capital & Wealthfront





Product/market fit means being in a good market with a product that can satisfy that market.

MARC ANDREESSEN
ANDREESSEN HOROWITZ



A value hypothesis is an attempt to articulate the key assumption that underlies why a customer is likely to use your product. Identifying a compelling value hypothesis is what I call finding product/market fit. A value hypothesis identifies the features you need to build, the audience that's likely to care, and the business model required to entice a customer to buy your product. Companies often go through many iterations before they find product/market fit, if they ever do.

When a great team meets a lousy market, market wins. When a lousy team meets a great market, market wins. When a great team meets a great market, something special happens. If you address a market that really wants your product — if the dogs are eating the dog food — then you can screw up almost everything in the company and you will succeed. Conversely, if you're really good at execution but the dogs don't want to eat the dog food, you have no chance of winning.

ANDY RACHLEFF
Benchmark Capital & Wealthfront

You can always feel when product/market fit isn't happening. The customers aren't quite getting value out of the product, word of mouth isn't spreading, usage isn't growing that fast, press reviews are kind of 'blah', the sales cycle takes too long, and lots of deals never close. 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. You start getting entrepreneur of the year awards from Harvard Business School. Investment bankers are staking out your house. You could eat free for a year at Buck's.

MARC ANDREESSEN ANDREESSEN HOROWITZ





When people who know they want your product are happy with what you're offering, then you're ready to shift your focus from product to distribution and "win the market".

**ANDREW CHEN
ANDREESSEN HOROWITZ**

If at least 40% of users say they would be very disappointed if your product disappeared, it probably means that you have Product-Market Fit.

SEAN ELLIS
Growth Hacking



Telltale signs of Product-Market Fit

Evidence of repeat product usage

Promising 6-month customer retention: 25%-60% for B2C and 60-90% for B2B

CAC payback <12 months, ideally not more than 5-7 months

LTV: CAC > 3, ideally significantly higher

High NPS: lots of 9s and 10s

>40% of users would be disappointed if your product disappeared

Andrew Chen's Product-Market fit

Consumer Products

- Usage 3 out of every 7 days
- Organic growth of 100s of signups/day
- 30% users are active the day after signup
- Clear path to 100,000 users

SaaS Products

- 5% conversion rate from free-to-paid
- 3X CAC to LTV ratio
- <2% monthly churn rate
- Clear path to \$100k MRR

CAC recovery as the safest return metric for early stage startups

Definition

$$\frac{\text{CAC } (\$)}{\text{Monthly ARPU } (\$) \times \text{Gross Margin } (\%)} = \text{Months needed to recover CAC } (\#)$$

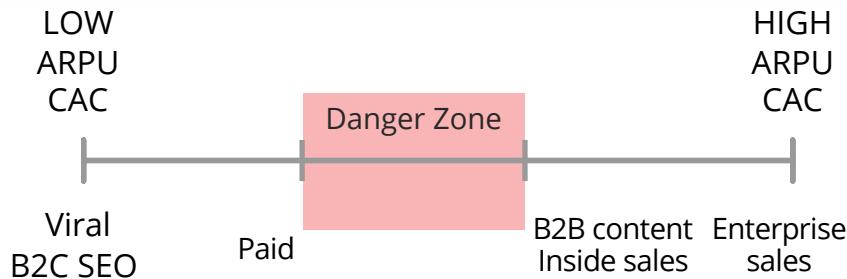
Background & benchmarks

- Cash is King for early stage startups. CAC recovery puts the focus on the working capital needed to fuel rapid customer growth.
- LTV is very difficult to estimate early on during a startup's journey.
- CAC recovery should be less than 12 months and ideally 5-7 months. A cash strapped startup may well need to have to accept <3 months recovery, and limit growth, to stay afloat.
- Cohort analysis yields early insights into customer retention.

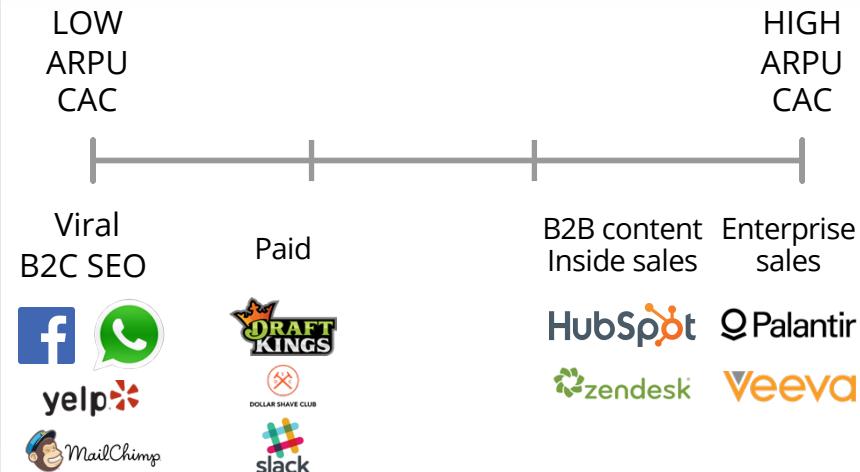
- Much of the VC industry and growth marketing professionals are firmly focused on the CAC:LTV ratio.
- At Antler we choose to focus our founders on CAC recovery given our early investment stage and limited funding envelopes.

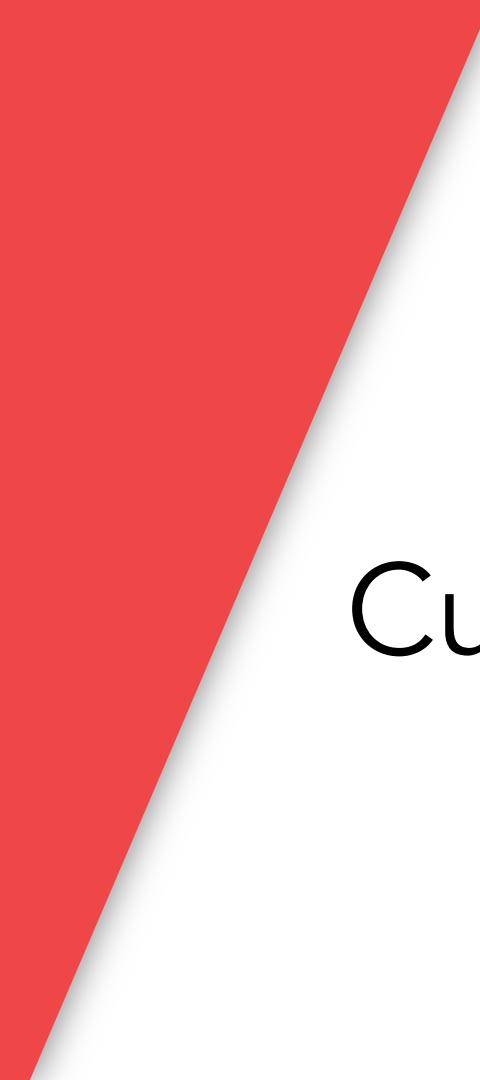
Brian Balfour's ARPU versus CAC spectrum

The ARPU <-> CAC Spectrum



The ARPU <-> CAC Spectrum





Early B2C Customer Acquisition

Typical properties of B2C

Short sales cycle

Single decision-maker (or double for parent-child)

Low LTV

Need for low CAC

B2C customer acquisition

- Just seven strategies account for every consumer apps' early growth. With one more strategy for crowdfunding of consumer hardware products.
- Most startups found their early users **from just a single strategy**. A few like Product Hunt and Pinterest found success using a handful. No one found success from more than three.
- The most popular strategies involve **going to your user directly** — online, offline, and through friends.
- To execute on any of these strategies, it's important to **first narrowly define your target user**.
- The tactics that you use to get your first 1,000 users are **very different from your next 10,000**.

Acquiring your first 1,000 B2C users

1. Go-to-your users, offline	   
2. Go-to-your users, online	   
3. Invite your friends	   
4. Create FOMO	  
5. Leverage influencers	  
6. Get press	  
7. Build a community	 
8. Crowdfunding	   

Note: Lenny includes Slack among B2C companies

Strategy 1: Go-to-your users, offline



Tinder pitched to sororities and fraternities at the University of Southern California. Viral effect of seeing single people on campus who were interested in you.



Door Dash started as paloaltodelivery.com promoted through flyers on Stanford's campus. USD 6 delivery fee with menus in PDF format.

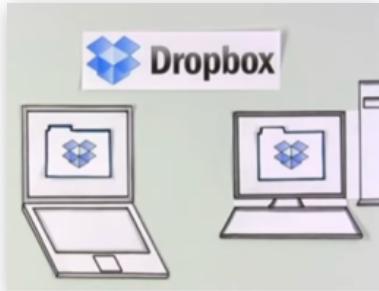


Lyft handout of ice cream sundaes and ride credits at startup offices.



Etsy visited craft fairs all over the US to recruit sellers who would then bring buyers onto the platform.

Strategy 2: Go-to-your users, online



Dropbox created a simple explainer video and posted it on Hacker News.



Infiltrated internet user groups, bulletin boards and web forums to under cover let movie buffs know about Netflix.

A screenshot of an Airbnb listing page for a "Stay at 'Old Town apartment: Amazing!!! by the night (Dubrovnik)". The listing shows a bedroom with a double bed and a small bathroom. The price is listed as \$184 per night. The listing includes details like "Entire home/apt", "In-unit laundry", "Balcony", "Pet-friendly", and "Family-friendly".

S184 Stay at 'Old Town apartment: Amazing!!! by the night (Dubrovnik)

Date 2011-06-27, 10:51PM CEST
Reply to see below [mihailomarkovic](#)

Interested? Get a question? Contact me here

Entire home/apt

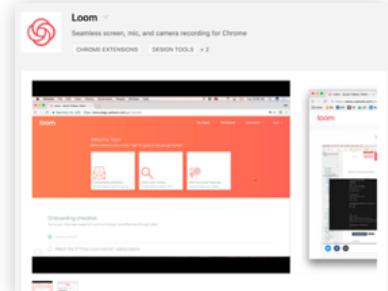
\$184
per night

- In-unit laundry
- Tv
- A/C Conditioning
- Heating
- Laundry
- Pet-friendly

Description

The apartment is located in the heart of the old town where the historic buildings have been recently renovated, situated 4 people, bedrooms and bath with shower, area of open fire, balcony, parking space available. It's a great place to stay on Airbnb, but if you want to... Read full description

Airbnb developed unofficial platform integration with Craigslist to cross-post properties on the leading site to find temporary accommodation outside of hotels.



