Hubspot .: GrowthHackers

A Data-Driven Approach To

Growth Marketing





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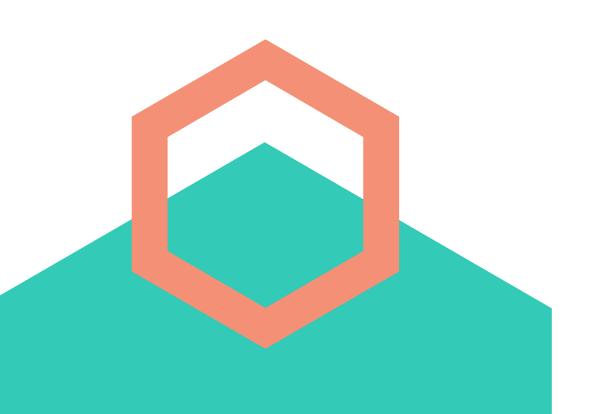
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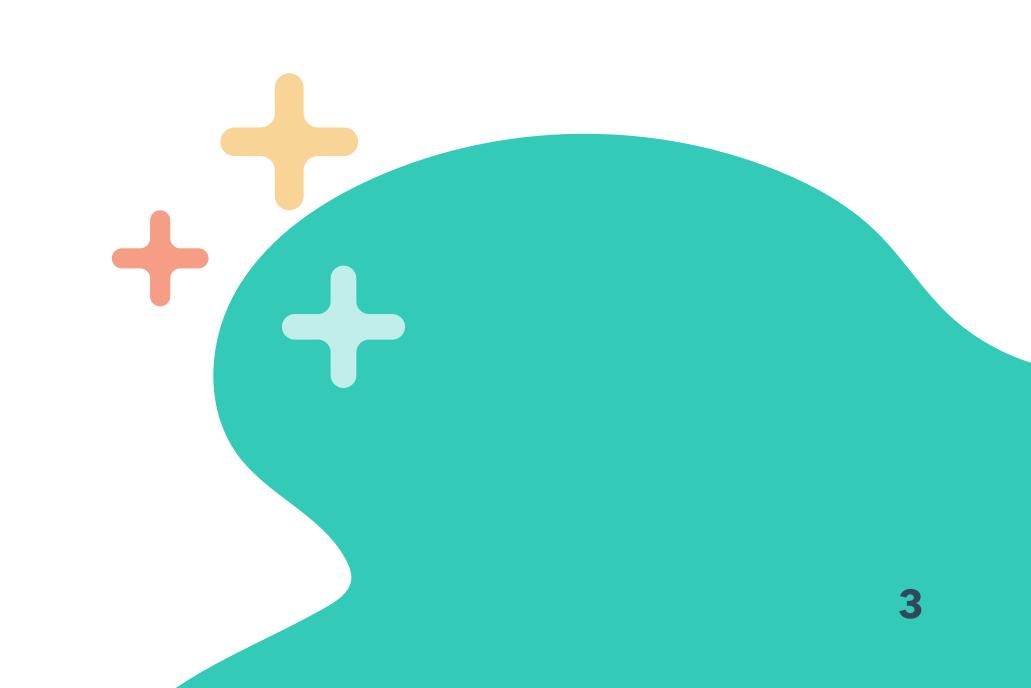
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Welcome

Welcome to our guide on data driven marketing from the Growth Teams in **GrowthHackers** and **HubSpot**. We will show you how we use the Growth Hacking Framework to run marketing experiments based on data and make improvements that make our customers fall in love with our products. In this guide, you will learn

about the growth hacking approach to data driven marketing, how to get organized, gather and select ideas to test, and then show you a few examples of experiments we've run in the past and how they performed. Lastly, you will find plenty of resources and easy lifts so you can start your using data to test marketing ideas right away.



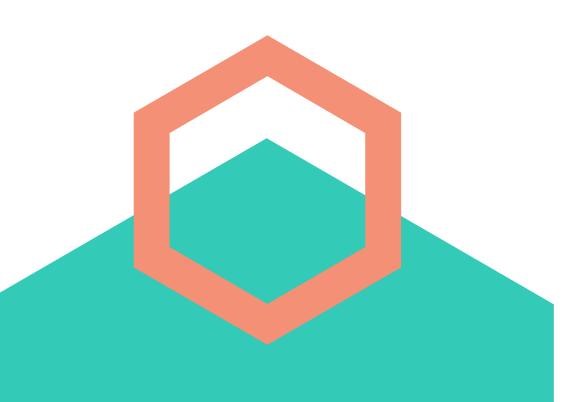
The Data-Driven Approach of Growth

Hacking

There has been a lot of misconception in regards to how to properly name a growth team. But regardless of how you call it, it always comes down to the same step by step framework of creating hypotheses and testing it out, which consequently

narrows down to a conclusion or validation based on real data.

The growth hacking methodology, coined by Sean Ellis, suggests that growth teams should be creating objectives and running experiments across the entire customer journey. At GrowthHackers we like to use the AARRR framework, which stands for Acquisition, Activation, Revenue, Retention, Referral. Marketing teams usually focus on the Acquisition side of things, while Product Marketing focus on the Activation side of things and Customer Marketing on the Retention, Referral and Revenue side. Regardless of where you focus or how you call your marketing team, you should be running experiments to optimize your user experience (and consequently improve conversions) - and the only way to do this, is basing your decisions on data.



The AARRR Framework

Acquisition- How potential customers will find you

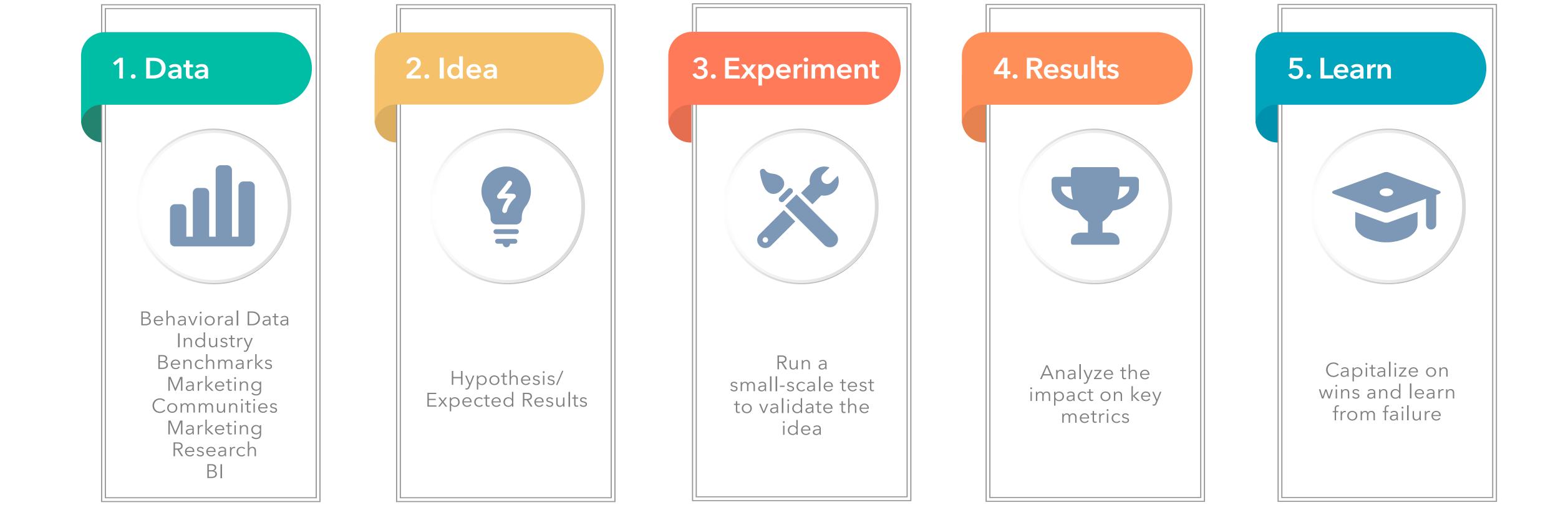
Activation - How will they use your product for the first time

Retention - How to get users to return

Revenue - Strategies to increase revenue, cross-selling, up-selling

Referral - How to capitalize on recommendation

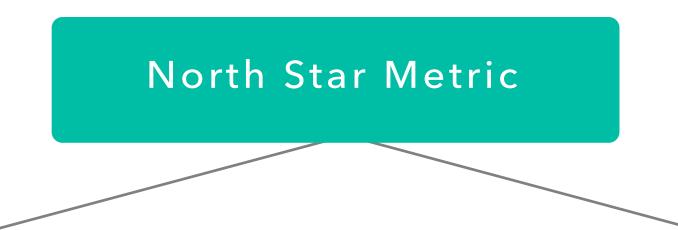
Growth Marketing teams are usually running out-of-the-box experiments precisely on this growth lever. It all starts with collecting data on different steps of the customer journey and identifying points that can be improved. Then, team members suggest ideas based on a hypothesis-that by taking a specific action, the result will be a quantifiable improvement on a key marketing metric. After testing these ideas, the team will then compare the new data to their expected results to determine whether the experiment worked or not. Successful experiments can be replicated or scaled, and the ones that failed can be modified and re-tested, or saved in a learning database.

