REAL GROWTH HACKING

GROWTH HACKING: DATA-DRIVEN SCALING

Welcome, we'll start soon! In the meantime, check out our growth community with 350+ experts and enthusiast:

realgrowthhacking.com/growthled-community

JOËL CAPT

Founder & CEO of Realgrowthhacking

Prior:

- Beekeeper (B2B SaaS, 30- 200 FTE, 20M+ ARR)
- Polytech Ecosystem Ventures (Venture Capital)
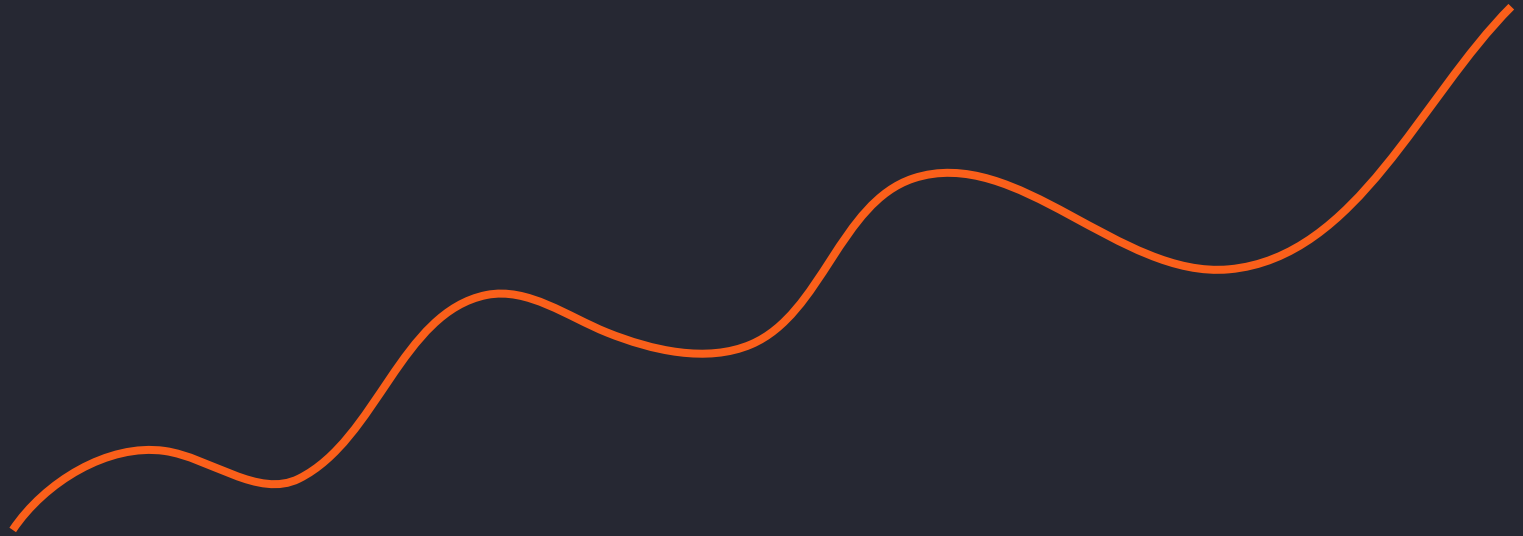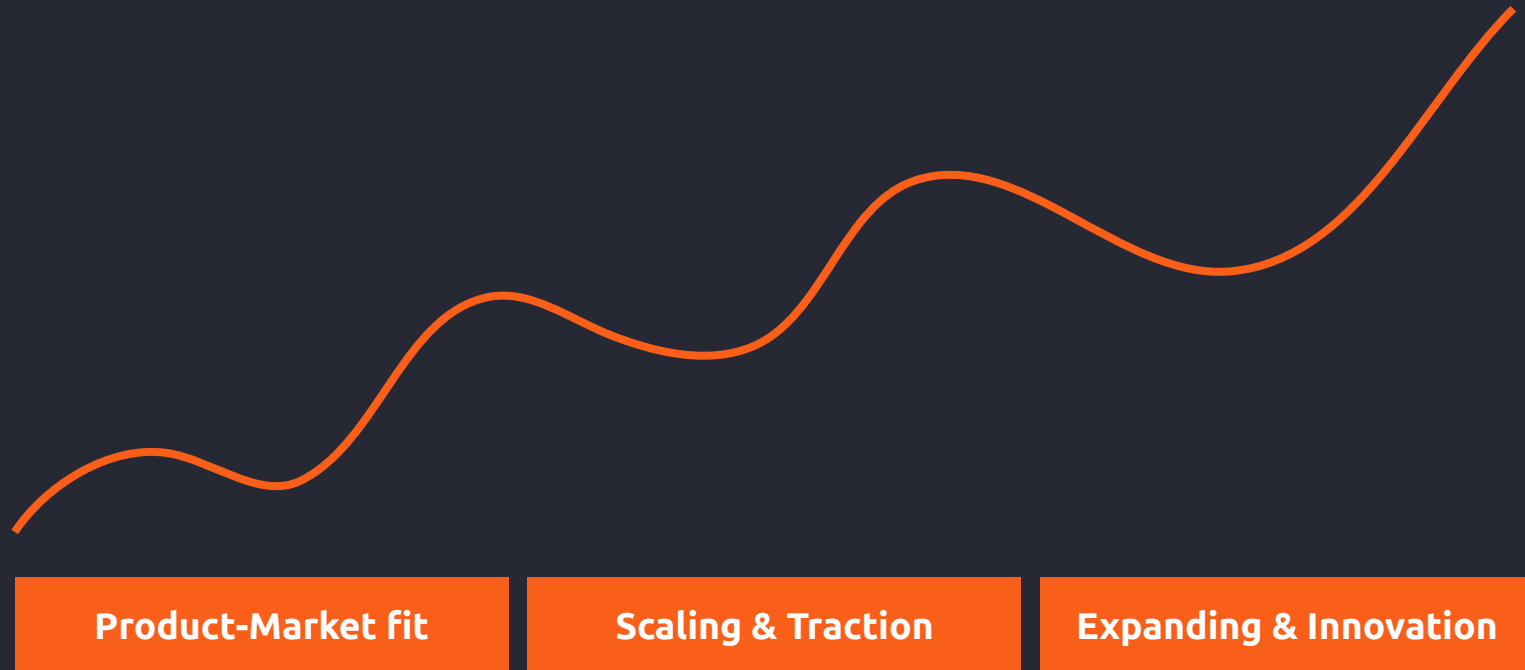- HoUZH (Founder)
- Spotyourstudent (Founder)