Loom got its first 3k users from a post made on Product Hunt.

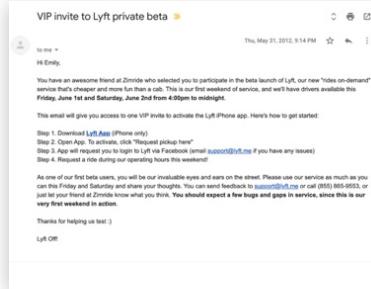
Strategy 3: Invite your friends

facebook



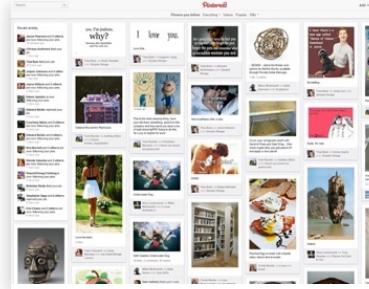
thefacebook.com launched with a post to the 300 people mailing list at Kirkland House. The post was picked up and re-posted to the mailing list of other houses. In one night there were more than 1,200 users registered.

lyft



Lyft invited friends via e-mail to join a private beta of the app.

Pinterest



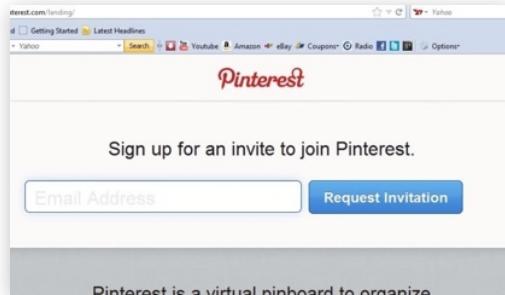
Pinterest founders got started by inviting all their friends to the site.

LinkedIn

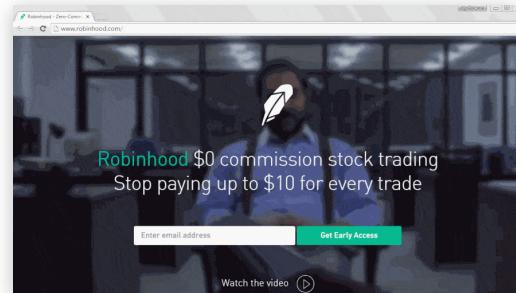


Reid Hoffman carefully invited successful friends and acquaintances to cultivate an aspirational brand.

Strategy 4: Create FOMO

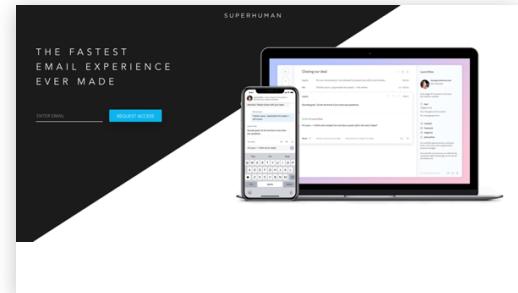


Pinterest started as an invite-only community. Ben Silberman first invited design bloggers and waited from 2010 until 2012 before opening up to the general public.



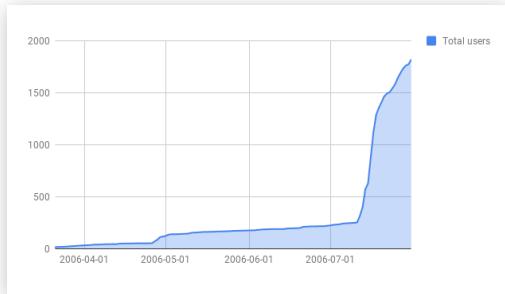
Robinhood created a waitlist and let signed up would-be users know how many were ahead of them in the queue and later on behind them.

SUPERHUMAN



Superhuman initially spent all of 2 hours to create a basic landing page. The waitlist element generated an air of exclusivity for the e-mail client.

Strategy 5: Leverage influencers



Twitter got early endorsement from Om Malik, founder of GigaOM that led to a spike in the number of users.



Product Hunt

A screenshot of a Gmail inbox titled 'Saw you on Product Hunt'. It contains two messages: one from 'Ryan Hoover' and one from 'MG Siegler'. Both messages are from December 16, 4 days ago, and are addressed to 'mg'. The messages are as follows:

Ryan Hoover <ryan@ryanhoover.me>
to mg · 4 days ago
Hey MG,
Good to see you join the [Product Hunt](#)! I've enjoyed following your writing over the years.
We're currently seeding the community with a few select contributors (e.g. Hiten Shah, Lawler, Josh Elman, Anish Acharya, Nir Eyal) but wanted to let you know I just whitelisted your account so you can post and comment. Let me know what you think. :)

P.S. [here's the backstory](#) to Product Hunt published on FastCo recently.

MG Siegler
to Ryan · 4 days ago
Awesome, thanks! Pretty great idea — especially for someone in my various lines of work :)

The Product Hunt founders personally e-mailed influencers to let them know that they had been "whitelisted" to make posts.



Instagram



The Instagram founders selected influencers with many Twitter followers whom they felt would be good photographers.

Strategy 6: Get press



Product Hunt

FAST COMPANY
How We Got Our First 2,000 Users Doing Things That Don't Scale
So you need a crowd to launch to. Here's the way we got one.

The Product Hunt founders wrote articles in publications appealing to their target users.

SUPERHUMAN

Superhuman: Blazingly Fast, Visually Gorgeous Email. [Sign up now for VIP access.](#)

Rahul Vohra wrote an article on Medium when Mailbox was being shut down. The article was syndicated on qz.com. This article alone resulted in 5,000 sign-ups.



Instagram

A Photo-Sharing App With Bigger Aspirations
BY CLAIRE CAIN MILLER OCTOBER 19, 2010 12:00 PM

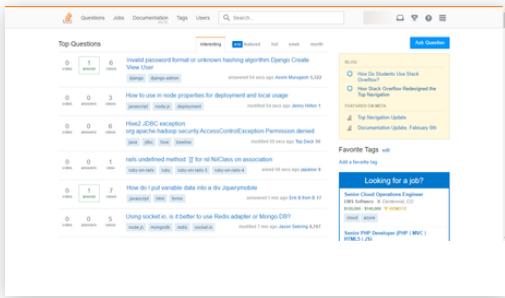
A photograph with Instagram's lens-flare filter, left, and its pocketshot filter.

For many people, the iPhone camera — always in your pocket — is fast replacing digital cameras. And with the help of a bunch of applications, the pictures can look even better than typical photos.

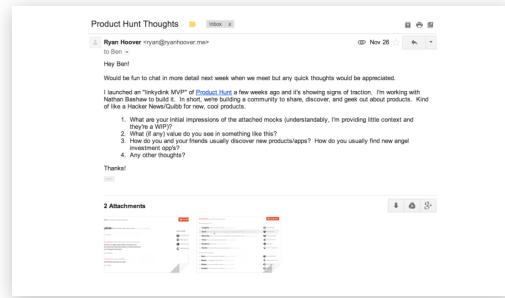
The latest such app to get a lot of buzz is called [Instagram](#). The app offers a dozen filters that transform photos to make them look old-school, like Polaroid prints.

Kevin Systrom of Instagram personally reached out to journalists to pitch his story with passion directly without appointing any PR agency.

Strategy 7: Build a community



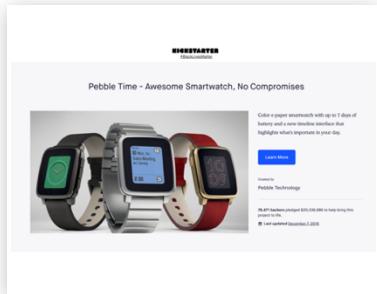
Stack Overflow built its initial community by leveraging followers that the founders had acquired over time from their previous work.



The Product Hunt Founders engaged with people ahead of launch to refine their MVP and build up excitement ahead of their launch. Those invited to participate felt like co-creators.

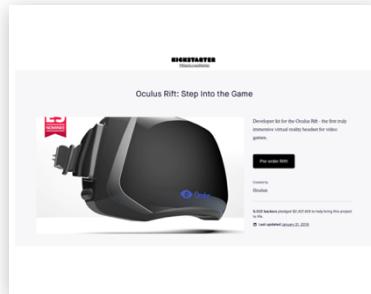
Strategy 8: Crowdfunding for consumer hardware

pebble



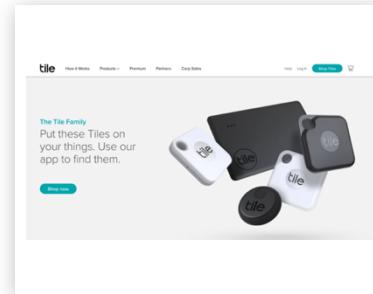
Pebble's smartwatch Kickstarter campaign raised USD 20 million. Later acquired by Fitbit for only USD 23 million (in turn acquired by Google for USD 2.1 billion).

oculus



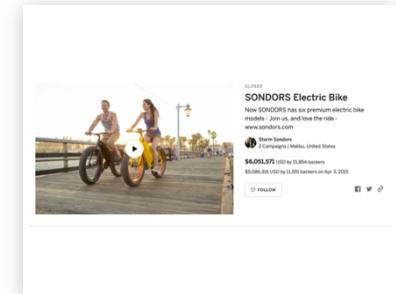
Oculus Rift's Kickstarter campaign raised USD 2.4 million. Later acquired by Facebook for USD 2.3 billion.

tile



Tile raised USD 2.6 million for its tracking tag through its Selfstarter crowdfunding campaign.

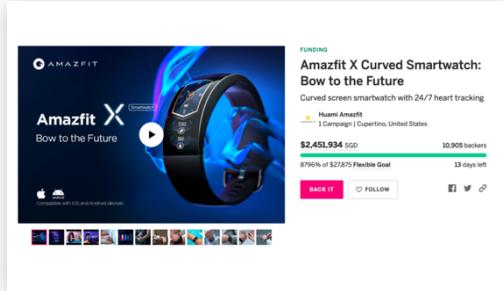
SONDORS
PREMIUM ELECTRIC BIKES



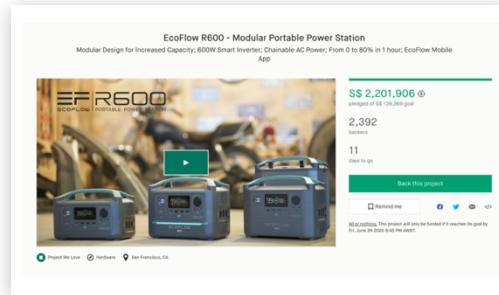
Sondors raised USD 6 million for its electric bike on Indiegogo.