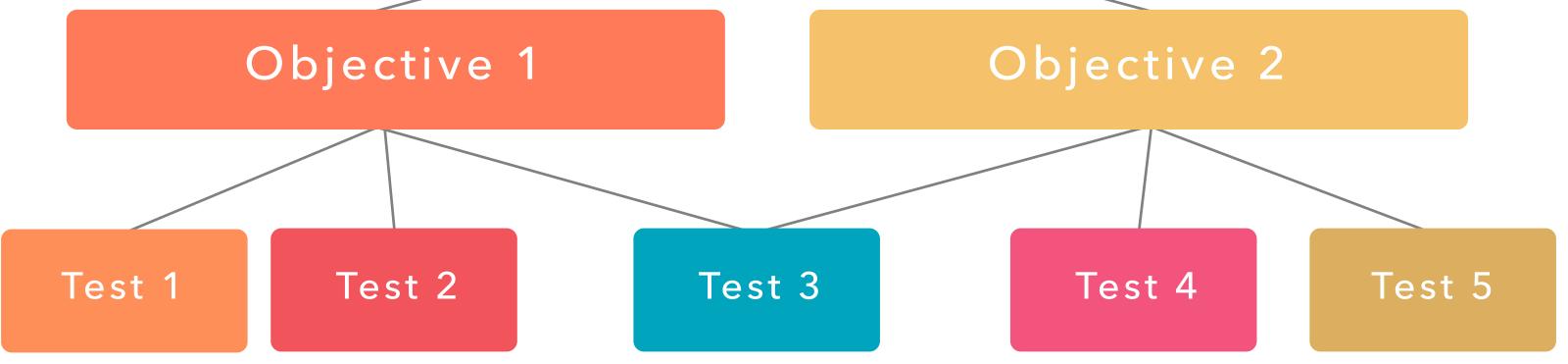


This entire process fosters innovation for marketing teams, bringing incremental improvements that can be measured in key marketing metrics. It is also fundamental to keep a learning center that will help your team to be aware of how previous tests have performed in the past, so they are empowered to suggest ideas that actually move your metrics.

• What's the Growth Marketing team responsible for?

The growth team's responsibilities at **GrowthHackers** are in constant movement. This happens due to the flexibility of running experiments across the entire customer journey (AARRR). However, without owning a KPI, it would be difficult for the team to be understood by upper management, to be respected by other colleagues, and most importantly, to gain collaboration from other areas. To overcome such reality, we use **a three-layer-cadence of KPIs** that ensures the direction is right, while still having the mobility to focus on different parts of the journey. The structure, similar to the OKR, follows:





North Star Metric: defined as "... is the single metric that best captures the core value that your product delivers to customers. Optimizing your efforts to grow this metric is key to driving sustainable growth across your full customer base".

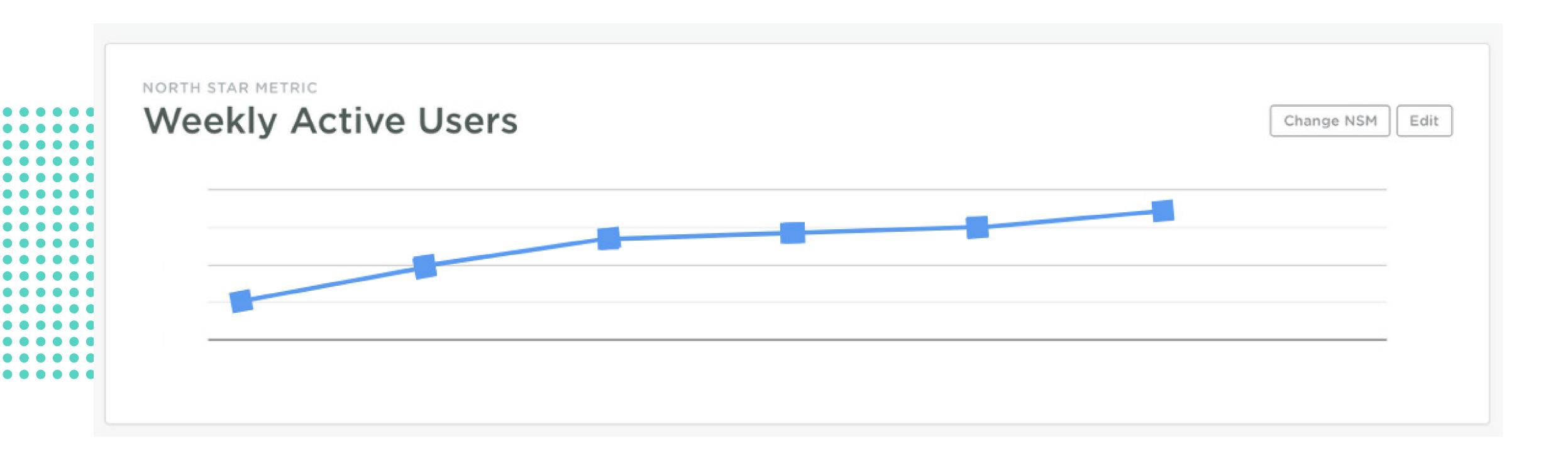
The NSM, also known as OMTM (one metric that matters), is usually correlated with two aspects of the company: (1) the value delivered by the company and perceived by the user and; (2) the company's growth.

It also ensures that whatever the focus of the growth team for the time being is, it won't be aligned with the company's mission and goal - both will always be aligned as long as any effort the growth team is doing, moves the needle of such metric.

Hypothetical Examples:

- 1) Uber: rides completed
- 2) Airbnb: nights booked
- 3) Facebook: WAU/DAU/MAU
- 4) Walgreens: profits per store
- 5) WhatsApp: Messages sent
- 6) YouTube: Minutes watched
- 7) eBay–Gross merchandise volume (GMV)
- 8) GrowthHackers: WAU

9) Hubspot: Free CRM sign ups.



Objectives: can be defined as the focus of the growth team for a specific period. Every once in a while the objective of the growth team will change, moving to another growth lever or a different part of the customer journey. Objectives are what give the team focus and help them better prioritize their ideas - since only ideas with impacts directly correlated to their objectives will be approved.

Hypothetical Examples:

 Uber: (Obj1) Increase Activation of Drivers, KPI = Time from subscribed to riding < 1 week (Obj2) Increase Revenue per Ride KPI = \$ per ride > 20%
 Airbnb: (Obj1) Increase # of Hosts
 KPI: # of Hosts with at least 1 room listed; (Obj2) Increase number of Travelers KPI: # of Travelers booking a room

	All Objectives (2)	In Progress (2)	Draft (0)	Completed (0)		Sche	duled (O	
Confident	se Number of G ce: 5	uests			₽4	<u>اڭ</u> 0	ବ୍ୱ ୦	Jul 1 - Oct 30 IN PROGRESS
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Ideas: the last level in this KPI hierarchy. They represent the tests that will indeed enter a sprint and go to production. Each test should always have a crystal clear metric that enables the team to analyze the collected data and conclude if the experiment was successful or not. Tests without a pre-defined KPI usually turns out to be inconclusive, since the analysis step of the process gets hurt.

Aside from defining what the experiment is about, how you will run it, defining what is the definition of success (KPI) is just as important.

