

# ACTIVATE 19

The Growth Marketing Conference

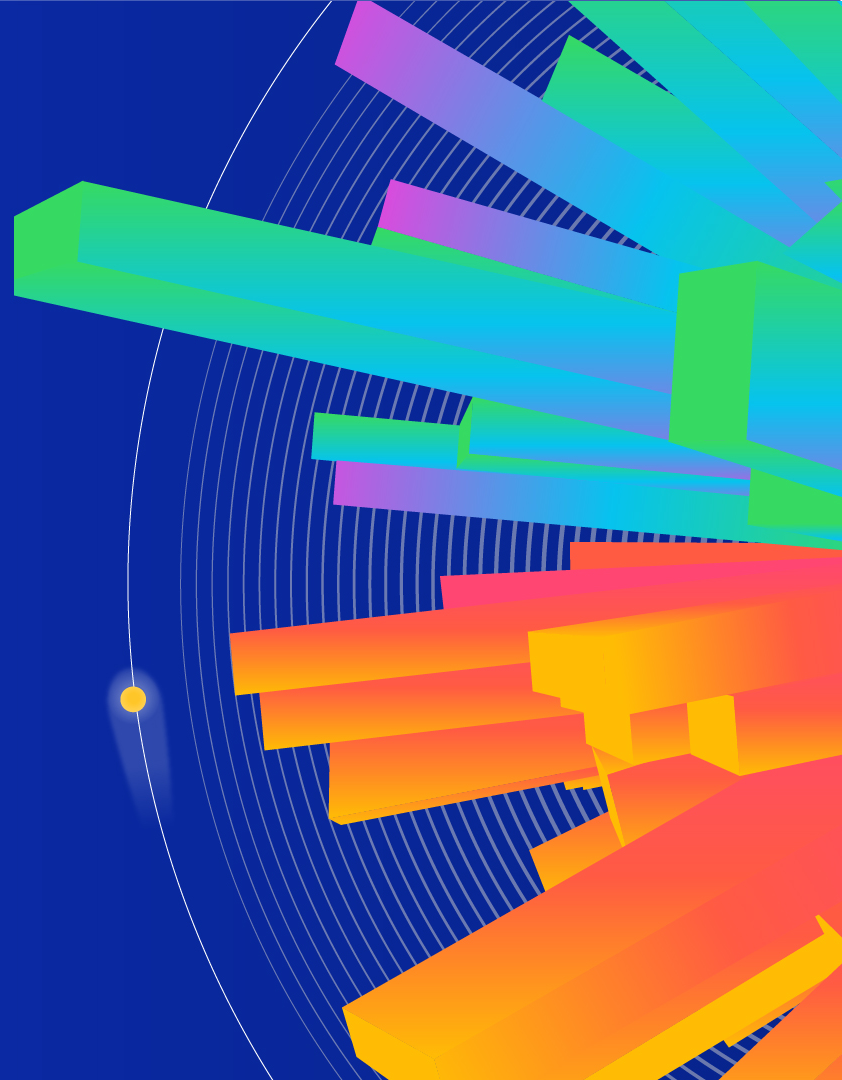
## Empathy at Scale

Josh Aberant

VP of Growth | Iterable

@jaberant

Presented by:  *iterable*



# Bio: Josh Aberant



VP of Growth



CMO



Postmaster



CoFounder



Director of Privacy

# Postmaster Role @Twitter

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- Early member of formalized Growth team built around acquires
  - Mixer Labs, Summify, Fluther, RestEngine & more
- Worked on growth surfaces
  - Messaging, NUX, RUX, logged out, SEO, distribution/viral
- Democratized growth at Twitter!
  - Provide growth services across enterprise
  - Data as a service
  - Experiments as a service
  - Channels as a service