Sample perk crowdfunding platforms

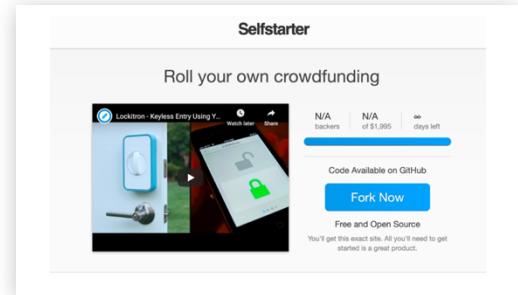
INDIEGOGO

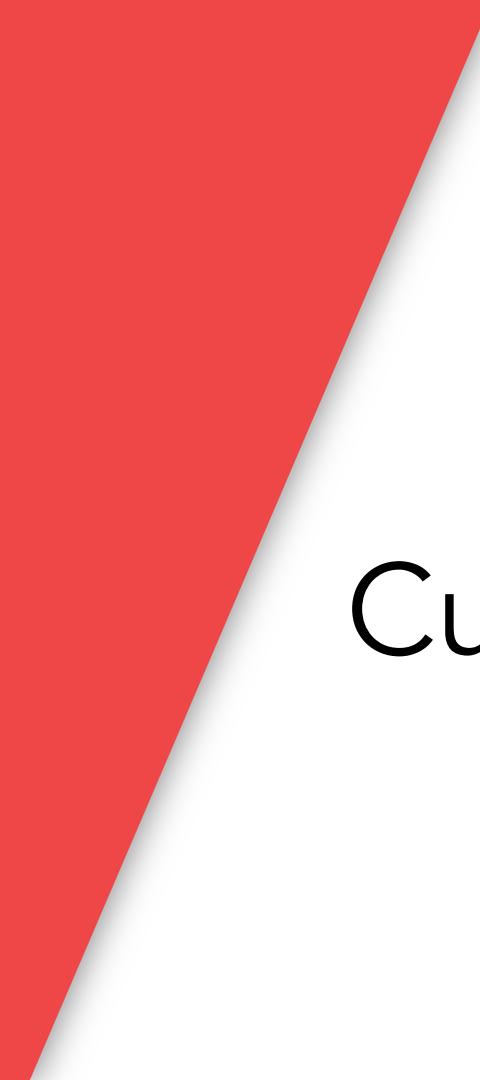


KICKSTARTER



Selfstarter





Early B2B Customer Acquisition

Typical properties of B2B

Considered purchases leading to longer sales cycles

Multiple stakeholders often involved in decision-making

Usually higher LTVs than consumer

Potential to spend a fair bit on CAC

Though note a recent tendency for many B2B SaaS products to emulate consumer growth strategies (e.g. Yammer, Skype for business, Slack, Asana, Atlassian)

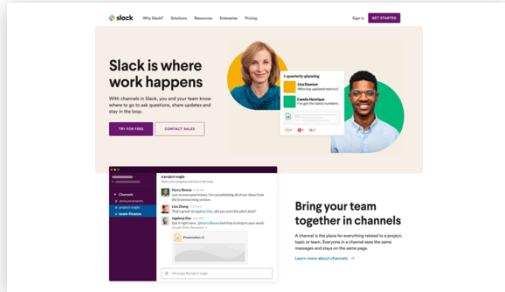
B2B customer acquisition

- **Ten strategies** account for the early growth of B2B enterprise companies.
- Most startups found their first customers from just one or a few strategies. The most popular strategies involve leveraging personal networks, building virality into products, leveraging online communities and listing on product sites.
- To execute on any of these strategies, it's important to **first narrowly define your target client**.
- The tactics that you use to get your first 50 B2B clients differ from scaling to 1,000 clients, notably in terms of lack of scalability due to the initial personal high touch acquisition approach.

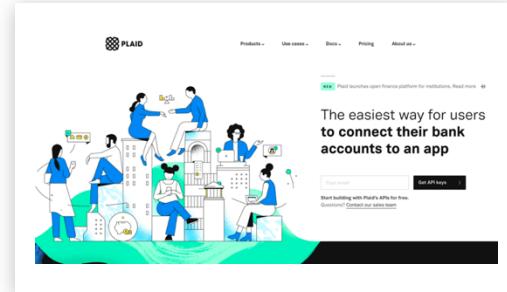
Acquiring your first 50 B2B clients

1. Personal network	 slack	 PLAID	 Airtable
2. Content marketing	 unbounce	 zendesk	 HubSpot
3. Event marketing	 Trello	 salesforce	
4. Cold outreach	 salesforce	 baremetrics	 intronis
5. Online communities	 shopify	 ipinfo.io	 zapier*
6. Team virality	 yammer*	 asana	 slack
7. Referral competitions	 hotjar	 BrandMentions	
8. Product site listings	 actiondesk	 invision	 Airtable
9. Onboarding magic	 SUPERHUMAN	 stripe	 OneUp
10. Paid acquisition	 freshworks	 breather	 DESIGN PICKLE*

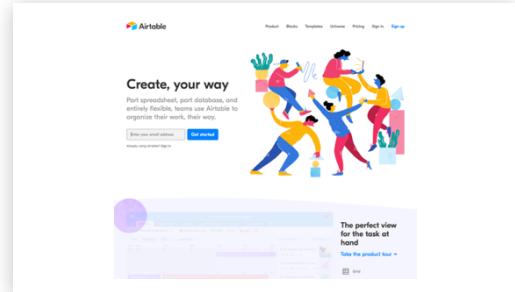
Strategy 1: Personal network



Stuart Butterfield begged and cajoled friends at other companies to try Slack out

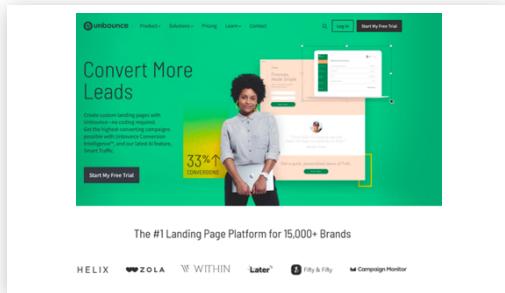


Plaid founders William Hockey and Zach Perret had a friend who was Head of Engineering at PayPal owned Venmo. That led to the first major client.



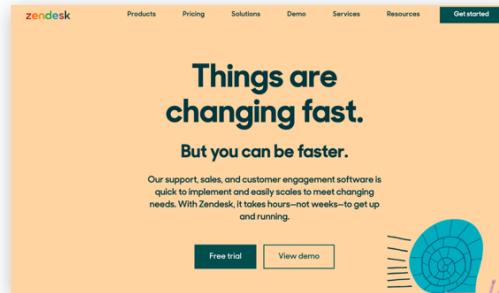
Airtable launched in 2014 with an invite only beta program.

Strategy 2: Content marketing



The screenshot shows the Unbounce homepage with a green header and a central image of a person standing next to a landing page. Text on the page includes "Convert More Leads", "Start My Free Trial", and "The #1 Landing Page Platform for 15,000+ Brands". Logos for Helix, Zola, Within, Later, Fly & Fly, and Campaign Monitor are at the bottom.

Unbounce founder Oli Gardner wrote a 62-page marketing guide to attract customers and build a brand



The screenshot shows the Zendesk homepage with a yellow background. Headlines include "Things are changing fast." and "But you can be faster.". Text below states: "Our support, sales, and customer engagement software is quick to implement and easily scales to meet changing needs. With Zendesk, it takes hours—not weeks—to get up and running." Call-to-action buttons for "Free trial" and "View demo" are at the bottom, along with a cartoon snail icon.

Zendesk has leveraged content marketing through its Zendesk Engineering Medium blog as well as through vertical content for different types of customers



The screenshot shows the HubSpot homepage with a pink background. Headline: "There's a better way to grow." Text: "Marketing, sales, and service software that helps your business grow without compromise. Because 'good for the business' should also mean 'good for the customer'." Call-to-action button: "Get HubSpot free". To the right is a colorful illustration of various people interacting with a house, a car, and a smartphone.

HubSpot focused on content marketing since their launch in 2006 with 75% of lead generation from content marketing through their blog, online webinars and a website grader tool.

Strategy 3: Event marketing



A screenshot of the Trello landing page. It features a large blue header with the Trello logo. Below it, a central image shows three people working together on a wall covered in various cards and charts. To the left, text reads: "Trello lets you work more collaboratively and get more done." Below this is another paragraph: "Trello's boards, lists, and cards enable you to organize and prioritize your projects in a fun, flexible, and rewarding way." At the bottom are two buttons: a white "Email" button and a green "Sign Up – It's Free!" button.

Trello officially launched at TechCrunch Disrupt in 2011 and used that momentum, and word of mouth to get to 500,000 users within a year.

A screenshot of the Salesforce landing page. It features a large blue cloud icon with the word "salesforce" in white. The main navigation bar includes links for Products, Solutions, Support & Services, Events, Resources, About Us, and COVID-19. A "TRY FOR FREE" button is visible. The main content area has a yellow banner for "WORK.COM" and a section titled "Connect to your customers in a whole new way with the world's #1 CRM platform." It includes a "START MY FREE TRIAL" button and a "WATCH DEMOS" button. Below this is a large graphic showing a city skyline and various Salesforce dashboard metrics. At the bottom, there is information about "Salesforce Live: Asia" with a "REGISTER NOW" button and a small cartoon character illustration.

In February 2000, Salesforce launched with an event themed "The End of Software" at San Francisco's Regency Theater with 1,500 attendees and a concert with The B-52s.

Strategy 4: Cold outreach (calling/messaging)



A screenshot of the Salesforce website homepage. It features a large banner with the text "Connect to your customers in a whole new way with the world's #1 CRM platform." Below the banner are several sections with different icons and calls to action like "Start Free Trial" and "Live Demo".

In the early days, Salesforce went directly after salespeople in small organizations with less than 30 employees (i.e. not after the executives).