1) Uber: (Obj1) Increase Activation of Drivers,

KPI = Time from subscribed to riding < 1 week

Idea 1: Accelerate response time;

Idea 2: Increase number of articles in the help center

Idea 3: Call riders immediately after subscribed;

Idea 4: Partner with more car-revision across town;

2) Airbnb: (Obj1) Increase # of Hosts

KPI: # of Hosts with at least 1 room listed;

Idea 1: Give credits to first listing;

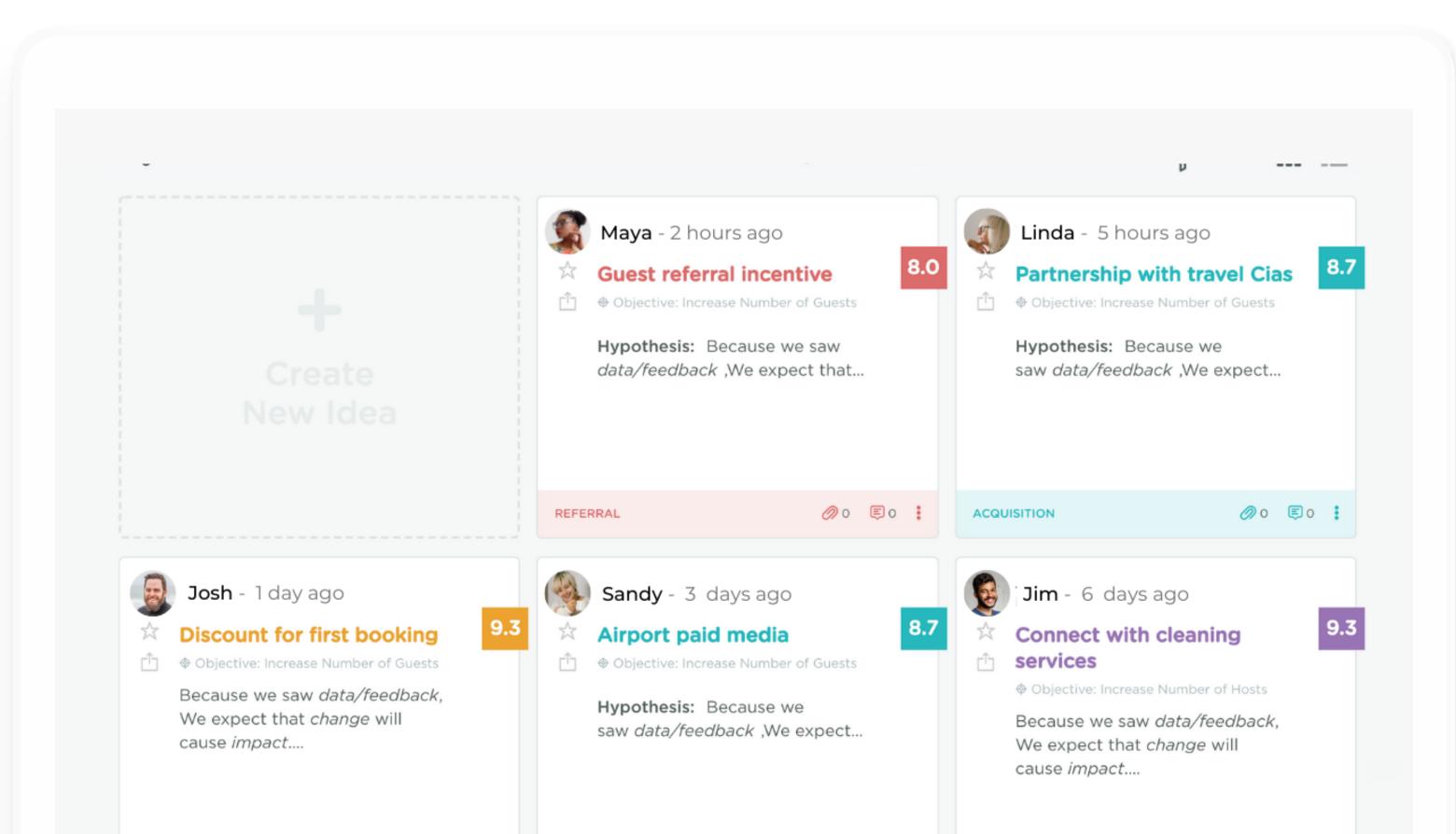
Idea 2: Set up email onboarding automation

Idea 3: Retargeting for non-finished subscriptions;

Idea 4: Offer professional photo services;

Idea 5: Connect with cleaning services;





ACTIVATION	Ø0 E0 :	ACQUISITION	Ø0 🗊 o 🚦	RETENTION	∅0 厚0 :

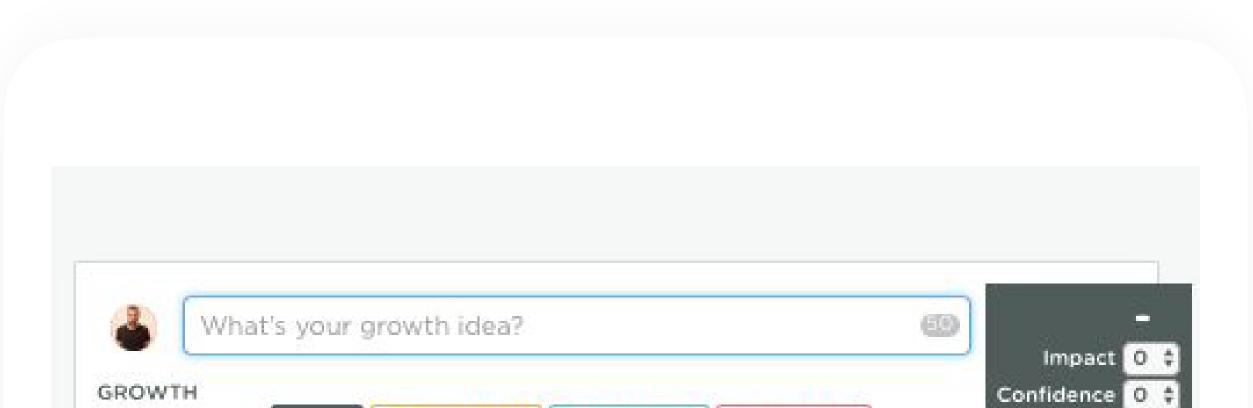
How does the growth-marketing team gather marketing ideas?

It all starts with the growth idea conception. At GrowthHackers, every member of every team in every department has the right and incentive to suggest a growth idea. We promote this across the onboarding and ongoing journey of employees, making sure they are well aware of the downsides: none, and the upsides: everything.

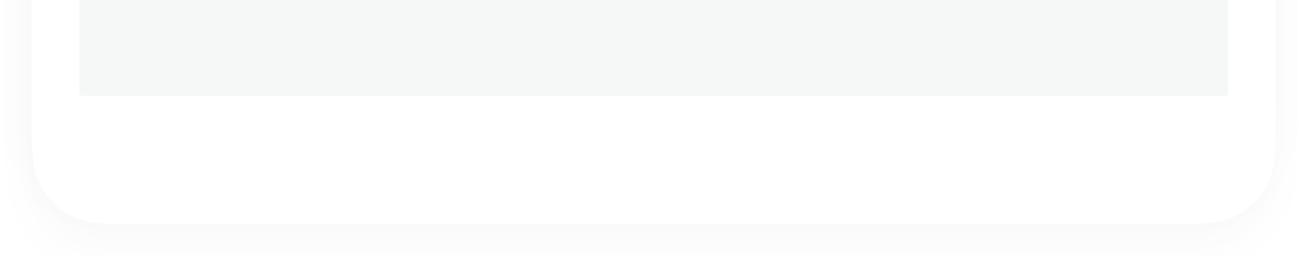
It is super important to make it clear to everyone that if a growth idea that was suggested and tested doesn't work out, the "suggester" won't be blamed for it, it's ok!

In case the experiment turns out to be a success, it is just as important to kudos the suggester and articulate it across the company to inspire others to do the same. **Democratizing ideas company-wide** is a great way to take the burden out of the growth teams shoulders and horizontalize the company, making everyone feel valued.

Every idea suggested needs to have a few important fields populate, which will consequently make it possible for the growth team to prioritize upon it, they are:



OBJECTIVE	(No Objective)
ASSIGNEE	Unassigned
STATUS	Ideas > Up Next > In Progress > Ready to Analyze > Learni
What is your	idea? How will you implement it? How will you test it?
HYPOTHESIS	
Expected R Secondary	
TAGGED WITH	
ATTACHED LI	NKS
http://ww	w.example.com
Add another	JINK.



• How do the growth marketing teams prioritize their ideas?

Every week, prior to the growth meeting, the members of the growth team nominate the ideas they believe are worth testing. Each member can nominate up to two

ideas (this varies widely based on your team size and execution bandwidth-the more members you have, the fewer ideas they will be able to nominate but the more execution power you have, the more ideas they can nominate) that will be later pitched during the growth meeting.

By using the ICE Score, on a scale from 1-10, each idea is ranked based on:

IMPACT: what is the expected impact that this test will have in your objective if it

works

CONFIDENCE: how confident are you that this test will work out well **EASE:** how many resources (time, people, money) will this test require to be executed.