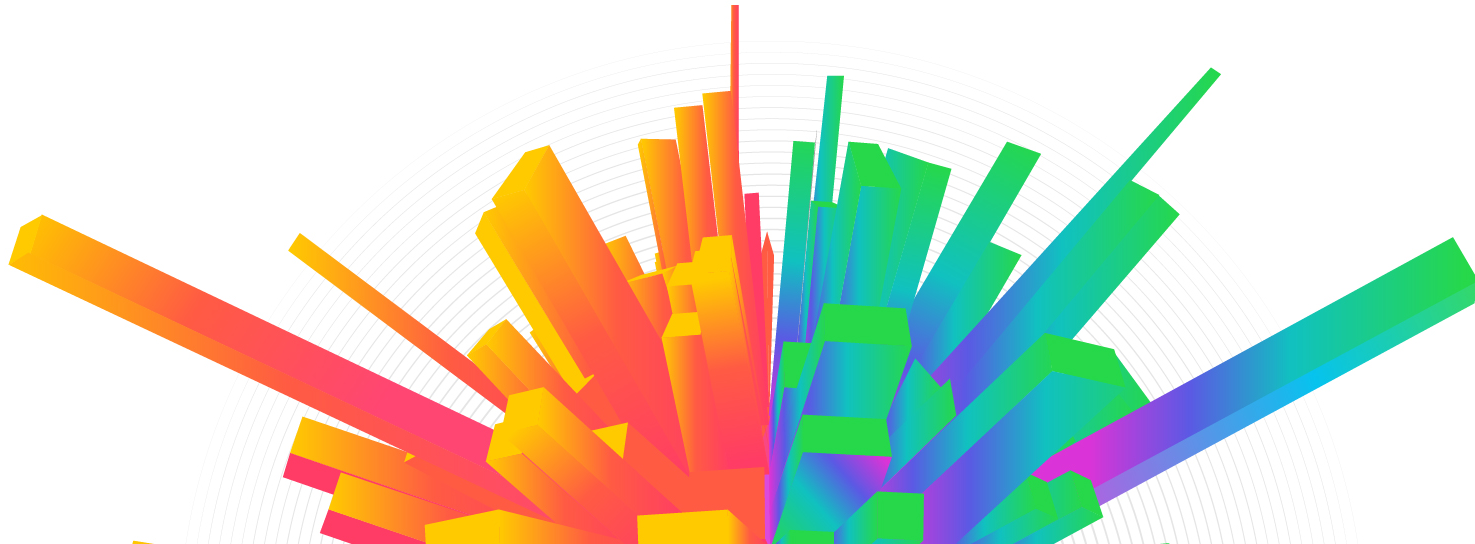
# Messaging & Growth @

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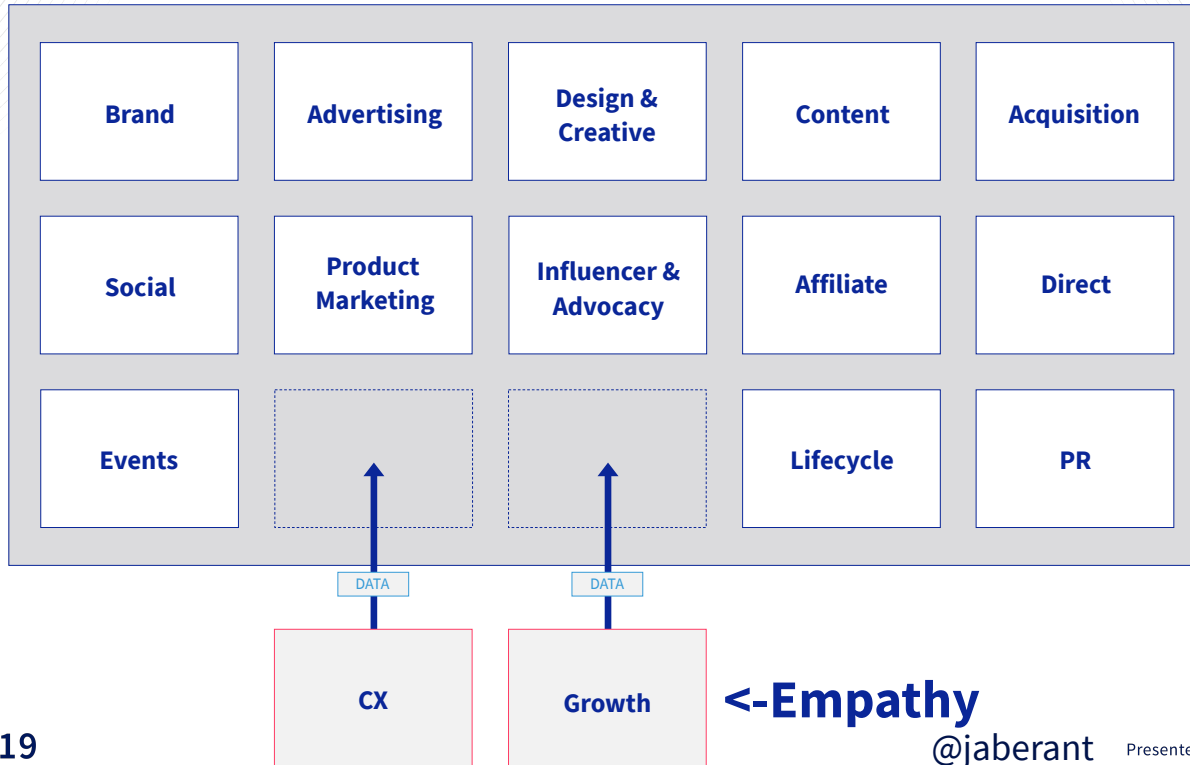
- 1 billion emails/day
- 1/2 billion pushes/day
- Tweets you missed digest
  
- Messaging, along with NUX, was the most successful growth surface at Twitter
  - > 60 Million users reengagement attributed to email every month
  
- Messaging + user data is really powerful



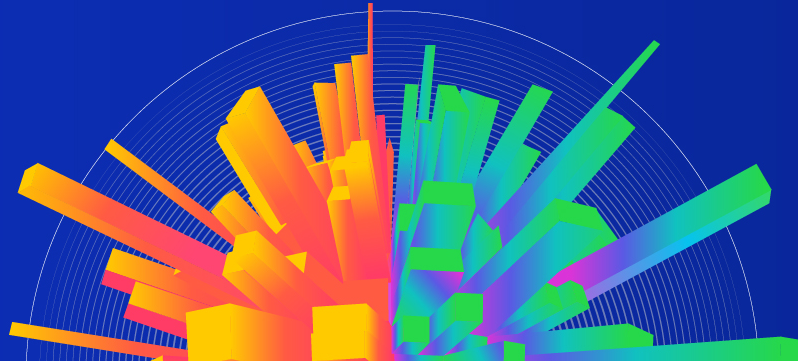
# Why Empathy?