A screenshot of the Baremetrics website. It has a main heading "Grow your startup right." and a sub-section "Metrics, dunning, and engagement tools for SaaS & subscription businesses." Below this are "Start Free Trial" and "Live Demo" buttons, along with a preview of their software interface showing various charts and data tables.

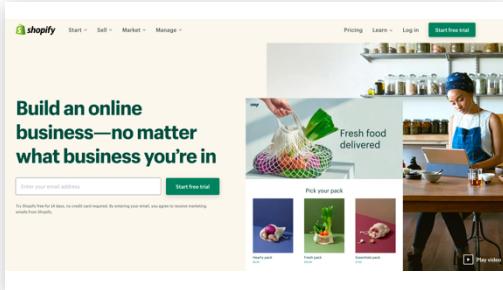
Josh Pigford, Founder of Baremetrics engaged directly with Twitter users to win his first 100 customers, focusing specifically on solving the painpoints of Stripe analytics.



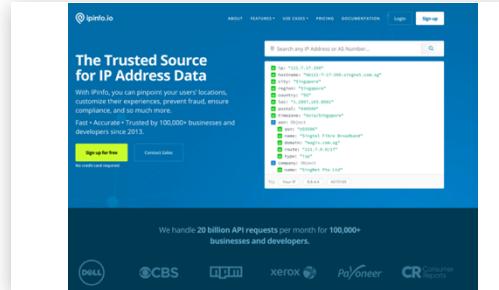
A screenshot of the Intronis Backup website. It shows a header with the Intronis logo and navigation links for "PRODUCTS", "PLANS", "RESOURCES", "ABOUT", and "CONTACT". Below the header is a section titled "Intronis Backup" with a sub-section "SaaS data protection built exclusively for IT providers". It includes a "DOWNLOAD THE DATASHEET" button and a "IBU MSP" badge. Further down are sections for "Full Data Protection" and "Bare metal restore - Fast and easy recovery", "VMware backup - Maximize VMware uptime", "Hyper V backup - Protection for virtual machines", "Image backup - Server-level protection", and "Application backup - Application-native backup".

Intronis sent high-value prospects an Atari unit with a request for a 30-minute phone conversation. Anyone who accepted the call later received a second mail with the option to upgrade to a Wii, Xbox or PlayStation. Despite the expensive incentives, the campaign delivered a 700% ROI. Intronis was later acquired by Barracuda.

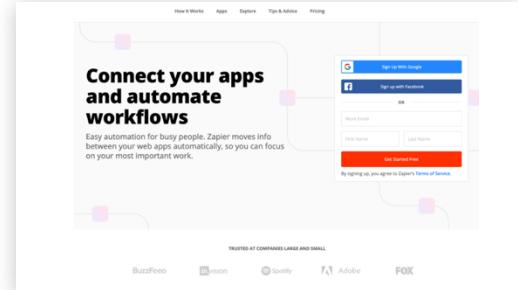
Strategy 5: Online communities



Tobias Lütke and Scott Lake started building a site to sell snowboarding gear called SnowDevil. They built the site using Ruby on Rails and started interacting with the online Rails community. This led to other developers asking if they could use their platform to sell other products. The founders pivoted and developed Shopify. A great example of how the right market opportunity will pull a great company out of the founders.

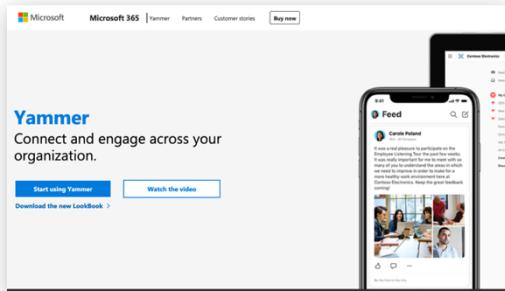


Founder answered 99 Stack Overflow questions and got the attention of 2 million developers.

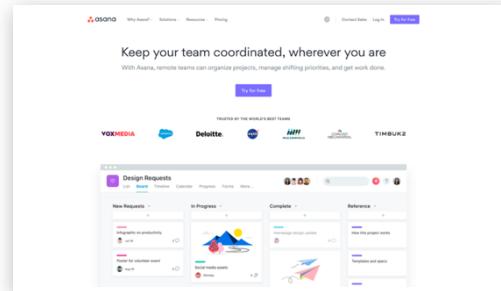


Zapier's founder Wade Foster monitored the community forums of popular products to find out what API integrations developers wanted and then reached out to them to solve their integration needs.

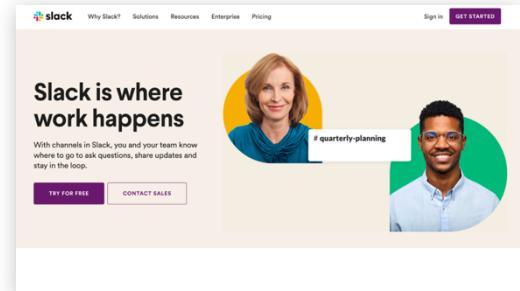
Strategy 6: Team virality



David Sacks of Yammer built the archetypical B2B viral marketing play that scaled by having employees invite their co-workers. Virality was built into the very fabric of the product. This became the growth playbook for a lot of team messaging / collaboration tools including Asana and Slack.



Asana requires new sign-ups to use their work e-mail, rather than private e-mail, to connect them with other users within the same company and to invite colleagues from their company.



Same "team virality" approach taken from the Yammer playbook

Strategy 7: Referral competitions (for beta)

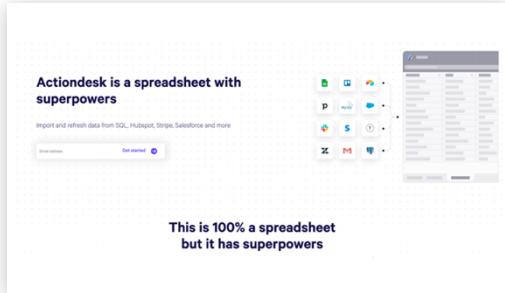
The Hotjar website features a prominent logo with a flame icon. The main headline reads "The fast & visual way to understand your users". Below it, a sub-headline says "Everything your team needs to uncover insights and make the right changes." A "Try it free" button is visible. On the left, there's a heatmap of a user session with a yellow path and red "DROP OFF" points labeled 58%, 44%, and 38%. To the right, a "Conversion Funnel" section shows a flow from "Homepage" to "Pricing", "Register", and finally "Conversion" at 7.8%.

Hotjar launched a contest with free beta access and other prizes that led to 60% of the 60,000 sign-ups the company received within the first 6 months of business.

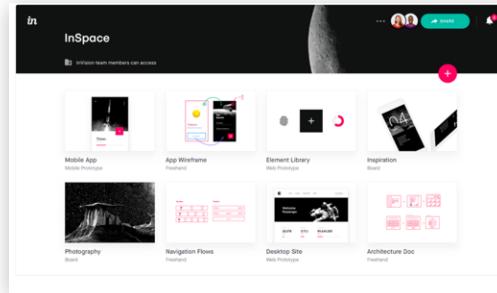
The BrandMentions website has a dark blue background with the company logo and navigation links like "FEATURES & USE CASES", "REVIEWS", "PRICING", and "HELP". The central focus is a large, bold headline "Every Mention, Counted *". Below it, a subtext states "We dig every corner of the internet to find all the relevant mentions about anyone or anything". There's a form for entering an email address and a "Start Free Trial" button. To the right, there are stylized icons representing various social media platforms.

BrandMentions launched a social media competition that resulted in 12,000 leads within 5 weeks.

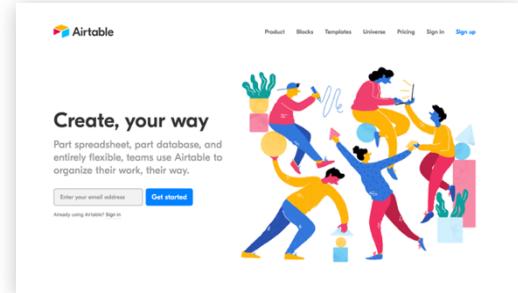
Strategy 8: Product site listings



Actiondesk launched on Product Hunt and got 450 sign-ups in 3 days. Prior to that, they subscribed to "Product Hunt Upcoming" three months ahead of launch to get 250 pre-launch sign-ups including beta users.



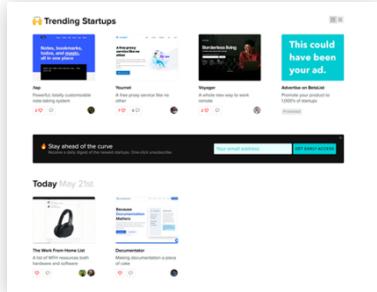
InVision launched on BetaList in 2011.



After their invite only beta, Airtable launched to the public on BetaList in 2016.

Examples of product sites

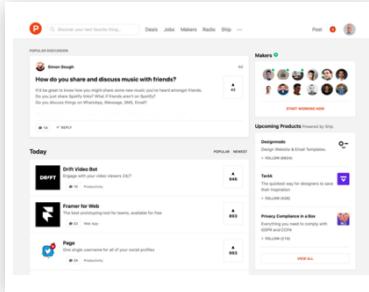
BETA
LIST



<https://betalist.com/>

P

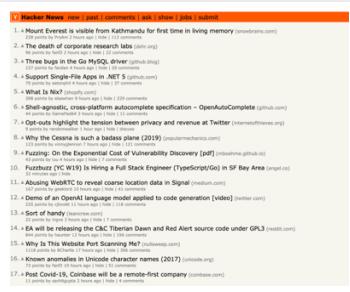
Product Hunt



<https://www.producthunt.com>

Y

Hacker News



<https://news.ycombinator.com/news>

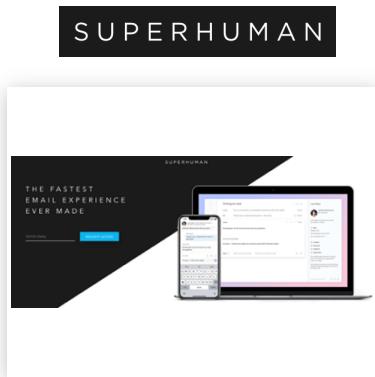


Capterra



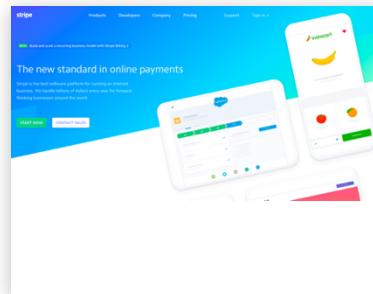
<https://www.capterra.com/>

Strategy 9: Onboarding magic to create ambassadors

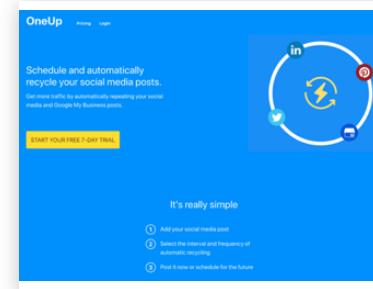


Superhuman CEO Rahul Vohra personally conducted onboarding sessions with customers to give them personal attention and identify bugs.