Linkedin

HOW!?

GROWTH IN DIFFERENT STAGES.

GROWTH IN DIFFERENT STAGES.

Product-Market fit

How many companies today are still their founders vision from the early days?

- **Youtube** was a dating site
- **Twitter** was a podcasting network named Odeo
- **Instagram** was a confusing app called Burbn
- **Nintendo** was a manufacturer of playing cards
- **Slack** was a gaming company
- **Beekeeper** was a dating platform

Growth at this stage means figuring out product-market fit. Focusing on acquisition too early might create more damage than it helps.
Founders must stay flexible, open-minded, create & test various hypotheses and measure what sticks with their users and what doesn't.

The only thing that counts is measuring and validating PMF!

GROWTH IN DIFFERENT STAGES.

| Product-Market fit | Scaling & Traction | Expanding & Innovation |
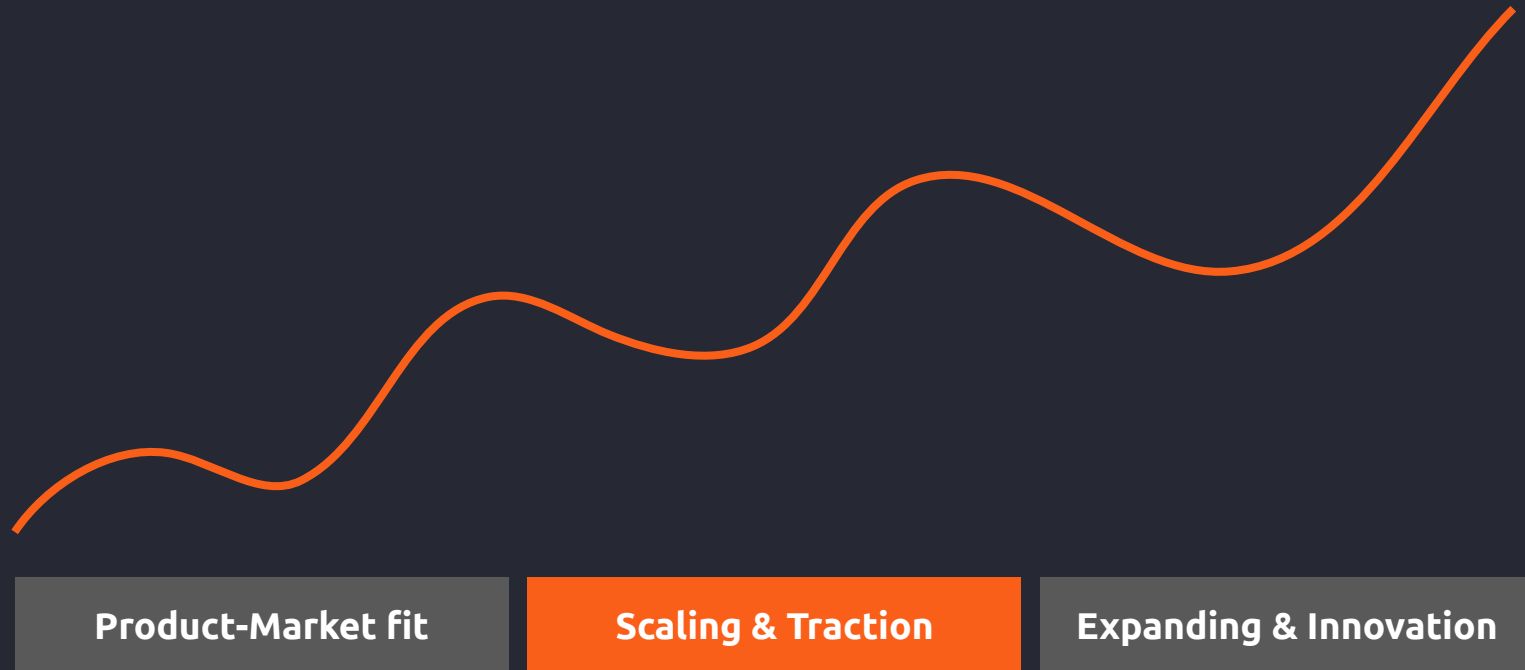
GROWTH IN DIFFERENT STAGES.

Scaling & Traction

1. Scale & maximise existing channel
2. Identify & build up new channels

"Give me six hours to chop down a tree and I will spend the first four sharpening the axe" - Benjamin Franklin

THE PIRATE METRICS. - AARRR

The pirate metrics were introduced by Dave McClure back in 2007 and basically describes the journey of a user when experiencing the product/service you're selling.

How do customers find you?	**Acquisition**
How quickly can you get customers to the Aha-Moment?	**Activation**
How many customers are you retaining & why lose others?	**Retention**
How can you increase revenue?	**Revenue**
How do you turn your customers into advocates?	**Referral**

GROWTH IN DIFFERENT STAGES.