# Expanding Role of CMO & B2C Marketing Team



Growth Marketing is all about one thing:  
attracting more engaged **humans**

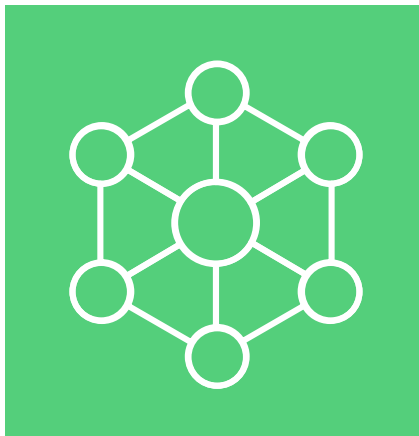




# Remember at the end of that channel is...

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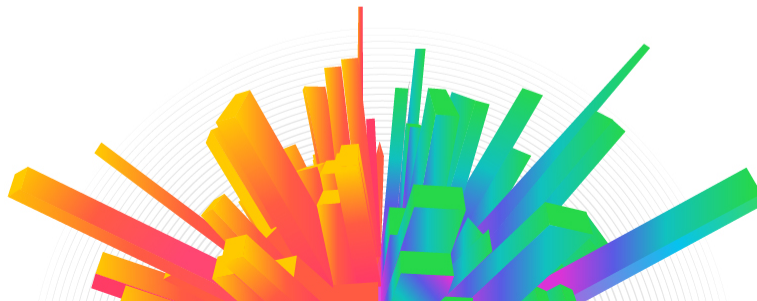
- ... a human
- ... a relationship



“

# Imagine You Are a Human

Stuart Butterfield, Slack Founder



# Empathy

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- What empathy isn't
  - It isn't agreeing with other people
  - It isn't sympathy for other people
- Empathy is understanding other people from their perspective
- We do this to understand what these people might think about, do with or respond to our product or service or marketing campaign
- One of the principles of growth thinking is that it requires empathy for **humans** to inspire idea

# Challenges with Having Empathy At Scale

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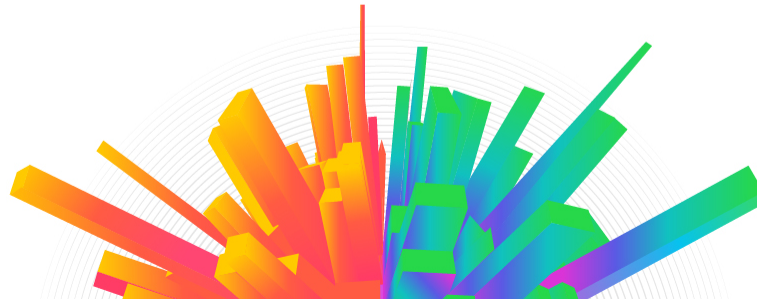
- Notion of empathy is putting yourself in one person's shoes
  - Can be hard to do with one person at a time...
  - How do you do a million people?
- Product thinking is often a pull for towards the middle
  - But always going to middle leave many without a voice
  - Growth thinking is meant to balance this
- Empathy at scale is looking for the voiceless and giving them a voice