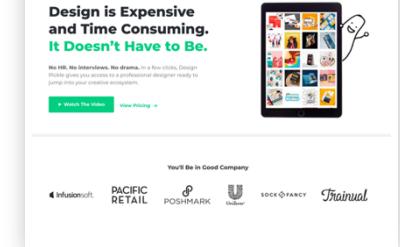
Technically a B2C example but the initial customer acquisition was targeting professionals with Superhuman as a work tool.



When a prospective customer agreed to try Stripe one of the founders, Patrick or John Collison, would just set up the service straight away on that person's laptop.



OneUp sent personal video messages to sign-ups rather than just a standard onboarding e-mail.



Freestyle rapped 130+ thank you messages to early paying customers.

Strategy 10: Paid acquisition



A screenshot of the Freshworks homepage. At the top, there's a navigation bar with links for Products, Platform, Company, Customers, Support, and a sign-up button. Below the header, a large section features the headline "Delight your customers and win them for life" with a subtext about omnichannel solutions. To the right is a 3D-style illustration of a computer monitor displaying a customer service dashboard with multiple windows and icons. At the bottom left, there's a "SIGN UP FOR FREE" button. Logos for various clients like Panasonic, HP, NYU, Pearson, Decathlon, and Henkel are listed at the bottom.

Freshdesk experimented with small ad budgets of USD 10, 25, 50 on Google Adwords, Facebook and LinkedIn. Spent USD 350 in total to get 150 valid sign-ups.



A screenshot of the Breather homepage. The top navigation includes links for Book a Meeting Room, Rent an Office, Popular Uses, Sign in, and Contact us. The main headline reads "Breather, space made simple" with a subtext about modern workspace options. Two sections are shown: "On-Demand Meeting Spaces" (with an image of a bright meeting room) and "Monthly Office Space" (with an image of a modern office interior). A call-to-action button "Find Spaces >" is located below the first section, and another "Explore >" button is below the second.

Julien Smith of Breather created Twitter ads from his personal Twitter account introducing the company's launch in New York and asked prospects to DM him directly for a trial. This acquisition hack led to thousands of users being onboarded.

Early B2B Sales Conversion

B2B paid account sales conversion strategies

- **Bottom-up + self-service:** Users discover your product, sign up for a free plan, love it, and upgrade themselves in order to get more functionality.
- **Bottom-up + inside sales:** Users discover your product, sign up for a free plan, and then are either encouraged by a sales rep (or proactively reach out) to upgrade for more functionality.
- **Outbound sales:** Founders or early sales hires reach out to leads, help them trial the product, and then sign them up for a paid plan.

Selling / Upselling to your first 10 B2B customers

1. Bottom-up + self-service i.e. freemium → want more → self-serve upgrade	 Figma  Shopify  Segment  PLAID  stripe  slack  twilio  Canva  ATLISSIAN
2. Bottom-up + inside sales i.e. freemium → encouraged to upgrade	 Airtable  asana  box  coda  Dropbox 
3. Outbound sales e.g. contact → trial → buy	 Amplitude  okta  salesforce  zoom  GUSTO  intercom  workday  carta  Square  looker

lennynewsletter.com

Growth Resources

Growth resources (1)

Andrew Chen

@andrewchen

Get my newsletter. It features long-form essays on startups, growth, metrics, and network effects. I've written 650+ essays which have been featured and quoted in The New York Times, Fortune, Wired, and WSJ.

These days, I'm an investor at Andreessen Horowitz, where I focus on consumer products, marketplaces, and bottoms up SaaS. Previously, I led growth teams at Uber. I'll share from these experiences, and more, on my newsletter.

Your email address

Sign up

“ Here's one message you want. Chen's weekly newsletter offers thoughtful essays on startups and marketing from a true Silicon Valley insider.
– Wired Magazine

<https://andrewchen.co/>

Brian Balfour

BRIANBALFOUR
GROWTH STRATEGY & USER ACQUISITION



Build A Growth Machine

I'm Brian Balfour, Founder/CEO of [Reforge](#), previously VP Growth @ HubSpot. I've started multiple VC backed companies, and grown user bases to millions of daily active users. I write detailed essays on growth and user acquisition that have been featured in Forbes, Hacker News, and Quora to help you build a growth machine.

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One email per week, unsubscribe with one click anytime

Andrew Chen
Growth @ Uber

"Brian's thoughtful writings on growth touch on key strategic and tactical considerations, making him a must-read."

Ivan Shah
Founder KISSMetrics

"Brian writes thorough, structured, approachable posts about growth and user acquisition. Every post of his is a must-read."

Noah Kagan
CEO AppSumo

"Brian has been at forefront of growth marketing, virtual goods, and social media marketing. He has a lot of very writing-in-depth posts with lots of meaty goodness for sharing!"

<https://brianbalfour.com>

Lenny Rachitsky

Lenny's Newsletter

Subscribe

Acquiring your first 1,000 users

to your users, office

to your users, online

to your friends

on POMO

image influencers

press

at a community

How the biggest consumer apps got their first 1,000 users - Issue 25

Considering every startup confronts this question at some point, I was surprised by how little has been written about it. Particularly anything actionable. So I decided to do my own digging. I spent the past month personally reaching out to founders, scouring interviews, and tap...

Lenny Rachitsky

New Top Community What is Lenny's Newsletter?

Evaluating a (marketplace) business idea - Issue 31

After looking at 100+ marketplace businesses over the past few years, I've learned one important lesson: First, forget about the marketplace part. Star...

Lenny Rachitsky

One team, one roadmap - Issue 30

Hello, I'm Lenny, and welcome to a subscriber-only edition of my weekly newsletter. Each week I tackle reader questions about product, growth, wo...

Lenny Rachitsky

<https://www.lennyrachitsky.com/>

20% off for Antler for the paid version of the newsletter:
<https://www.lennyrachitsky.com/antler>

Growth resources (2)

Julian Shapiro

The screenshot shows a landing page for 'Growth Marketing' by Julian Shapiro. At the top, there's a navigation bar with 'Julian.com • Growth • Intro'. Below it is a large title 'Julian Shapiro' and a sub-section 'Growth Marketing'. A stylized illustration of a person standing on a city skyline is on the left. The main content area has a light gray background with several sections:

- Intro**: A paragraph explaining the handbook's purpose and a bulleted list of topics: Landing Pages, A/B Testing, User Onboarding, Ad Channels, Making Ads, Facebook & Instagram, B2B Sales, and Content Marketing.
- Use dynamic CTAs to close more B2B leads**: A post by Julian Shapiro from May 18, 2020, with a small image of a piggy bank on a skateboard.
- Use accelerated retargeting to increase conversions**: A post by Julian Shapiro from March 19, 2020, with a small image of hands interacting with a glowing brain.

<https://www.julian.com/guide/growth/intro>

John Egan

The screenshot shows John Egan's LinkedIn profile. At the top, there's a photo of a smartphone icon, the name 'John Egan', and the title 'Growth Engineer @Pinterest'. Below this is a 'About Me' section with links to 'Post Details', 'Profile', 'say hello', 'Feed', and 'LinkedIn'. The main content area has a white background with a heading 'How Pinterest Supercharged its Growth Team With Experiment Idea Review' and a sub-headline 'Growth teams need to be organized bottom-up to scale well'. There's a paragraph of text followed by two small illustrations at the bottom: one labeled 'Experiment Ideas' showing a central smiley face with arrows pointing to five smaller faces, and another labeled 'Experiment Review' showing a similar structure.

<https://jwegan.com>

Growth resources (3)

The Ahrefs blog is a data-driven marketing toolset. It features detailed tutorials, case studies, and opinion pieces from marketing practitioners and industry experts alike.

What is Content Writing? 11 Tips For More Organic Traffic and Readers
Si Quan Ong | June 23, 2020 | 139 shares

4 Simple Blog Post Templates (And When To Use Them)
Joshua Hardwick | June 18, 2020 | 558 shares

Republishing Content: How to Update Blog Posts For More Organic Traffic
Sam Oh | June 17, 2020 | 13:19

Reaching over 15,000 founders and makers every month.

All New B2B B2C SaaS Unicorn Hardware VC Funded Bootstrapped

SaaS Slack B2B "Most enterprise software looks like a cheap 70's prom suit—muted blues and greys everywhere—so, after launching a highly successful Slack look like a confetti cannon had gone off." New IPO	SaaS Ad B2C "Building my startup in the open (and sharing regular updates on Twitter)" NomadList \$1m ARR	Exit B2B "Manually fulfilled more than 1,000 orders over close to six months" UnCover	Unicorn B2C "went to swap meets, flea markets and garage sales all over America—expecting to earn a few extra bucks—and talked to people" eBay IPO
Exit B2C "founder personally listened to hundreds of new songs and make recommendations for people who like similar music" CDBaby Exit for \$22m	SaaS Terminus B2B "Started from zero, wrote the first-ever book on ABM and created a movement called #IfPeopleTunne" Raised \$30m	SaaS Unbounce B2B "Unbounce's Co-Founder, Oli Gardner, wrote a 62 page guide to helping founders build a marketing for noobs that he rolled out as a free 6-month email course" 500m conversions	Closed HomeJoy B2C "Actually went to get a job at a cleaning company, learned how to clean from the floor up in a few weeks that I was there at the cleaning company" Raised \$65m
SaaS Groove B2B "Scrapped online mentions to make sure no customer is ever lost due to a bad experience, and if so, fixed bugs and won them back" \$10m ARR	Unicorn DoorDash B2C "DoorDash cofounders used to deliver hummus themselves and get direct feedback from their customers" Raised 971m	Exit Salesforce B2B "Their early sales strategy was aggressive—they directly went after potential clients (big people) who worked for fast food chains (less than 30 employees)—not their executives" Rev \$8.4B	Exit BoardBound B2C "Every weekend of the boating season, went out to the three major marinas in the SF Bay Area to surprise local business owners dock with goody baskets that we put together for them" Raised \$5m
Exit Flickr B2C "Greeted every person who came to the site. All of these people are your potential evangelists. You need to show those people love" Acquired by Yahoo Raised \$1.5B	Unicorn Pinterest B2C "founder went to design conferences to recruit users manually when he noticed Pinterest users were interested in design"	SaaS Wufoo B2C "Co-founder wrote personalized thank you cards to hundreds of loyal customers by making time weekly" Raised \$685m	Unicorn Stripe B2B "Founders delivered exceptional customer support including fixing bugs at 2 AM" Raised \$685m

<https://ahrefs.com/blog/>

<https://www.dothingsthatdontscale.com/>

Growth resources (4)

Q: How did the big consumer apps get their first 1,000 users?