Disclaimer: in our experience, the points for criterion sometimes need to be reviewed since it is hard for a non-technical member to evaluate the resources (EASE) required to execute a highly technical test.

But ICE score is not the only method used in the market, there are others such as PIE, CXL, Revenue vs. Resources vs Cost-per-lead;

When searching throughout the backlog of ideas, growth members can use criterion separately based on other factors such as: how much progress did the squad have towards the main objective goal, how many resources are available to run experiments, what's the urgency, etc.

GROWTH LEVERS	OBJECTIVES	TAGS	SORT BY	
ALL	Select an Objective	· · ·	Oldest Idea	••••••
ACQUISITION	USERS	Includes all of the above tags	¢	ters
ACTIVATION	Created By	*		
RETENTION	Assigned to	Apply Tags		
REVENUE				
REFERRAL				
OTHER				

For example 1: say we are at the end of the quarter but still falling further from our main goal. We don't have much time but we need results, you might filter the backlog by the "Highest Impact" or "Highest Confidence" and pick my ideas from there.

For example 2: the product team is working a new big release and their resources are constrained, so any deploy the growth team required will likely go to the end of the queue. I might filter by backlog by the "Highest Ease".

During the growth meeting, members are given 3 minutes to pitch each idea and we all vote if this should be moved to the sprint or not. It is important that the ideas are very well thought-through and the execution required is already laid down in minimal detail. This enables the growth meeting to be a decision-making one as opposed to a brainstorm one.

Normally we get to a consensus about the election of the ideas pretty quickly, however, if this is not the case, the head of growth has the final word.

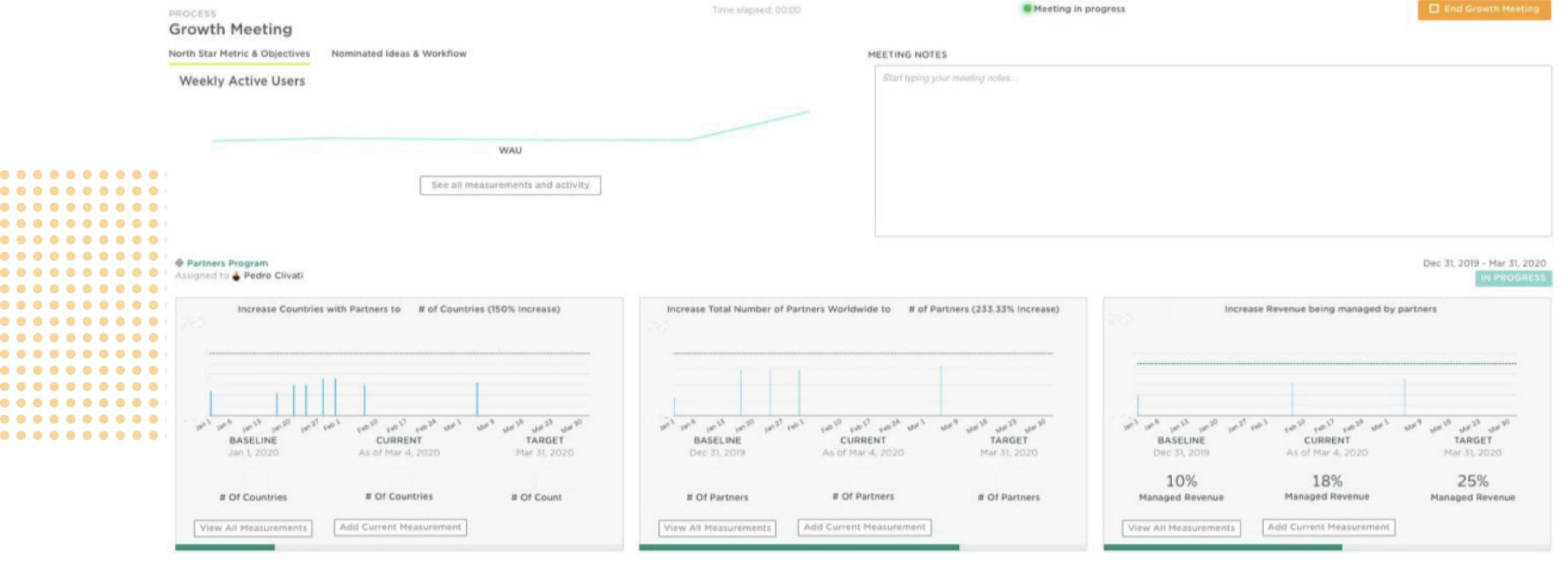


What does a growth sprint look like?

Sprints are done weekly, usually take an hour, and are divided into two phases that we like to call the zoom in and zoom out. Since the strategy is structured in a threelayer cadence of KPIs, the zoom out allows us to have a holistic view of the company KPIs and how our efforts are impacting each cohort. Although the growth team does not belong to any department but still helps them all, it's super important that the direction it is heading is very well aligned to where the company wants to be. This higher level of KPIs is what ensures this happens on every stage. It's this phase that provides inputs and insights about how we should run our next week (should we speed things up or slow down, should we take in more risky experiments or it is time to be conservative, etc).

In our case we look at two KPIs:

- The North Star Metric (also known as the One Metric That Matters or OMTM);
- The Objective (the main focus of the growth team during an established timerange)



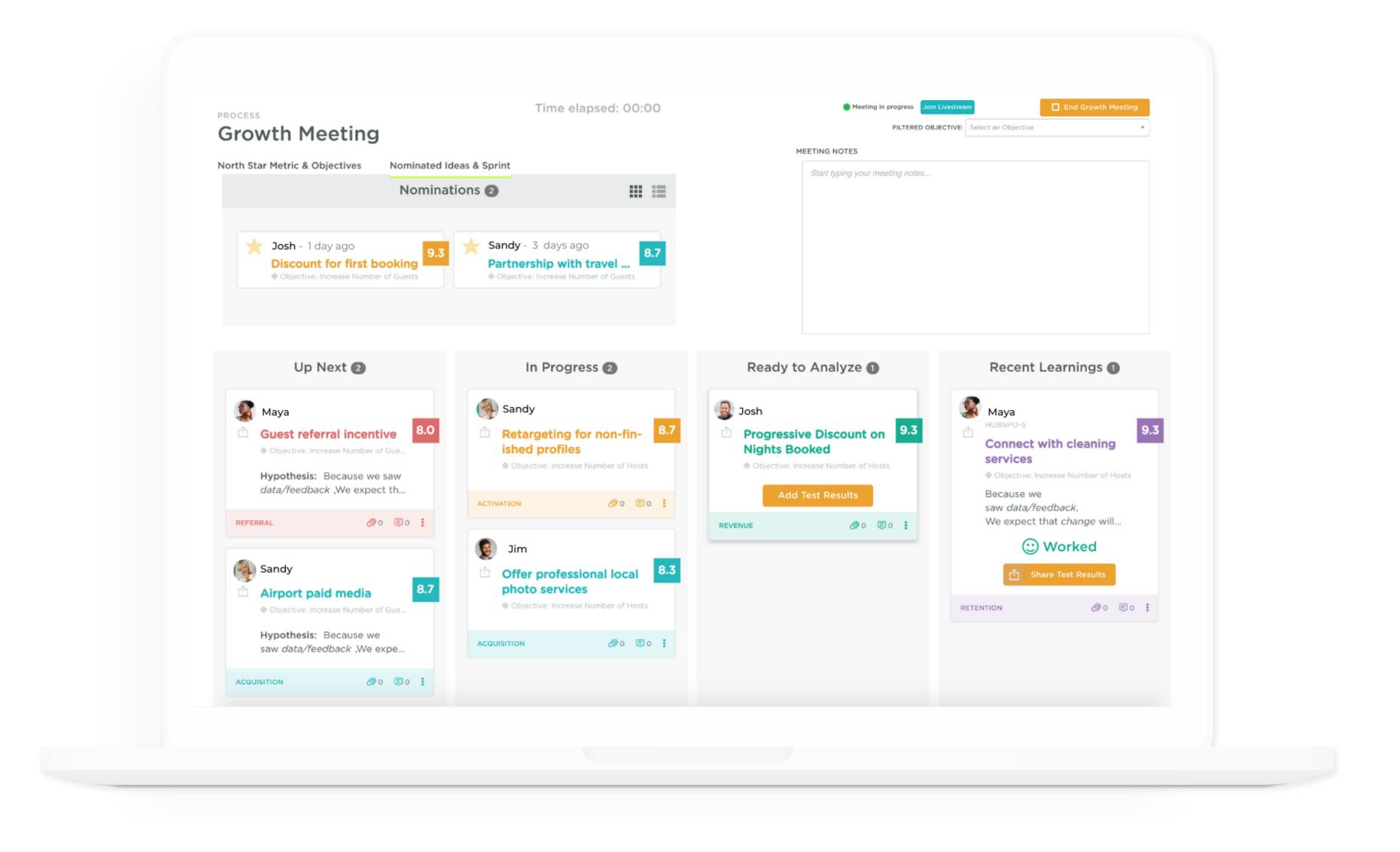
The second phase, zoom in, is where we get to analyze our past week and plan the week ahead, it works pretty much like this:

First, we analyze the results from tests that are already concluded, this should be under the column: ready to analyze > recently learnings

Second, we pitch the ideas that have been nominated and elect the ones that will

go into production: nominations board > up next;

Third, we plan the experiment: who will be the owner, what are the tasks associated with it, what are the dependency from other departments, what are the deadlines and how will we evaluate its success;



Running growth meetings on a consistent basis and a structured way is one key factor in making sure the direction is right and the results are coming.