Scaling & Traction

Scaling 101:

a.   Measure (Pirate Funnel)
b.   Identify the biggest growth levers
c.   Set clear KPI based goals for teams (OKRs)
d.   Experiment and test
e.   Scale what works

X - Acquisition Channels

Y
User Journey
(Lifecycle Stages)
(KPIs)

Google Analytics

CRM

Product

CRM

Pirate Funnel

Cohort Analysis (Time period 2020)
© realgrowthhacking.com

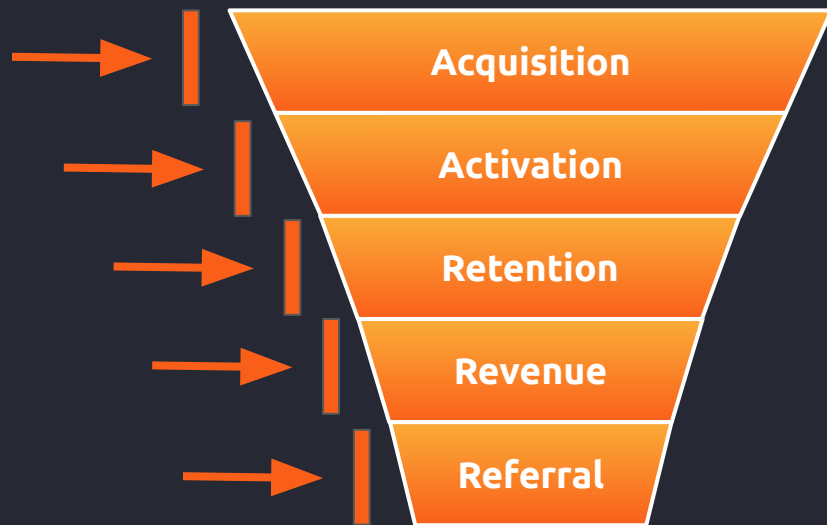|		Inbound					Outbound				Other	Industry Benchmark
		Tot. Inbound	Direct	Organic	Paid	Social	Ref. Website	Cold Outreach	Events	3rd Party	Network	Referral	
Acquisition	#Unique Visitors (Inb.) / Prospects (Outb.)	186573	51726	62483	50643	19330	9461	2389	?			-	
	Bounce Rate	49.43%	37.07%	49.88%	54.83%	74.75%	52.05%	-%	-			-	
	Traffic to Lead CR	**12.86%**	**17.02%**	**9.08%**	**14.26%**	**3.19%**	**9.49%**	**4.10%**	**?**			-	
	#Leads	23985	8804	5675	7222	617	898	98	150			250	
	Lead to MQL CR	**83.46%**	**84.90%**	**77.44%**	**88.45%**	**66.29%**	**84.63%**	**69.39%**	**100.00%**			**100.00%**	
	#MQLs	20017	7,475	4,395	6,388	409	760	68	150			250	
Activation	**MQL to PQL CR**	**67.64%**	**73.55%**	**66.46%**	**67.61%**	**27.38%**	**90.66%**	**66.18%**	**73.33%**			**97.20%**	
	#PQL	13539	5498	2921	4319	112	689	45	110			243	
	PQL to SQL CR	**83.82%**	**97.09%**	**98.29%**	**55.24%**	**67.86%**	**98.40%**	**86.67%**	**90.91%**			**87.24%**	
	#SQL	11349	5338	2871	2386	76	678	39	100			212	
Revenue	**SQL to Opp CR**	**43.37%**	**46.18%**	**44.83%**	**42.20%**	**42.11%**	**19.32%**	**84.62%**	**88.00%**			**98.11%**	
	#Opp	4922	2465	1287	1007	32	131	33	88			208	
	Opp to Customer CR	**42.95%**	**40.73%**	**42.19%**	**48.26%**	**40.63%**	**51.91%**	**93.94%**	**48.86%**			**95.19%**	
	#Customers	2114	1004	543	486	13	68	31	43			198	
	Lead to Customer CR	**8.81%**	**11.40%**	**9.57%**	**6.73%**	**2.11%**	**7.57%**	**31.63%**	**28.67%**			**79.20%**	
	New ARR / Revenue in USD	$1,356,640	$545,618	$315,032	$462,384	$20,819	$64,706	$29,899	$40,300			$210,789	
	Average deal size	$642	$543	$580	$951	$1,601	$952	$964	$937			$1,065	
	CAC	$590	$500	$500	$1,100	$500	$350	$550	?			$200	
	LTV	$2,334	$2,500	$2,000	$970	$3,000	$3,200	$2,100	$3,100			$3,200	
	LTV / CAC Ratio	3.96	5.00	4.00	0.88	6.00	9.14	3.82	?			16.00	
Retetion	Month 3	98.00%	100.00%	100.00%	90.00%	100.00%	100.00%	76.00%	78.00%			100.00%	
	Month 6	85.20%	90.00%	87.00%	60.00%	92.00%	97.00%	72.00%	73.00%			97.00%	
	Month 9	74.40%	82.00%	83.00%	30.00%	84.00%	93.00%	68.00%	71.00%			93.00%	
	Month 12	66.80%	79.00%	81.00%	5.00%	78.00%	91.00%	63.00%	70.00%			87.00%	
	1y Churn Rate	19.80%	3.00%	2.00%	90.00%	4.00%	0.00%	10.00%	4.00%			2.00%	
Referral	#Referrals	250	102	53	43	1	51	2	4			-	
	Referrals per customer	0.12	0.10	0.10	0.09	0.08	0.75	0.06	0.09			-	