Considering every startup confronts this question at some point, I was surprised by how little has been written about it. Particularly anything actionable. So I decided to do my own digging. I spent the past month personally reaching out to founders, scouring interviews, and tapping the Twitterverse. Below, you'll find first-hand accounts of how essentially every major consumer app acquired their earliest users, including lessons from Tinder, Uber, Superhuman, TikTok, Product Hunt, Netflix, and many more. Enjoy!

Acquiring your first 1,000 users

1. Go to your users, offline	
2. Go to your users, online	
3. Invite your friends	
4. Create FOMO	
5. Leverage influencers	
6. Get press	
7. Build a community	

<https://www.lennyrachitsky.com/p/how-the-biggest-consumer-apps-got>

The image shows a screenshot of a TechCrunch article page. At the top, there's a banner for "Check out these great online resources for Medicare now" with a "Search now" button. Below the banner, the TechCrunch logo and navigation links like "Login", "Search Q", "Startups", "Videos", "Audio", "Newsletters", "Extra Crunch", "Advertise", and "More" are visible. The main content features a large image of people working in an office. The title of the article is "How should B2B startups think about growth? Not like B2C". The author's name, Tyler Elliston, and the date, August 16, 2019, are mentioned. The article discusses common ineffective demand generation strategies for B2B startups and provides a rule: "Rule #1: B2B is not B2C. We are often dealing with considered purchases, multiple stakeholders, innovation hurdles, and...".

<https://techcrunch.com/2019/08/16/how-should-b2b-startups-think-about-growth-not-like-b2c/>

Growth resources (5)

Finding your first ten B2B customers

	Bottom-Up / Self-Service	Sales
1. Tap your personal network e.g. friends, former colleagues, investors, incubator peers	Figma slack asana stripe workday okta GUSTO INTERCOM Airtable Amplitude	carta looker salesforce
2. Seek out your customers where they are e.g. online communities, Hacker News, door to door	Figma PLAID Dropbox shopify Airtable Amplitude Segment	Square
3. Get press e.g. an orchestrated launch	Circus twilio slack	

Biggest takeaways:

1. Only *three* sourcing strategies account for every B2B company's very early growth (unlike the *seven* strategies for consumer apps). Thus, your choices are easy, yet limited.
2. In practice, it's even easier — almost every B2B business BOTH hits up their personal network AND heads to the places their potential customers were spending time. The question isn't which of these two routes to pursue, but instead how far your own network will take you before you move on.
3. It's a huge advantage to have a strong personal network in B2B, which you can also build by bringing on a connector investor or joining an incubator such as YC.
4. Tapping your personal network is even more important if you need to "sell" your product (i.e. not going bottom-up), likely because early customers need to have a reason to trust you.

<https://www.lennyrachitsky.com/p/how-todays-fastest-growing-b2b-businesses>

Selling your first ten B2B customers

1. Bottom-up + self-service i.e. freemium → want more → self-serve upgrade	Figma shopify Segment PLAID stripe slack twilio Commerce ATLAASSIAN
2. Bottom-up + inside sales i.e. freemium → encouraged to upgrade	Airtable asana box coda New Relic
3. Outbound sales e.g. contact → trial → buy	Amplitude okta salesforce Zoom GUSTO INTERCOM workday carta Square looker

My biggest surprises and takeaways:

1. 100% of companies ended up building a sales team, including every bottom-up driven business
2. Most companies kick-started growth with founder-led sales
3. If you're going bottom-up, you don't need to launch with a paid plan. Seven of the twenty-five companies I looked at (including Segment, Figma, and Airtable) had no paid plans when they launched. They then worked with their power-users to figure out what the paid plans should be.
4. You can adjust your sales strategy down the road — Zoom and Amplitude started sales-driven and later became bottom-up-driven. Box and New Relic did the reverse.

<https://www.lennyrachitsky.com/p/how-todays-fastest-growing-b2b-startups>

Growth resources (6)

STARTUP = GROWTH

Want to start a startup? Get funded by [Y Combinator](#).

September 2012

A startup is a company designed to grow fast. Being newly founded does not in itself make a company a startup. Nor is it necessary for a startup to work on technology, or take venture funding, or have some sort of "exit." The only essential thing is growth. Everything else we associate with startups follows from growth.

If you want to start one it's important to understand that. Startups are so hard that you can't be pointed off to the side and hope to succeed. You have to know that growth is what you're after. The good news is, if you get growth, everything else tends to fall into place. Which means you can use growth like a compass to make almost every decision you face.

Redwoods

Let's start with a distinction that should be obvious but is often overlooked: not every newly founded company is a startup. Millions of companies are started every year in the US. Only a tiny fraction are startups. Most are service businesses — restaurants, barbershops, plumbers, and so on. These are not startups, except in a few unusual cases. A barbershop isn't designed to grow fast. Whereas a search engine, for example, is.

When I say startups are designed to grow fast, I mean it in two senses. Partly I mean designed in the sense of intended, because most startups fail. But I also mean startups are different by nature, in the same way a redwood seedling has a different destiny from a bean sprout.

<http://www.paulgraham.com/growth.html>

DO THINGS THAT DON'T SCALE

Want to start a startup? Get funded by [Y Combinator](#).

July 2013

One of the most common types of advice we give at Y Combinator is to do things that don't scale. A lot of would-be founders believe that startups either take off or don't. You build something, make it available, and if you've made a better mousetrap, people beat a path to your door as promised. Or they don't, in which case the market must not exist. [1]

Actually startups take off because the founders make them take off. There may be a handful that just grew by themselves, but usually it takes some sort of push to get them going. A good metaphor would be the cranks that car engines had before they got electric starters. Once the engine was going, it would keep going, but there was a separate and laborious process to get it going.

Recruit

The most common unscalable thing founders have to do at the start is to recruit users manually. Nearly all startups have to. You can't wait for users to come to you. You have to go out and get them.

Stripe is one of the most successful startups we've funded, and the problem they solved was an urgent one. If anyone could have sat back and waited for users, it was Stripe. But in fact they're famous within YC for aggressive early user acquisition.

<http://paulgraham.com/ds.html>

Growth resources (7)

How to Kickstart and Scale a Marketplace Business – Phase 1: Crack the Chicken-and-Egg Problem 🎉

Insights from 17 of today's biggest marketplaces, including Airbnb, DoorDash, Thumbtack, Etsy, Uber and many more

 Lenny Rachitsky
Nov 20, 2019 124 0 0

"Everyone's always looking for the hack - what's the channel that will unlock something big? But every time we looked for a reason we weren't growing, it always came back to the basics -- selection, delivery quality, pricing. That's it. Always come back to first principles. Whenever we made a mistake, we forgot this."

– Micah Moreau (DoorDash, VP of Growth)

(This is a special edition of my newsletter — the first in a series of posts sharing insights from interviews with founders and early employees at today's most successful marketplace businesses. Our regularly scheduled weekly Q&A series will resume in a few weeks.)

Having worked at Airbnb for many years, I'm frequently asked about what Airbnb did right in order to grow into what it is today. While sharing my learnings, I've become increasingly wary of teams relying too heavily on a single company's experience. There are so many factors that go into an eventual success story, and what's effective once may not be again. Thus, I've been yearning to get a wider perspective on what has (and hasn't) worked for other marketplace companies.

Since I couldn't find anything out there that was comprehensive enough, I decided to be the change I want to see in the world and do the primary research myself. Over the past few months, I've had the good fortune to interview dozens of incredible people with direct experience building and scaling some of the most successful marketplace companies in the world. I've consolidated their learnings into a sort-of-playbook to kickstart and grow a successful marketplace business — which I'll be sharing as bite-sized posts over the next few weeks:

<https://www.lennyrachitsky.com/p/how-to-kickstart-and-scale-a-marketplace>

What is GOOD and GREAT retention?

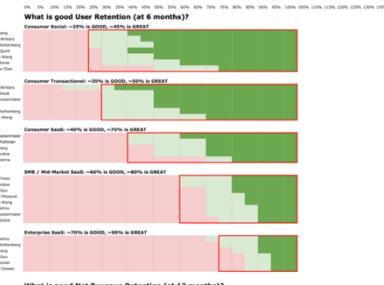
GOOD and GREAT User Retention

- Consumer Social: ~25% is GOOD, ~45% is GREAT
- Consumer Transactional: ~30% is GOOD, ~50% is GREAT
- Consumer SaaS: ~40% is GOOD, ~70% is GREAT
- SMB / Mid-Market SaaS: ~60% is GOOD, ~80% is GREAT
- Enterprise SaaS: ~70% is GOOD, ~90% is GREAT

GOOD and GREAT Net Revenue Retention

- Consumer SaaS: ~55% is GOOD, ~80% is GREAT
- Bottom-Up SaaS: ~100% is GOOD, ~120% is GREAT
- Land and Expand VSB SaaS: ~80% is GOOD, ~100% is GREAT
- Land and Expand SMB / Mid-Market SaaS: ~90% is GOOD, ~110% is GREAT
- Enterprise SaaS: ~110% is GOOD, ~130% is GREAT

Here's a handy visual guide, which links to a high-res PDF:



<https://www.lennyrachitsky.com/p/what-is-good-retention-issue-29>

Growth resources (8)

The Angel VC

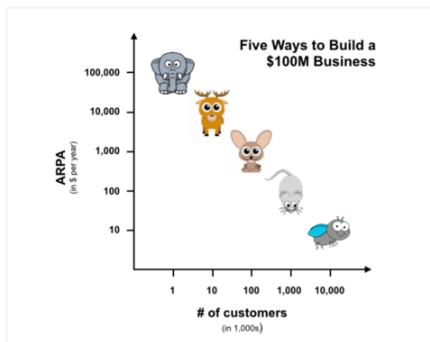
Thoughts on Internet startups, SaaS and early-stage investing from Christoph Janz @ Point Nine Capital.