What's the growth marketing team intersection with other areas?

Growth teams are the intersection between all other departments as if the company had no silos and the flow of information occurs organically between them all. Usually a gathering of skill sets



from marketing, from product, from data, from design and deep knowledge of sales and customer service.



The dependency on other areas is more common than not. Hence the importance of direction alignment, higher-ups support and clear understanding of others' collaboration in respect of what the growth team is and what it does. Aside from participation in the idea creation phase of the methodology, other areas constantly collaborate to an experiment's execution.

Take for example our objective of "Improving the onboarding experience", which

was measured by the following KPIs: (a) Activation Rate and (b) Time to 1st Milestone.

Most of the ideas generated and tests executed were done in cross-collaboration with other departments, for example:

Idea 1: Change onboarding email flow from time-based to event-based.

- To successfully execute this, we broke it down into all subtasks required:
- (a) [Mkt] Create email copy
- (b) [Design] Create template for emails;
- (c) [Product] Map segment events

(d) [Growth] Integrate events with automation tool
(e) [Growth] Separate users into different cohorts;
(f) [Growth] Connect automation data with CRM;
(g) [Growth] Launch Experiment;

To run a single experiment, it required inputs and insights from 3 different departments of the company and without their support, the test could not be executed.

• Experiments GH has run in the and past how they performed.

At **GrowthHackers**, our team is involved in driving improvements to all stages of the AARRR funnel. We have deployed hundreds of experiments over the years/ For this exercise, we will share details for some simple experiments we ran across the levers acquisition, retention and revenue.



Simplify Navigation to Increase Traffic (acquisition)

This was an simple experiment to execute that aimed to simplify our navigation buttons at our Community. Prioritizing topics and presenting them to users in a digestible way has benefits that can't be overstated. In this case, the test was silly simple: Would changing the order of buttons on our menu bar to a more logical sequence increase traffic at these pages?

Current Org: Posts | Growth University | Q&A | AMAs | Growth Studies | Jobs | FAQ | Growth Ideas | Events

Suggested Org: Posts | Q&A | AMAs | Growth Studies | Ideas | Jobs | Events | University | FAQ





		Impact	5	\$	
 CARD KEY	CONFE-66	Confidence	9	¢	
GROWTH LEVER	NONE ACQUISITION ACTIVATION REFERRAL RETENTION	Ease	9	\	
OBJECTIVE	Community Growing User Base)		
RESULT	Worked				
STATUS	Ideas > Up Next > In Progress > Ready to Analyze > Learnings				

After a week of A/B testing, the results in the number of pageviews proved this little effort paid off:

/posts +14.44%

/questions +27.75%

/amas +31.95%

/growth-studies +20.01%

/growth-ideas +9.75%

/jobs +25.81%

/calendar -8.36%

/faq +22.02%



Rich content to improve SEO, drive

Community Signups and MQLs

(acquisition)

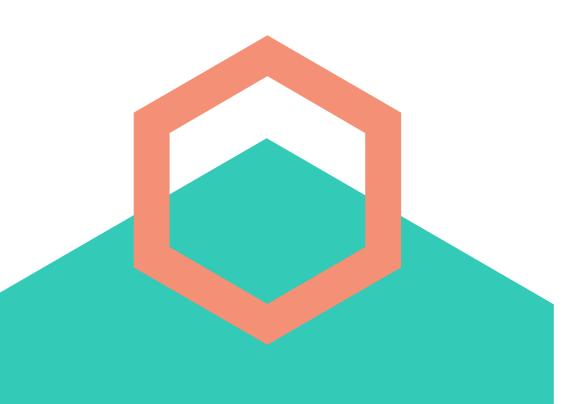
We have developed the most comprehensive research about growth teams in the

world. The goal was to use our brand's authority to improve our ranking in search engines and drive community sign-ups. We were also hoping to generate leads through a landing page form. To add quality to these leads, LinkedIn ads were placed matching our MQL criteria. That's how the **State of Growth** was born.





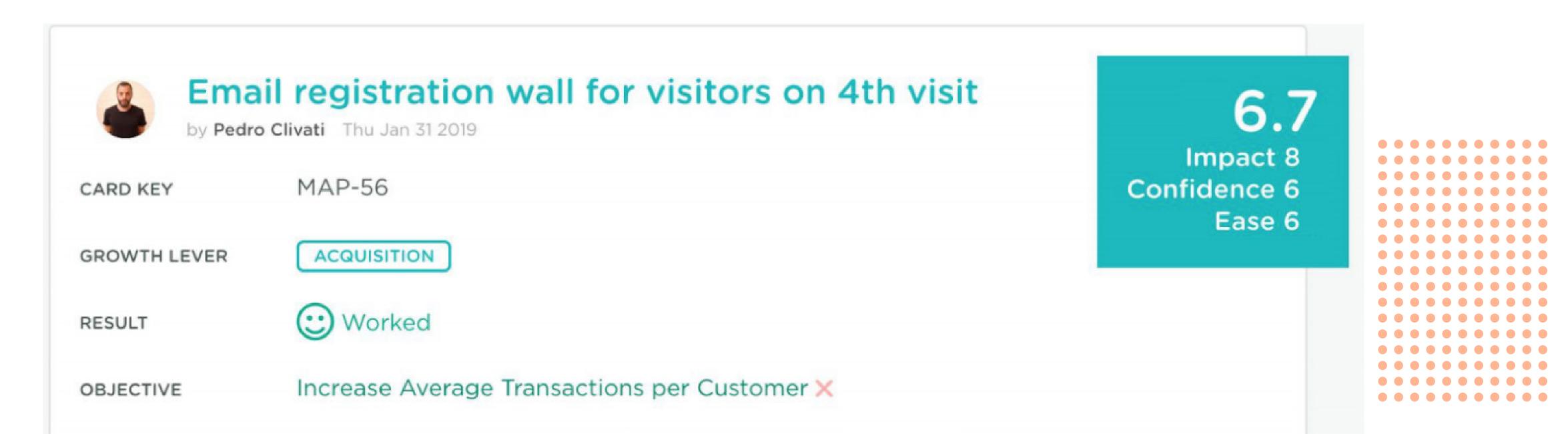
Key results: 23% more leads in the 2 months after the campaign



Turning strangers into friends

(Acquisition)

How do you turn unknown recurring visitors into users? That was one of the challenges we were facing with our Community, as we had a high percentage of users that would visit our page multiple times but not sign up to become a member. Given the product fit with the content featured, we were aiming to make those recurring strangers known. We were hoping that by having them join we could interact with them in other ways and drive them along the funnel. For this reason, we introduced a sign-up wall for users after their fourth visit.