# There's No Magic Code

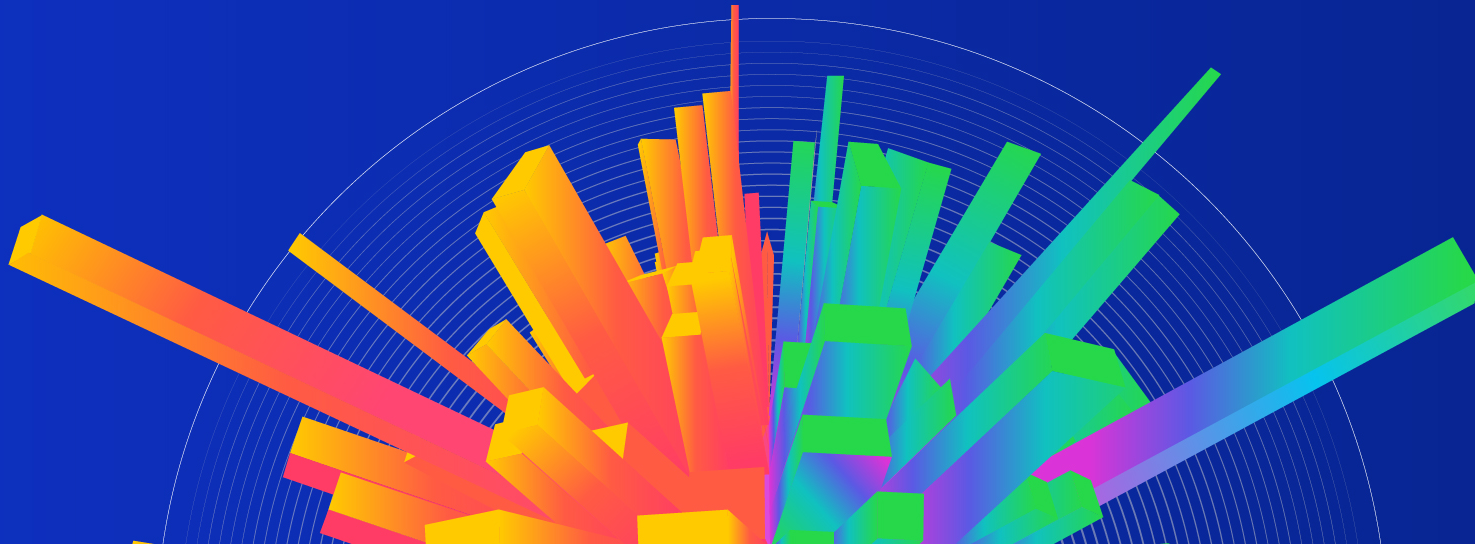
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**There is no code.** Ultimately growth is a function of the right mix of a product that meet important user needs and tenacious creative data driven execution that leverage principles of growth and often exploits psychological triggers.

- Sean Ellis



#GrowthMarketing  
Empathy in Action



# #GrowthMarketing = Data Driven Marketing

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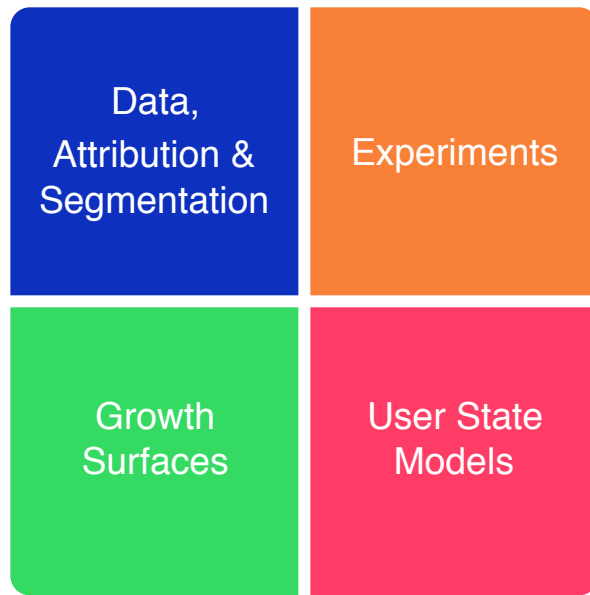
- #GrowthMarketing is a framework for empathy at scale
  - Systematic techniques to find empathy for your users within your data
- Measure and influence growth surfaces
  - The whole breadth of user interactions
  - Acquisition, Activation, Engagement, Retention, Loyalty & Advocacy (Virality)
- Listening to and co-designing with the user





# #GrowthMarketing Framework

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Data,  
Attribution &  
Segmentation

Experiments

Growth  
Surfaces

User State  
Models



funnels  
have become  
**TORNADOS**

# Managing Tornadoes

- Instrument & measure
  - The metrics that matter in understanding your user's tornado journey to long term success
- Think full funnel/tornado
  - Understand all user mechanics and interaction
- Think humans
  - Segmentation
- What are the inputs you control & can experiment with and what our the related outputs



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# Experimental Results = User Insights = Empathy

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Real honest to goodness empathy

- Experiments confirm hypothesis on user insights via real world data

Experiments confirm that you are:

- Thinking like the users think
- Understanding essence of users environment, tasks & goals
- Enhancing their experience

# Experiments Take Many Forms

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- Product changes
- User research
- Surveys and questionnaires
- Thank you letter
- Online chat
- Customer interviews
- Online community, social media, support