Sunday, October 05, 2014

Five ways to build a \$100 million business

Some time ago my friend (and co-investor in Clio, Jobber and Unbounce) Boris Wertz wrote a great blog post about ["the only 2 ways to build a \\$100 million business"](#). I'd like to expand on the topic and suggest that there are **five** ways to build a \$100 million Internet company. This doesn't mean that I disagree with Boris' article. I think our views are pretty similar, and for the most part "my" five ways are just a slightly different and more granular look at Boris' two ways.

The way I look at it can be nicely illustrated in this way:



About Christoph Janz



I'm a Partner at [Point Nine Capital](#). Previously I was an Internet entrepreneur and angel investor. In 1997 I co-founded [DealPilot.com](#) (acquired by [eBay](#)) and in 2005 I co-founded [Pagefaster](#) (acquired by [LiveJupiter](#)). My investments include Zendesk, [FreeAgent](#), Geckoboard, Algolia, Typeform, Contentful and other SaaS startups.

The Angel VC

Thoughts on Internet startups, SaaS and early-stage investing from Christoph Janz @ Point Nine Capital.

Sunday, April 07, 2019

Five years later: Five ways to build a \$100 million SaaS business

Back in 2014, I wrote a post titled ["Five ways to build a \\$100 million business"](#). If you haven't seen it yet, the central idea of the article was to look at how many customers you need, for a given ARPA, to get to \$100 million in annual revenue and what this might mean for your sales and marketing strategy. That post went kind of viral, which led us to create a [follow-up piece](#), an [infographic](#), a [poster](#) (which you can [order here](#)), and a [PlayPlay video](#).

What did I learn from that experience? First, if you want to write a killer blog post, it helps if you take a difficult question and simplify it drastically, give it a catchy headline, and add pictures of cute animals. ;)

More importantly, though, using my five little animals as a simple framework has helped me challenge (and hopefully occasionally provide sound advice on) the scaling strategies of numerous startups over the last couple of years.

Based on my learnings in the last years, here is a slightly updated version of the chart:



About Christoph Janz



I'm a Partner at [Point Nine Capital](#). Previously I was an Internet entrepreneur and angel investor. In 1997 I co-founded [DealPilot.com](#) (acquired by [eBay](#)) and in 2005 I co-founded [Pagefaster](#) (acquired by [LiveJupiter](#)). My investments include Zendesk, [FreeAgent](#), Geckoboard, Algolia, Typeform, Contentful and other SaaS startups.

Products for SaaS companies

If you run a SaaS company, check out:

ChartMogul

The best subscription analytics solution out there.

Brightback

Helps you reduce churn using cancellation deflection.

(ChartMogul and Brightback are P9 portfolio companies. Sorry about the shameless plug.)

<http://christophjanz.blogspot.com/2014/10/five-ways-to-build-100-million-business.html>

<http://christophjanz.blogspot.com/2019/04/five-years-later-five-ways-to-build-100.html>

Growth resources (9)

a16z Podcast: The Basics of Growth — Engagement & Retention

with Andrew Chen, Jeff Jordan, and Sonal Chokshi

growth • metrics • network effects •
all about network effects •
Company Building 101 •
consumer startups • driving with data •
key startup metrics

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Once you have users, how do you keep them engaged, retain them, and even "resurrect" or re-engage them? That's the focus of this episode of the a16z Podcast, which continues our series on the basics of growth from [user acquisition](#) to [engagement](#) and [retention](#) — covering, as always, key metrics and how to think about them. Especially as many products and platforms evolve over time, so do the users, some of whom may even use the product in different ways... so what does that mean for engagement, and how can startups analyze their users? "Show me the cohorts!" may be the new "show me the money"...

Featuring a16z general partners Andrew Chen and Jeff Jordan, in conversation with Sonal Chokshi, the discussion also covers everything from how network effects come in to play (is there really a magic number or "aha" moment for a product?) to who are the power users (and the power user curve for measuring, finding, and retaining them). Because at the end of the day, you don't want a leaky bucket that you're constantly trying to fill up. That doesn't work, and definitely won't scale.

<https://a16z.com/2018/08/09/growth-engagement-retention/>

Growth resources (10)

KPI examples > SaaS >

CAC Payback Period

What is CAC Payback Period?

The SaaS Metric CAC Payback Period is the number of months it takes to earn back the money invested in acquiring customers. It shows your break even point. This metric often goes by Time to Recover CAC or Months to Recover CAC.

Advice from VCs: Why CAC Payback Period is critical

"CAC payback period determines how much cash the company needs to grow." - Tom Tunguz, Partner at Redpoint Ventures

How to calculate CAC Payback Period:

$$(\$) \text{ CAC} / [(\$) \text{ ARPA} \times (\%) \text{ Gross Margin}] = (\#) \text{ Months to Recover CAC}$$

In order to calculate CAC Payback Period, you need to know three other key metrics: **Customer Acquisition Cost (CAC)**, Average Revenue Per Account (ARPA), and Gross Margin percent. Divide the customer acquisition cost by the average revenue per account multiplied by gross margin percent. This gives you the number of months it takes to recover CAC.

<https://www.geckoboard.com/best-practice/kpi-examples/cac-payback-period/>

The biggest issues with LTV : CAC for early-stage startups — and what to do

MattLevinson [Follow](#)
Jan 28, 2019 · 4 min read



LTV (lifetime value) to CAC (customer acquisition cost) is the oft-cited gold standard for VCs and startups looking to quantify "unit economics." The underlying concept is straight forward — if a customer, over their lifetime, generates far more money than it cost to acquire them, just spend more on customer acquisition! And your soon-to-be unicorn is off to the races.

It's so easy that even Erlich Bachman can do it!



Unicorns with proper LTV : CAC... right?

Typically, a startup should have LTV / CAC over 3x. At 1x, you will payback your variable costs, but never your fixed costs or capital expenditures.

The big problem — when operating and pitching VCs — is that like Erlich Bachmann, LTV to CAC is rarely credible at Seed or Series A. Despite all the talk, early-stage VCs put little faith in this ratio.

<https://medium.com/@MattLevinson/the-biggest-issues-with-ltv-cac-for-early-stage-startups-and-what-to-do-2c5c90ac8af6>

SaaS Metrics – A Guide to Measuring and Improving What Matters

By David Skok [200](#)



This blog post looks at the high level goals of a SaaS business and drills down layer by layer to expose the key metrics that will help drive success. Metrics for metric's sake are not very useful. Instead the goal is to provide a detailed look at what management must focus on to drive a successful SaaS business. For each metric, we will also look at what is actionable.

There is an updated (re-written) version of this post available here: [SaaS Metrics 2.0](#).

Before going any further, I would like to thank the management team at HubSpot, and Gail Goodman of Constant Contact, who sits on the HubSpot board. A huge part of the material that I write about below comes my experiences working with them. In particular HubSpot's management team is comprised of a group of very bright individuals that are all very metrics driven, and they have been clear thought leaders in developing the appropriate tools to drive their business. I'd also like to thank John Clancy, who until recently was President of Iron Mountain Digital, a \$230m SaaS business, and Alastair Mitchell, CEO and founder of Huddle.

Let's start by looking at the high level goals, and then drill down from there:



<https://www.forentrepreneurs.com/saas-metrics/>

Growth resources (11)

The screenshot shows the homepage of Indie Hackers. At the top, there's a navigation bar with links for "Start Here", "Interviews", "Podcast", "More", a search icon, and buttons for "LOG IN" and "SIGN UP". Below the navigation is a section titled "Interviews with Indie Hackers" with the subtitle "Hundreds of entrepreneurs share the stories behind how they've started and grown profitable online businesses." To the left is a sidebar with filters for various business categories like "Anything", "Business Model", "Monthly Revenue", etc. The main content area displays five interview cards:

- "How a Few Wrong Turns Led Our Product to \$1,000/Month" by Dashly (Data driven conversation and website marketing) - posted by Dmitrii on Jul 10, 2019.
- "Escaping the 'Trough of Sorrow' and Growing to \$5K/Month" by ConvertKit (Email Marketing for Bloggers) - posted by Lucas Maldonado on Jul 8, 2019.
- "From Burnout to \$2,300 MRR in 18 Months" by Encharge (Powerful and simple marketing automation...) - posted by Owen Williams on Jun 14, 2019.
- "How We Make \$12K/Month by Starting a Conversation" by mkdev (Hire programming mentor) - posted by Kirill Shirinkin on Jun 5, 2019.
- "Bootstrapping My Daydream into a \$20K/Month Business" by Anchor Hosting (Hassle-free WordPress hosting for web...) - posted by Austin Ginder on May 29, 2019.

<https://www.indiehackers.com>

The screenshot shows the Mixergy homepage. At the top, there's a navigation bar with links for "Interviews", "Courses", "Collections", and a "Go Premium" button. Below the navigation is a large yellow banner with the heading "LEARN FROM Proven Entrepreneurs." and the subtext "What do the top startup founders know that you don't? Discover how to think and take action like they do, straight from the founders themselves. Click the button below, to instantly get 9 of our popular interviews in your inbox." A "Click To Get Them Now" button is prominently displayed. To the right of the banner is a grid of portraits of famous entrepreneurs, each with their name and company: Jessica Livingston (YCombinator), Barbara Corcoran (Corcoran Group), Jessie Jackley (Kiva), Paul Graham (YCombinator), Greg Veenendaal (Veenendaal Media), Jimmy Wales (Wikimedia), and Laura Roeder (The Dash). Below the banner, there are sections for "Most recent Interviews and Courses" featuring profiles of Eric Gabarró (PICKER) and Bob Graham (EVENT TEMPLE), both with "NEW!" badges. There are also two "MASTER CLASS COURSE" sections featuring Jonathan Greschan (FOUNDER INSTITUTE) and Cameron Herold (FREE PR).