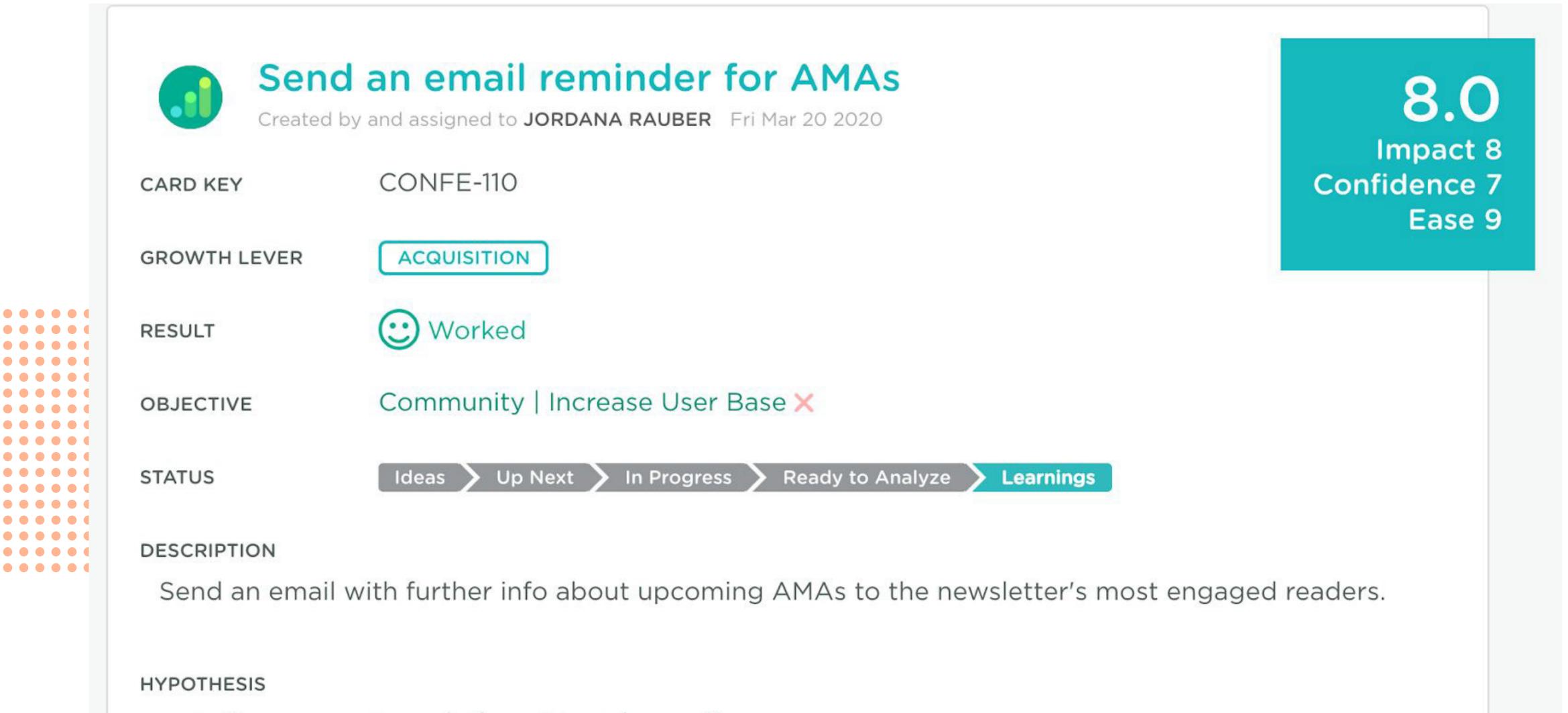
Key results:

- . 80% of the users returning after the 4th visit became a GH member.
- . From those, 10% signed up for a product trial.

Email Strategy for Event Engagement (Acquisition)

We wanted to increase engagement and traffic for our bi-monthly AMA's but felt we were running out of ideas. We were already promoting the events on social

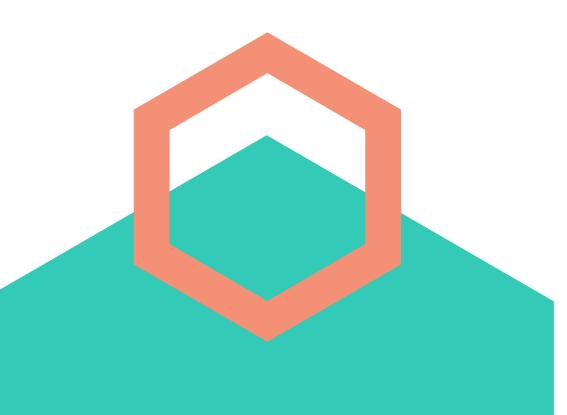
media and our weekly Newsletter, had a dedicated banner on our main page, and had even included video introduction from our hosts. We had a hypothesis that people were simply leaving the task of sending a question for later, and then were simply forgetting about it. Additionally, we believed having a more complete bio of the hosts could make them more approachable to the audience and result in more relevant questions being sent. The solution we found was to get a more in-depth profile to be sent to our most engaged members a few days prior to the event.



- Because we people forget to ask questions.
- Because people need more information about the hosts to send questions
- Because de engagement had been dropping

Results:

293% more users asking questions than in the average of the past 7 editions



Reach out sooner, rather than later

(Activation)

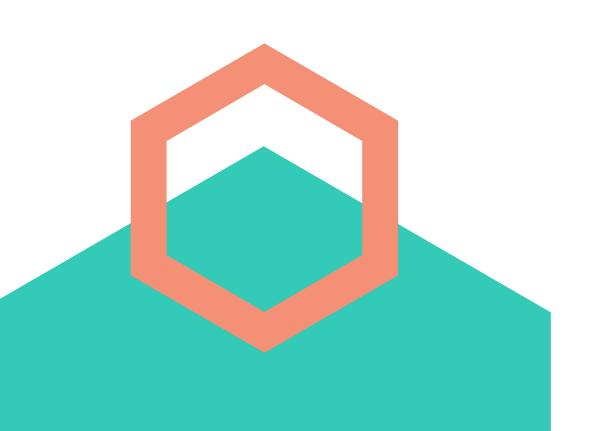
The onboarding process of new users is a land fertile with opportunities for growth hackers. The challenge is on how to get your freemium users to learn how to use those features you spent all those dev hours to create. You need them to see the benefits your product adds to the table before the end of their trial. For **Experiments**, we were only offering demos with our team later in the onboarding process, and prioritizing video and in-app CTAs. Our idea was to change the onboarding sequence and offer a Demo to all new users right after they've started a trial. This hit the spot of our North Star Metric, as it was directly connected to our ARR.

by Pedro	dule demo in the signup process Clivati Fri Oct 25 2019 o Rodrigo Cavichioli GP-2677	7.3 Impact 8 Confidence 8	
GROWTH LEVER	ACTIVATION Worked		



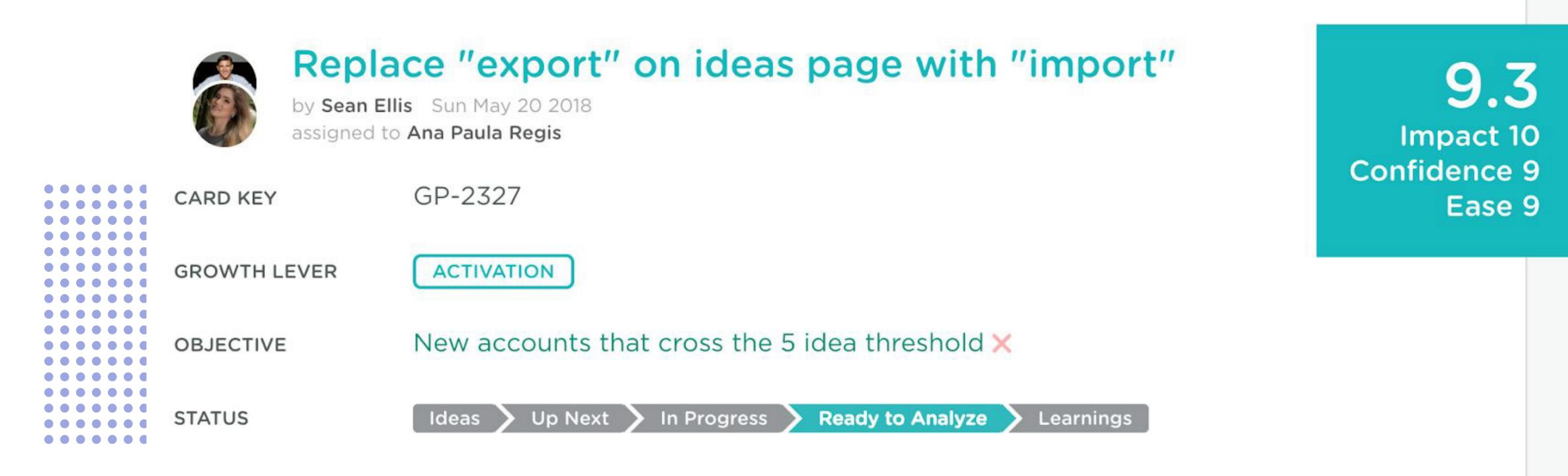
Key Results:

. + 112% Increase in demos scheduled.



Bring in your ideas! (Activation)

Our platform already had the option to import and export ideas, however, the import ideas button was hidden in a project settings page. We believed that if users could easily import existing ideas from their previous backlog or from other sources, this would increase software usage. For this reason, we brought this button to a more prominent location within the ideas page.