— all ways to connect to the user and understand their experience

# The 1% Experiments



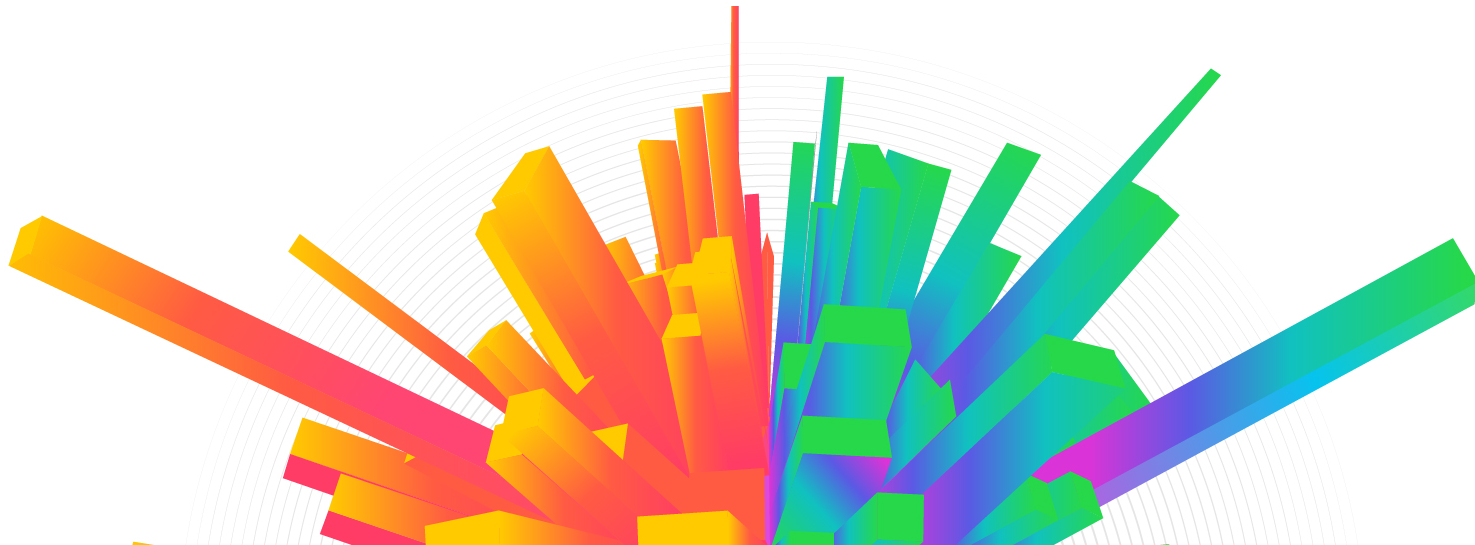
# #BeingEmpathyDriven - 1% experiments

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## Case study of Twitter org

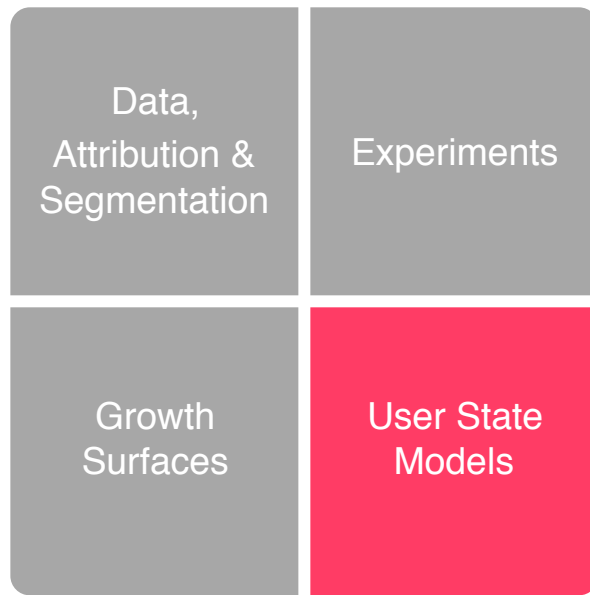
- Democratized Experimentation!
- Life inside a data driven organization
- Anyone can do a 1% experiment
- Indeed, don't show up to present to execs without experimental data
- Innovate through experimentation!

Experiments are what make  
#GrowthMarketing Scientific



# #GrowthMarketing Framework

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# Healthy Customer Example

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“Based on experience of which companies stuck with us and which didn't, we decided that any team that has exchanged 2,000 messages in its history has tried Slack — really tried it. For a team around 50 people that means about 10 hours' worth of messages. For a typical team of 10 people, that's maybe a week's worth of messages. But it hit us that, regardless of any other factor, after 2,000 messages, 93% of those customers are still using Slack today.”

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# User Metrics That Matter

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## Ask

- Do metrics indicated a user is healthy?
- What does to the metric have to be for user to retain more 90%+?

## Build

- User state models
  - Healthy vs Unhealthy (about to churn)
- Specific to your user paths (tornados)