<https://mixergy.com>

Growth resources (12)

The screenshot shows the homepage of Demand Curve. At the top, a blue header bar displays the text "Only 1 Full Course spots remaining for June." Below the header, there's a navigation bar with links for "DEMAND CURVE", "Full Course", "Mini Courses", "Hire Freelancers/Agencies", and "Talk With Us". The main title "Online courses to grow your company." is prominently displayed in large, bold, black font. A subtext below it reads: "We're a different, more effective way to grow your company. Our marketing courses have three components: a concise curriculum, step-by-step implementation instructions, and access to our growth experts. It's like having a VP of Growth in your pocket." At the bottom of the page, there are two buttons: "Browse Courses" and "Talk With Us".

<https://www.demandcurve.com>

20% Antler discount using
"ANTLERGROWTH"

The screenshot shows a TechCrunch article titled "How should B2B startups think about growth? Not like B2C". The article features a large image of a group of people working in an office. On the left side of the article, there's a sidebar with various links: "TC", "Join Extra Crunch", "Login", "Search Q", "Startups", "Videos", "Audio", "Newsletters", "Extra Crunch", "Advertise", "Events", "More". The main content area has a dark background with white text. The title of the article is "How should B2B startups think about growth? Not like B2C". Below the title, there's a byline: "Tyler Elliston, Kevin Barry | 10:09 pm eastern August 16, 2019". At the bottom of the article, there's a section titled "Image Credits: 10'000 Hours / Getty Images". To the right of the article, there's a sidebar with a bio for "Tyler Elliston, Contributor" and a snippet of his writing.

<https://techcrunch.com/2019/08/16/how-should-b2b-startups-think-about-growth-not-like-b2c/>

Finding research staff for assignments



The Upwork homepage features a prominent banner with the tagline "In-demand talent on demand." and "Upwork is how." Below this, a grid of service categories includes "Web Dev", "Mobile Dev", "Design", "Writing", "Admin Support", "Customer Service", "Marketing", "Accounting", and "See All Categories". A "Get Started" button is visible.

<https://www.upwork.com/>



The Freelancer homepage features a large banner with the tagline "Hire the best freelancers for any job, online." Below this, a search bar contains the placeholder text "Try 'logo animation'". Other popular search terms like "Voice Over", "Translation", "Logo Design", and "Articles & Blog Posts" are listed below the search bar.

<https://www.freelancer.com/>



The Fiverr homepage features a large banner with the tagline "Find the perfect freelance services for your business". Below this, a search bar contains the placeholder text "Try 'logo animation'". Client logos for "facebook", "Google", "MIT", and "NETFLIX" are displayed at the bottom right.

<https://www.fiverr.com/>

How to get e-mails?



<https://sellhack.com/>



<https://rocketreach.co/>



<https://www.findemails.com>

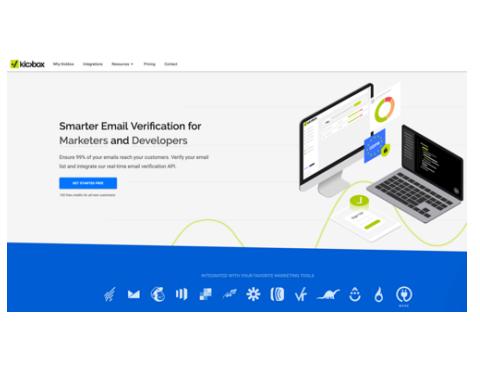


<https://hunter.io/>



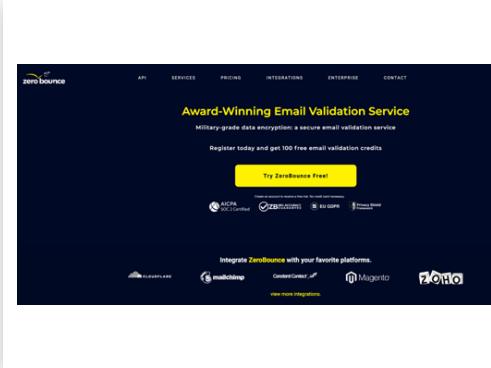
<https://pitchbook.com/> (expensive, only if your VC has access)

How to verify e-mails?



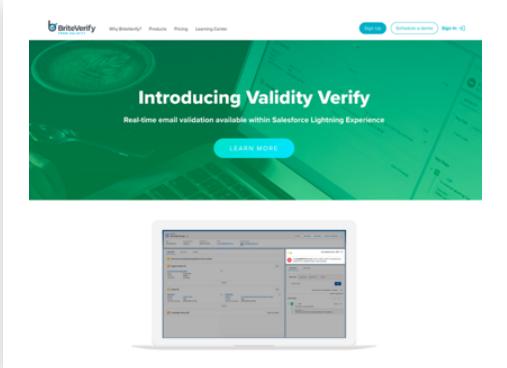
The screenshot shows the Kickbox homepage. At the top, there's a navigation bar with links for "My Home", "Integrations", "Resources +", "Pricing", and "Contact". Below the navigation, a main heading reads "Smarter Email Verification for Marketers and Developers". It includes a subtext: "Ensure 99% of your emails reach your customers. Verify your email list and integrate our real-time email verification API." A prominent blue button labeled "GET STARTED" is visible. The background features a graphic of a laptop and a smartphone displaying email interface mockups. At the bottom, a blue banner lists various marketing tools like Mailchimp, HubSpot, and Constant Contact.

<https://kickbox.com/>



The screenshot shows the ZeroBounce homepage. At the top, there's a navigation bar with links for "API", "SERVICES", "PRICING", "INTEGRATIONS", "ENTERPRISE", and "CONTACT". The main headline is "Award-Winning Email Validation Service" with the subtext "Military-grade data encryption: a secure email validation service". A yellow "TRY ZEROBOUNCE FREE!" button is centered. Below the button, there are several logos for certifications like "ASCPA 2022 Certified", "GDPR Compliant", "EU-GDPR", and "PCI DSS". At the bottom, there's a section titled "Integrate ZeroBounce with your favorite platforms." featuring logos for "Cloudflare", "Mailchimp", "Constant Contact", "Magento", and "Zoho".

<https://www.zerobounce.net>

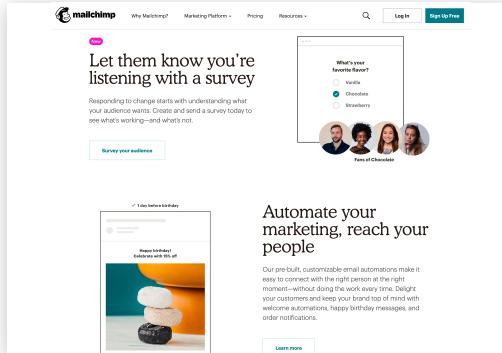


The screenshot shows the BriteVerify homepage. At the top, there's a navigation bar with links for "Why BriteVerify?", "Products", "Pricing", "Learning Center", "Blog", "Schedule a demo", and "Sign In". The main headline is "Introducing Validity Verify" with the subtext "Real-time email validation available within Salesforce Lightning Experience". A "LEARN MORE" button is present. Below the headline, there's a screenshot of a Salesforce interface showing the integration of BriteVerify's Validity Verify feature.

<https://www.briteverify.com>

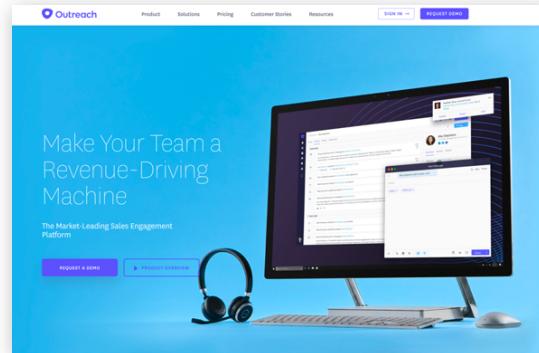
Verifying e-mails leads to lower bounce rates and fewer e-mails ending up in the spam folder

E-mail automation tools



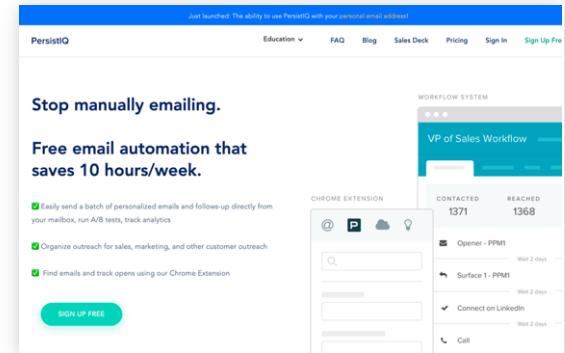
The screenshot shows the Mailchimp homepage. At the top, there's a navigation bar with links for "Why Mailchimp?", "Marketing Platform", "Pricing", "Resources", "Log In", and "Sign Up Free". Below the navigation, a main section features the Mailchimp logo and the text "Let them know you're listening with a survey". It includes a survey form with the question "What's your favorite flavor?" and options for "Vanilla", "Chocolate", and "Strawberry". Below the survey is a section titled "Automate your marketing, reach your people" with a sub-section about birthday automation. A "Learn more" button is at the bottom.

<https://mailchimp.com/>



The screenshot shows the Outreach homepage. The top navigation bar includes links for "Product", "Solutions", "Pricing", "Customer Stories", "Resources", "SIGN IN", and "REQUEST DEMO". The main headline reads "Make Your Team a Revenue-Driving Machine" with the subtitle "The Market-Leading Sales Engagement Platform". Below the headline is a large image of a computer monitor displaying the Outreach software interface, accompanied by a pair of headphones. Call-to-action buttons "REQUEST A DEMO" and "REQUEST A DEMO" are visible.

<https://www.outreach.io/>



The screenshot shows the PersistIQ homepage. The top navigation bar includes links for "Education", "FAQ", "Blog", "Sales Deck", "Pricing", "Sign In", and "Sign Up Free". A banner at the top right says "Just launched! The ability to use PersistIQ with your own email account". The main content area features a heading "Stop manually emailing." and a sub-heading "Free email automation that saves 10 hours/week." Below this are three bullet points: "Easily send a batch of personalized emails and follow-ups directly from your mailbox, run A/B tests, track analytics", "Organize outreach for sales, marketing, and other customer outreach", and "Find emails and track opens using our Chrome Extension". A "SIGN UP FREE" button is at the bottom.

<https://www.persistiq.com/>

Contacts



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