DESCRIPTION

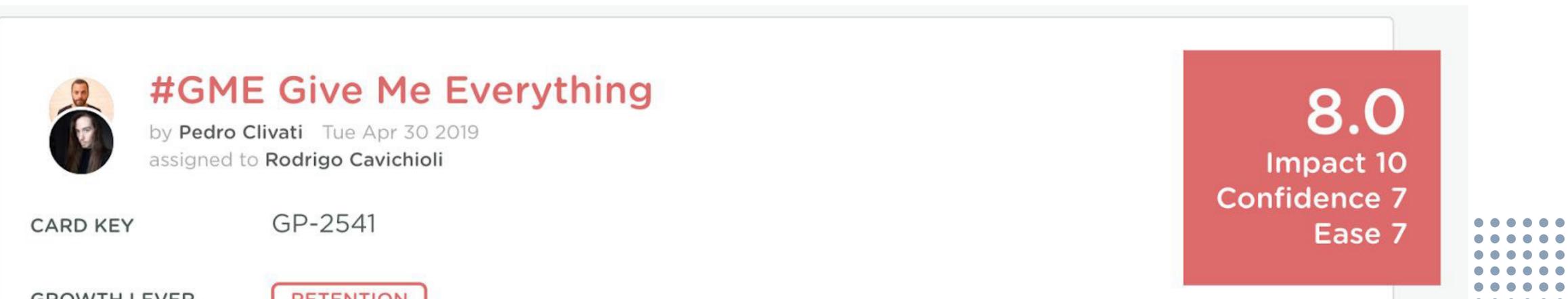
In order to import a CSV of ideas today, you need to search the product and find a link inside preferences. On the otherhand, we make it really easy to export ideas of the system with a bit "export" link at the top of the ideas page.

Key results: 61% of users who imported ideas became PQLs and 22% more became paying customers

• Templates driving software usage (Retention)

One of the main challenges SaaS company's face is how to keep new users interested and using their service. A strategy developed to keep new users interacting with our product, Experiments, was to get growth professionals to develop templates of growth strategies and ideas that worked for them. We then made these templates

available within the platform so new users would be able to understand how to use the product's features faster and see results from adopting a growth framework.



GROWTH LEVER	RETENTION	•••
RESULT	🕑 Worked	
OBJECTIVE	Increase the conversion of free to customers $ imes$	
STATUS	Ideas > Up Next > In Progress > Ready to Analyze > Learnings	
	eature a new "influencer" in a different growth lever each week/bi-week/month and ate of growth ideas, for example:	

Key results: 55% of users who downloaded ideas became PQLs (Product Qualified Leads) and 17% more became paying customers

. Tested and approved tools to accelerate growth

There's no one-tool to rule them all in the case of growth. Since your tests might differ from one another abruptly, so will the tools used to execute them. However, there are three basic requirements to create a growth process:

(1) The right data structure - being able to trust your data requires it to be extremely well organized.

(2) The right process - a tool that supports the entire methodology, from idea creation and prioritization, to the execution of tests and cross-communicating with other

areas up to a learning center accessible to everyone.

(3) The right tools - The right integrations and platforms to run tests, get insights, manage customer support and marketing automations while keeping the team working towards our OKRs

In our case, to keep up with this requirements, we use:

(1) the right data structure:

- **Segment**: the single source of truth. We connect everything that happens with the product with Segment and automatically transform them into events.

- Amplitude: the data-behavioral tool that automatically run analysis of our events;

(2) the right process:

-Experiments by GrowthHackers: a project management tool that covers the entire methodology and structure of KPIs from ideation, to growth meetings, results

methodology and structure of Kins north acation, to growth meetings, results

reporting and learnings backlog.

(3) the right tools:

- HubSpot: CRM, deeper insights on every lead, lead conversion, landing pages and customer support and onboarding journeys all in one place.

- Autopilot: Proactive heads up, email marketing automation, user event tracking, all set in super visual steps.

-Google Optimize: Straight forward tool for A/B testing experiments on your page do you can make choices based on date.

-Slack: How we keep our team working together from all over the world.

-Hotjar: Where we gather insights about how our users navigate through our pages

in a visual way.

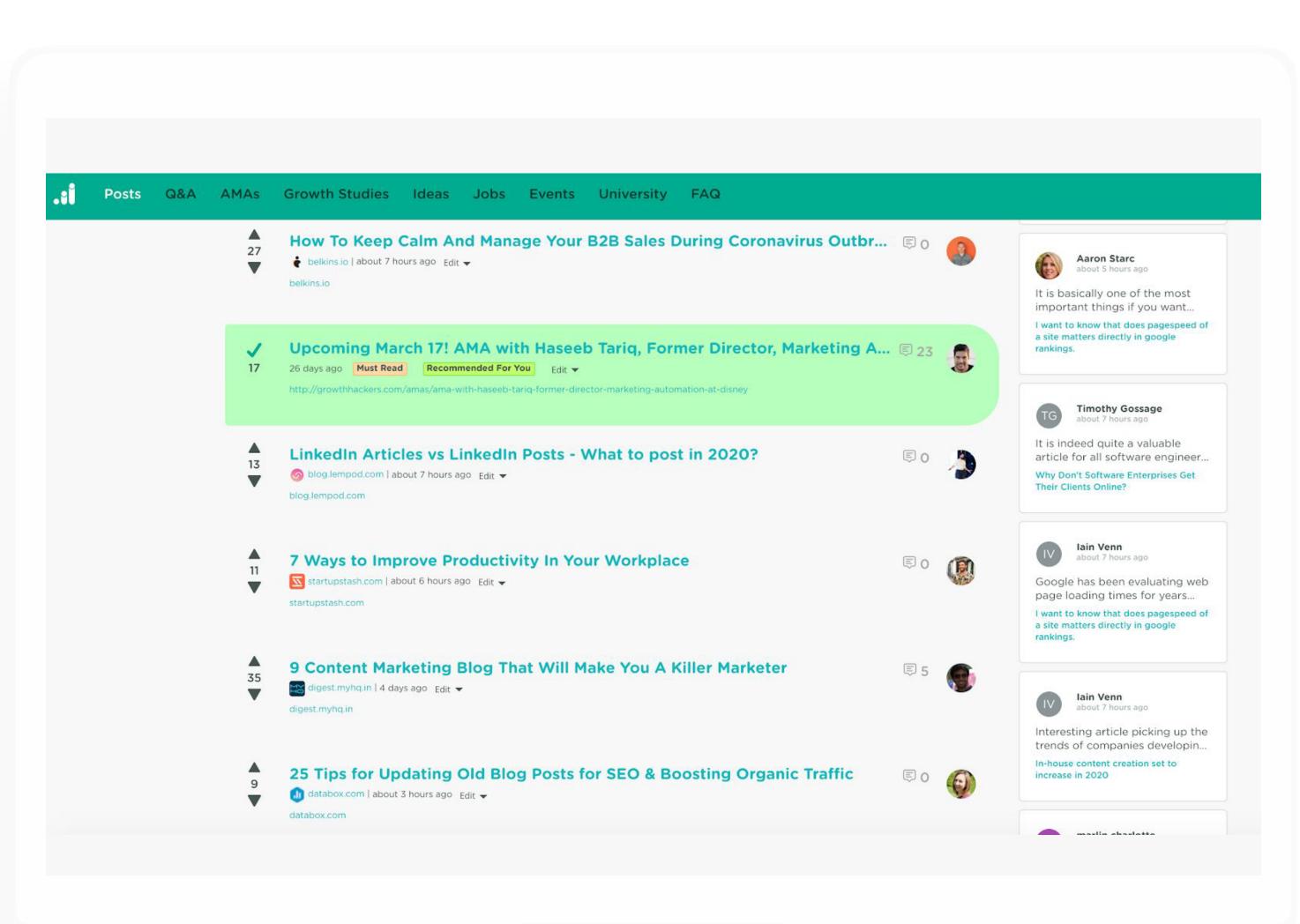
-Zapier: Very useful to connect apps and move information across automatically. That way you can get notification where you need and can focus on the important stuff - while automations complete menial tasks for you.



Resources for growth marketers

- GrowthHackers Community: GrowthHackers manages the world's largest community of growth professionals. We curate content submitted by our +400k members on subjects related to driving growth, such as content marketing, analytics, SEO, email marketing, advertising, design, customerretention, product development, metrics, and referral. Every week, the 5 Top posts from the previous week are sent

to the inbox of our **Newsletter** subscribers.