THE PIRATE METRICS.

Big misconception:
Scaling = More acquisition

When most companies think about scaling they think about investing more in acquisition. But acquisition is really just the top of the funnel. You're entire funnel is responsible for your business outcome, and growth is created on all levels.

I.e. increasing your activation by 5% might have a way bigger impact than increasing your acquisition by 20%.
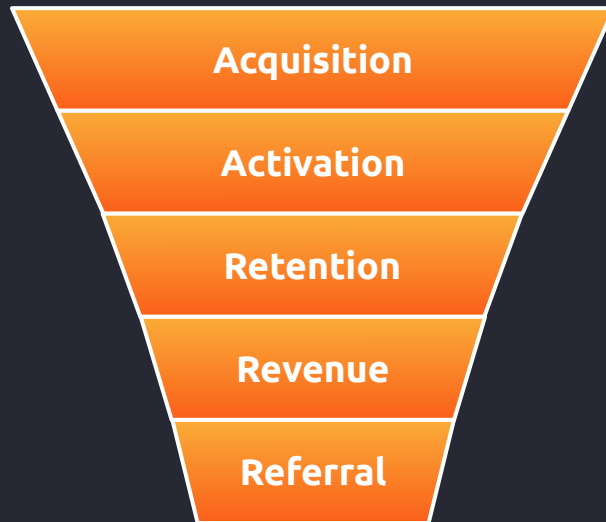
- Paypal / Dropbox: Referral
- Trello/Slack: Activation/Retention
- Airbnb: Activation

Acquisition

Activation

Retention

Revenue

Referral

THE PIRATE METRICS.

Questions to ask:

- High volume channels - #
- Lowest cost channels - $
- Best-performing channels - %
- Conversion leaks - :-(