# Example Healthy Customer Metrics

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## Facebook

- Getting a user to 7 friends in 10 days

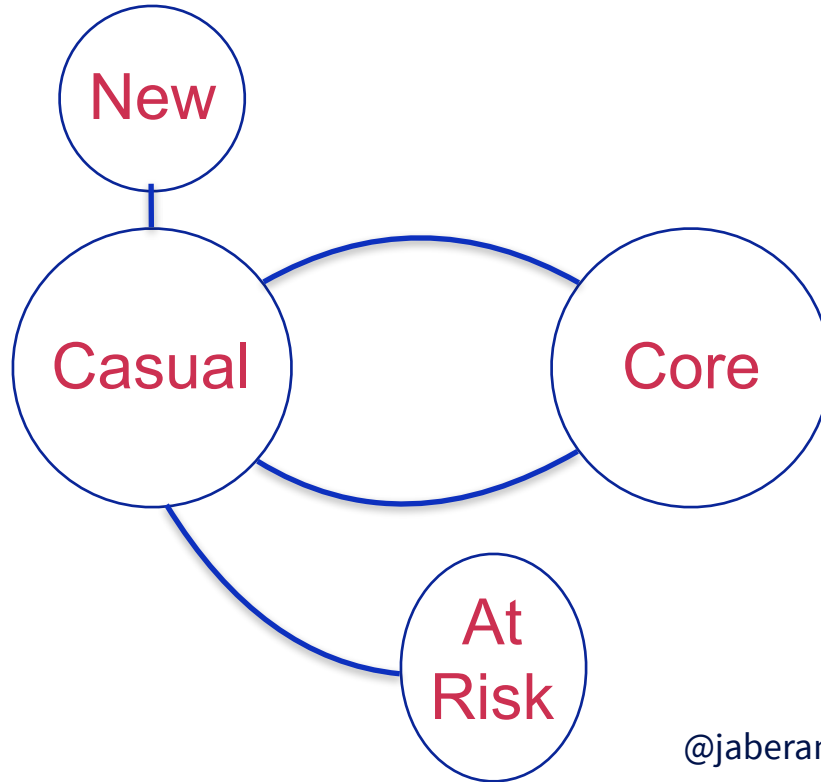
## Dropbox

- Getting a new user to link a computer and add a file



# User State Model Typical Example

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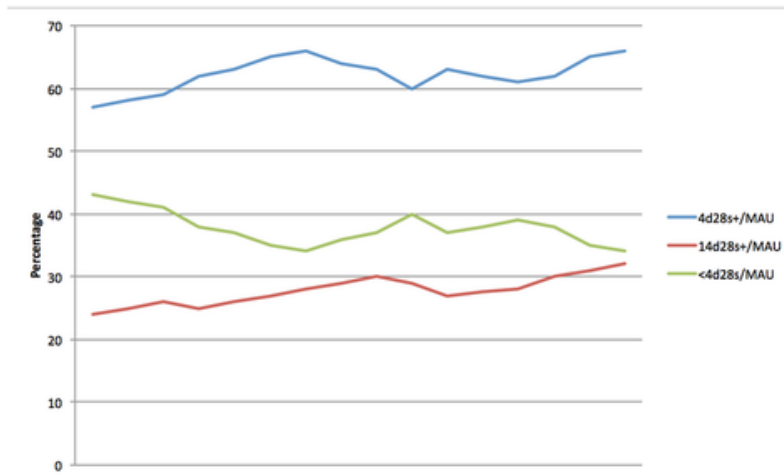
# User State Model Example

Xd28s example (from Pinterest):