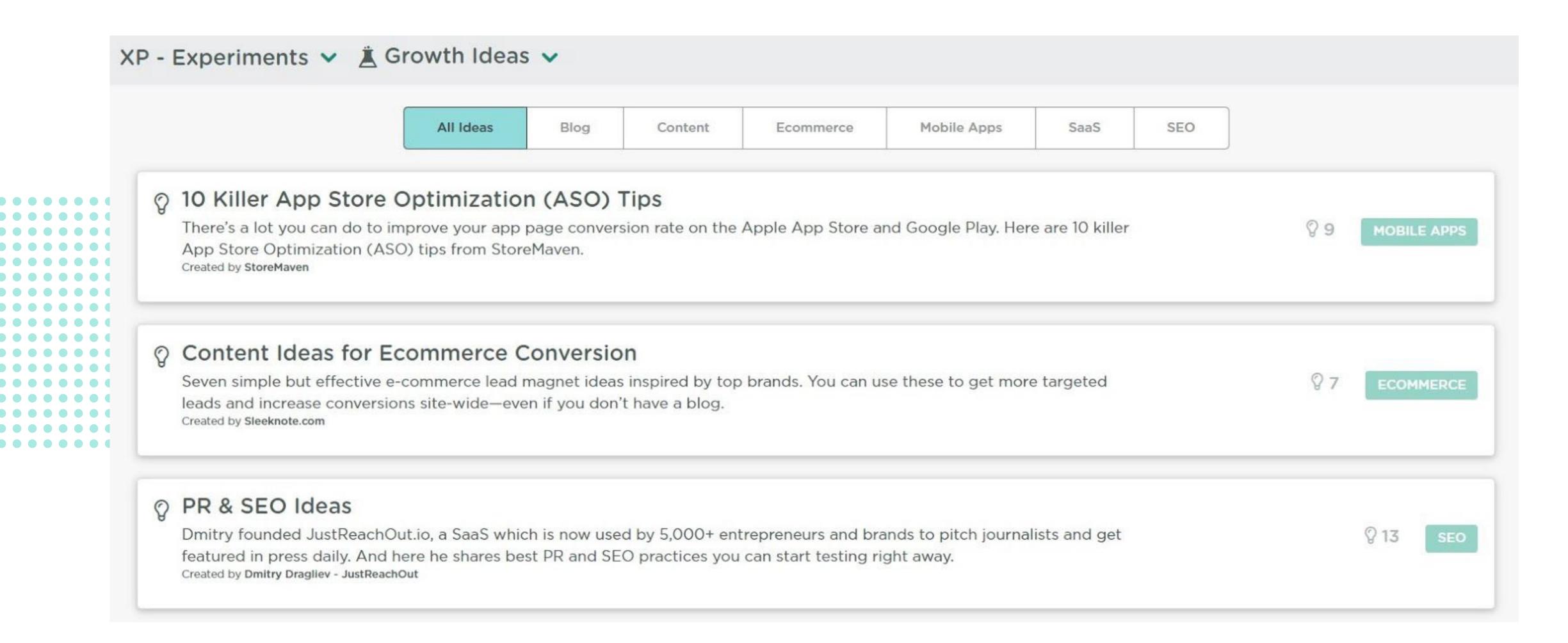
- AMA Sessions: Growth Hackers holds Ask me Anything sessions twice a month with world renowned experts in growth related fields. That is the perfect opportunity for our community members to learn about the backstage process behind the success of some of the world's fastest growing companies. Some of our recent editions featured growth insights from companies like Disney, Heroku (Salesforce), Udemy, Lyft, MonetizeMore and many others. Search through the past editions and keep an eye for upcoming sessions.

- Case Studies: Ever wondered how companies like BuzzFeed, AirBnb, Tinder, Transferwise, Spotify and LinkedIn drove their growth? Then the GrowthHackers Growth Studies is the right place to start. We studied the growth strategies developed by several companies from multiple industries and created a dedicated library that can add tons of insights to any growth hacker.



- GME (Give me Everything): Wouldn't it be great if you could access templates

developed and tested by qualified growth professionals? What if these templates were ready to download and use on your own experimentation process? GrowthHackers has contacted leading professionals and asked them to share strategies that have worked from them - and their clients. Jumpstart your experimentation process with GrowthHackers Give me Everything.



- GH University: Get you GrowthMasters qualification with a course by Sean Ellis himself. Learn the ins and outs of the GrowthHacking framework and break out your company's growth. You can also get a virtual pass to our previous Conventions and watch presentations from our speakers.

- **GrowthHackers Blog**: This is where our own articles, studies and analysis are featured. Learn all about the North Star Metric, leadership, case studies, remote teams management, growth KPIs, and much more.

HubSpot:

- Blog: HubSpot blog features in-depth content on topics such as marketing, remote

work, sales, inbound, customer success, SEO, retention, and much more.

- HubSpot Academy: A gallery of free courses to get certified in inbound marketing, content strategies, SEO, social media marketing, AI for marketers, sales, growth driven design, email marketing, paid marketing strategies and many others.

- **Resources**: Ebooks, templates, calendar and guides to help you grow with quick takeaways. Download and use email signature generators, A/B testing kits, blog post templates, SEO templates and how-to-guides to make lasting improvements.

- Case Studies: One of the richest sources of case studies, the HubSpot Case Study

Directory is filled with thousands of companies' cases. You can even filter by industry, size or location and get the insight that hit closer to home.

- Easy lifts you can try as growth marketing experiments right now
- The Growth Ideas are divided into 6 main topics related to blog, content, e-commerce, mobile apps, SaaS and SEO. Some of the ideas that were tested are:
 - Find ways to randomize the way each page within a website link to other loosely related pages. This idea comes from the hypothesis that internal links have more

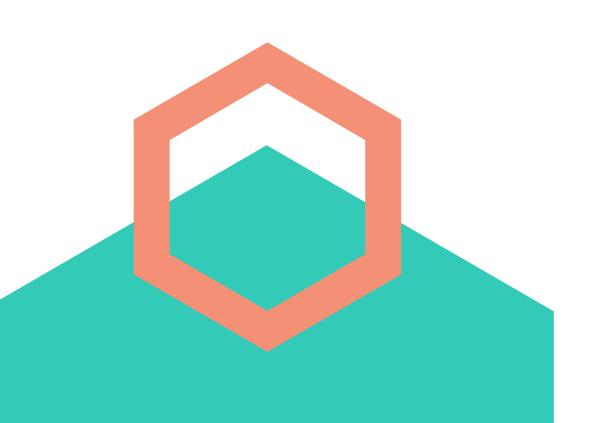
power to increase rankings than external links. Needing to find a linear connection between pages sometimes holds a site back from getting links to inner pages

 Write data-driven posts. This type of content not only supports your arguments helping you to get more traffic but also makes it easier to get backlinks.
 Experimenting with this idea made Entice's blog observe an increase in their traffic rate after adding data to the post.



Source: Entice

- Increase the traffic of your blog can be achieved by relaunching existing
- content. This idea follows three basic steps: choose a post that ranks between
- 4-20 and can drive new customers to your business; update the content and
- get rid of anything that is obsolete and; relaunch the post like it is the first time.
- The Time Doctor software increased their traffic from 4k visitors/month to 10k
- visitors/month applying this idea.





Source: Entice

- To promote your blog, you should have in mind that low search volume keywords are easy to scale. If you write a post that has a very low keyword difficulty and a fairly low search volume, you can get 2 links to the sport organically. Also, it will rank first for the keyword and consistently drive 250-350 visitors a month. Although it might not seem like a lot of traffic, if you do this 10, 15, 20 times, these pages will soon make up a very significant percentage of your overall traffic.
- As a mobile marketer it is important to have an App Store Optimization (ASO) strategy to improve your app page conversion rate (CVR) on the Apple App Store and Google Play. Easy to implement and with a high impact factor,

you can customize your app based on location to increase acquisition. On the App Store, you can localize for 28 locales and languages and on Google Play, you can localize for 77 different languages. Data shows that among the top gaming apps, the CVR lift gained by localizing app stores reached up to 26%.



Conclusion

There is no one size fits all for growth teams. The only way to learn what works for your company is by implementing a relentless process for testing ideas. There are plenty of tools and resources listed here to jumpstart your experimentation process. Get familiar with case studies that are in line with your company goals, democratize idea generation, and prioritize ideas that hit your growth levers. Don't underestimate the power of having a backlog of ideas that have been tested and present clear results. It is the key ingredient for your team, big or small, to get the understanding and the cooperation from other areas. Remember, there is no success without failure, so don't lose focus if not all of your ideas turn out to be successful. It might be the seed for the idea or the twitch that will actually move the needle.

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