Acquisition

Activation

Retention

Revenue

Referral

Cohort Analysis
(Time period 2020)
© realgrowthhacking.com

Pirate Funnel

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Improve SQL to Opp CR

Fix Ref.Website Cvr loss

Scale up Cold Outbound

Impact

Quick Wins
Low effort & high impact

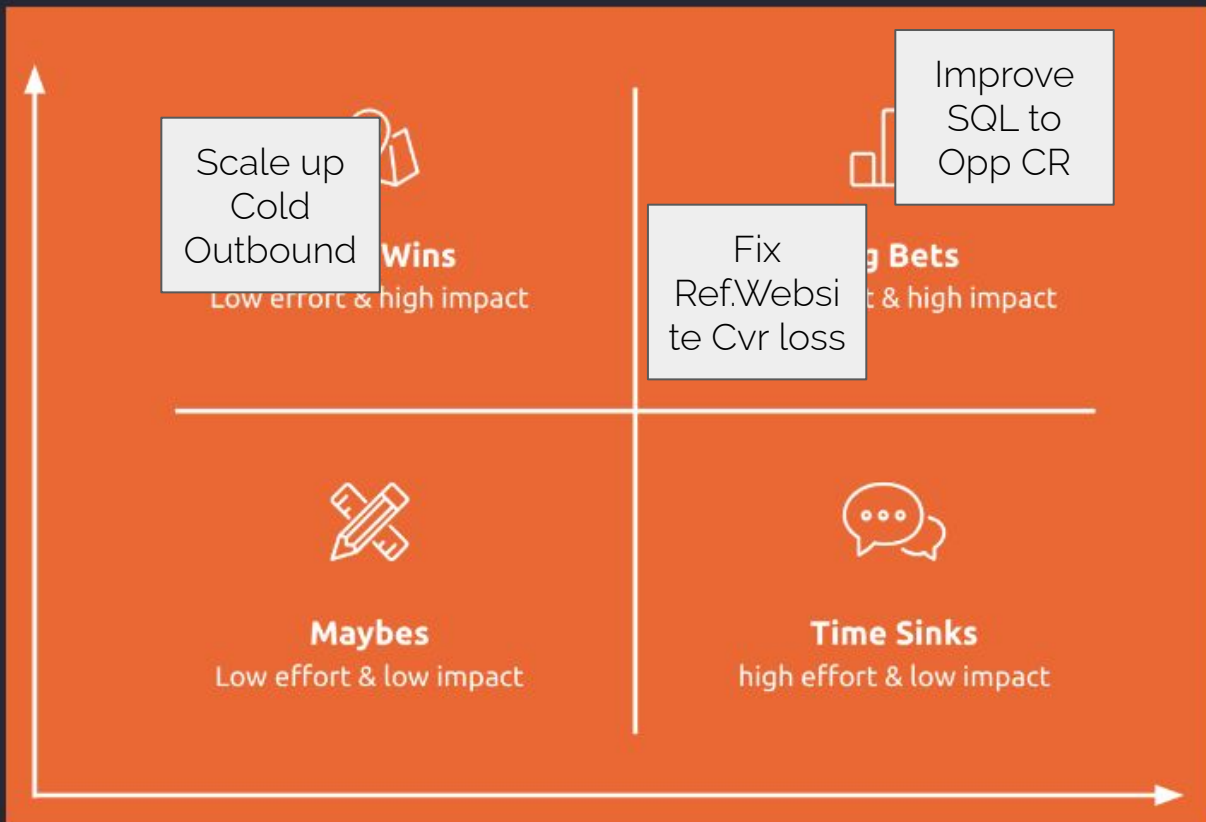**Big Bets**
High effort & high impact

Maybes
Low effort & low impact

Time Sinks
high effort & low impact

Effort

Impact

Scale up Cold Outbound

Wins
Low effort & high impact

Fix Ref.Website Cvr loss

Improve SQL to Opp CR

Big Bets
high effort & high impact

Maybes
Low effort & low impact

Time Sinks
high effort & low impact

Effort

DATA DRIVEN SCALING

Measure → **Find Growth Levers** → **Set Focus (OKRs)** → **Experiment** → **Systemize** → **Repeat**

Growth Hacking Iceberg

WHAT PEOPLE SEE
- Virality
- Cheap & free tactics
- Hacks
- Quick code
- Quick wins

WHAT PEOPLE DON'T SEE
- Building a real growth team
- Finding the right talent
- Running experiments daily
- Train Growth Mindset
- Educating the company
- Change management
- Fail and learn
- Organisational challenges
- Growth Machine & Processes
- Drive Growth Culture
- Data & Analytics
- Implementing Growth Frameworks

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