- # of days used Pinterest in past 28 days

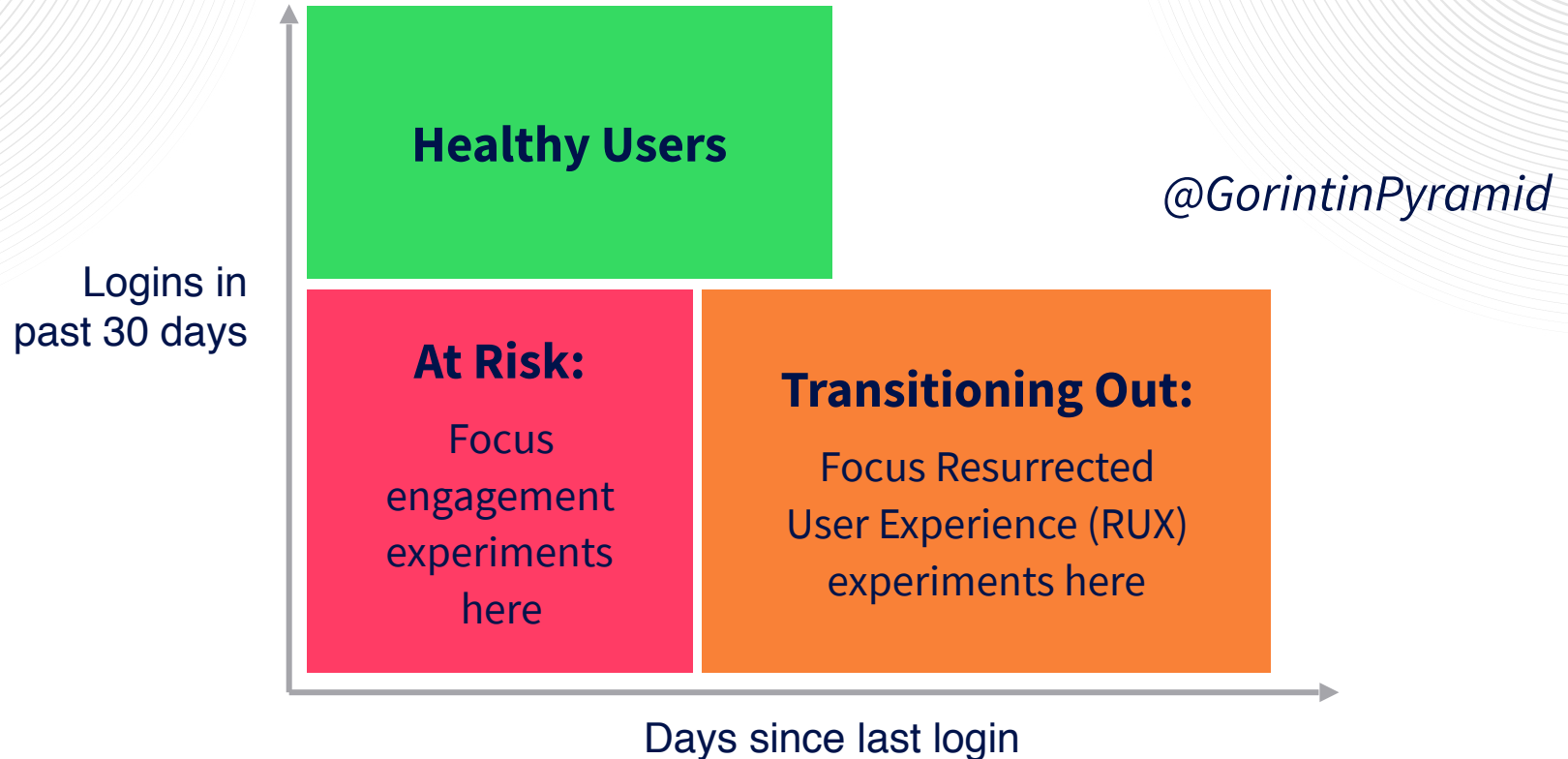
Major categories

- Core = 14d28s+
- Casual = 4d28s+
- Marginal = <4d28



Example graph, not related to actual Pinterest metrics

# Gorintin Pyramid: App User State Model Example



# RUX While You Can

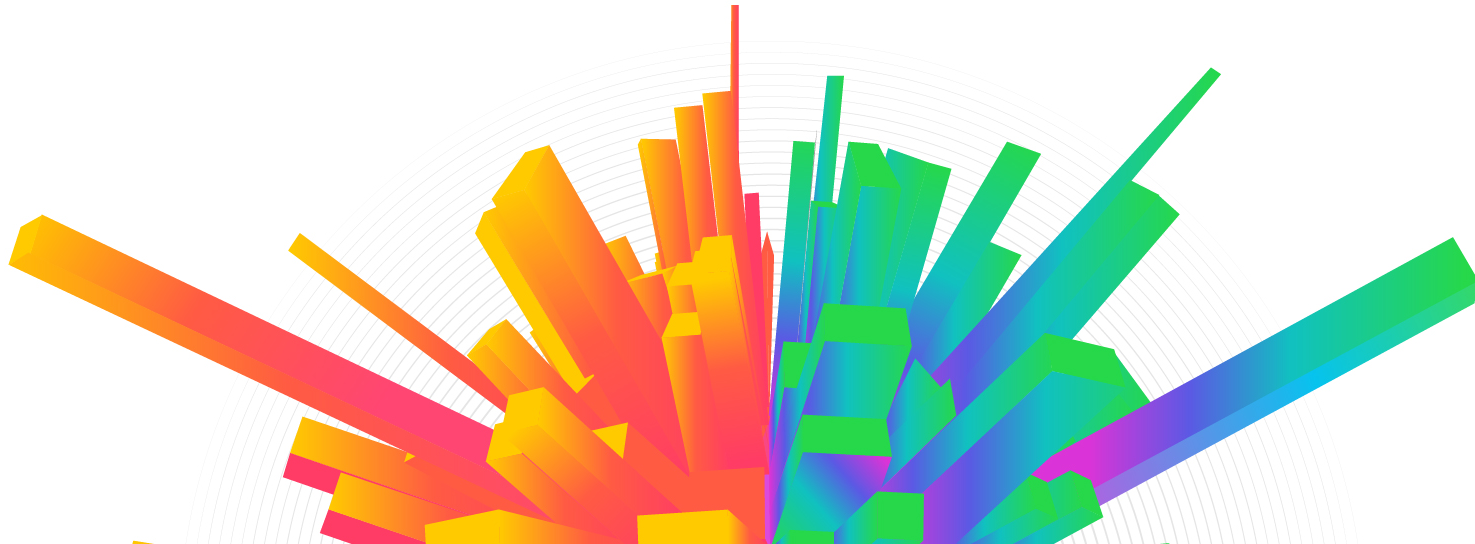
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User transitioning out are about to be churned users. Apply resurrection messaging & experiments to them before they leave while it is still much easier to reach them.

RUX is often a subset - the best parts of - the NUX (New User Experience)



Growth Marketing is all about the quality and quantity of the user base. User state models provide a way of measuring the quality.



# Counter Metrics

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- Don't lose sight of the forest in the trees.
- There's a risk your user state model doesn't apply well to the experiment
- Best practice: Pair every metric with appropriate counter metric
  - Signups with activations
  - Activations with churn
  - New paid customers with total revenue
- This encourages a holistic approach to growth & will help keep you on the right track on when your user state models or serving you well or when you should be using different user state models.

Data,  
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**Growth Surfaces are your levers**



# Common Growth Surfaces

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- Messaging
  - Email, Push, SMS, In-app, web push, mobile, social
- Logged out web
  - SEO, Sign-up flows
- Mobile App
  - NUX, RUX
- Events
- Viral Mechanisms
  - eg. DoorDash “Create Group Order”
- And many that our specific to your business...



**Twitter Learning**   
@learning



 Follow

"A growth mindset is all about learning: I want us to be focused on learning, perseverance, and feedback that promotes more learning" @jack

RETWEETS

25

LIKES

43

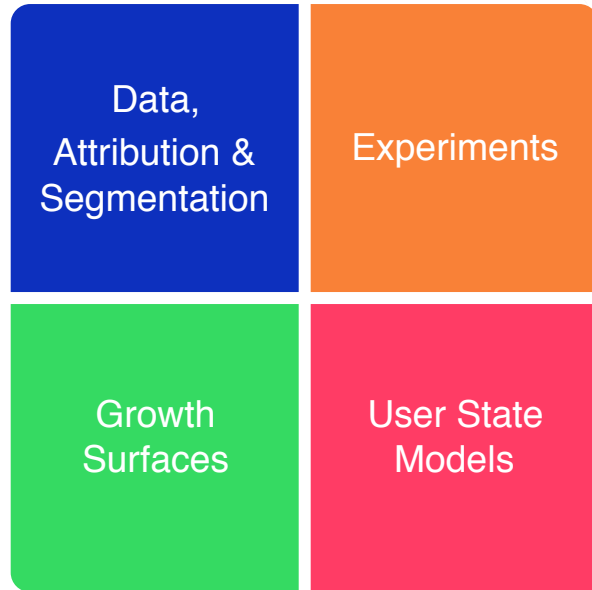


10:19 AM - 28 Jan 2016

# Recap

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- Empathy is key to growth marketing
- #Growth Marketing is a framework for empathy at scale



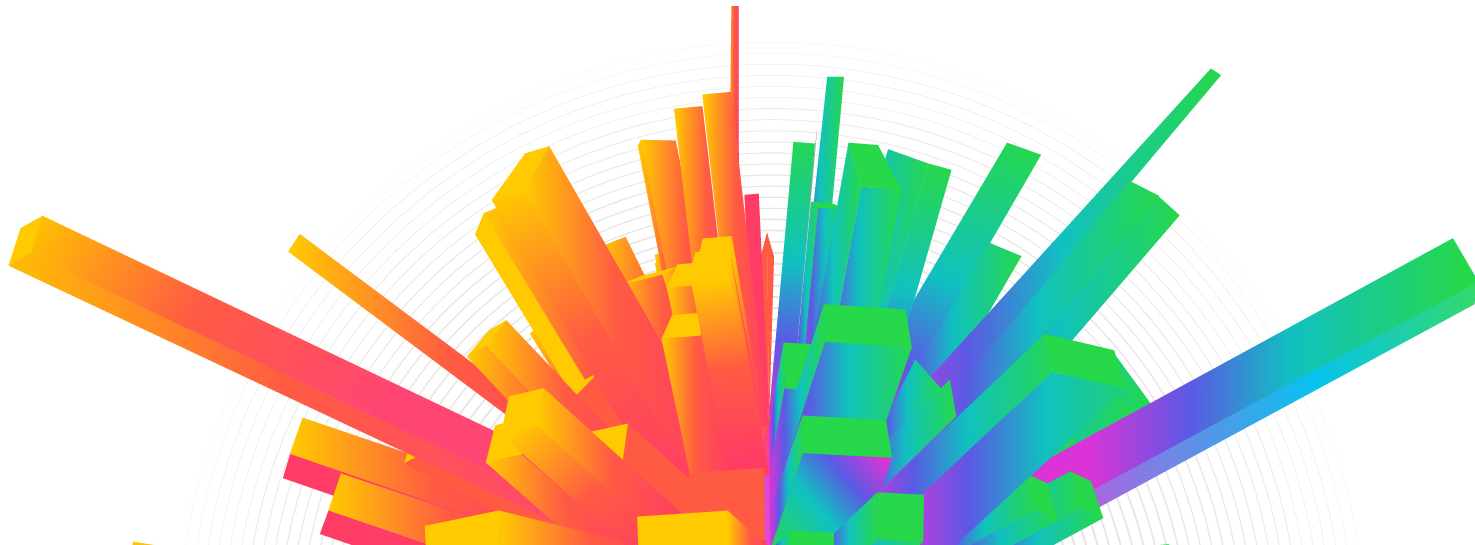
Questions?

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# Josh Aberant

[t.co/Josh](https://t.co/Josh)  
@jaberant

# Thank You!



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