



**GROWTH**

everywhere

**One Month**

# GROWTH HACKING QUICK WINS

29 THINGS YOU SHOULD BE DOING (BUT PROBABLY AREN'T)



**Matt Griffl**, co-founder of the online education site **One Month** is our speaker for the session '29 Growth Hacking Wins'.

Use this eBook as a resource after you check out his full session. This is a very condensed version of his value-packed presentation that you're sure to enjoy.

*See you at the summit!*



**Eric Siu**  
Founder of **Growth Everywhere** and  
digital marketing agency **Single Grain**

# 1

## MEASURE HAPPINESS

Net Promoter Score:

“How likely are you to recommend our company to a friend or colleague?”



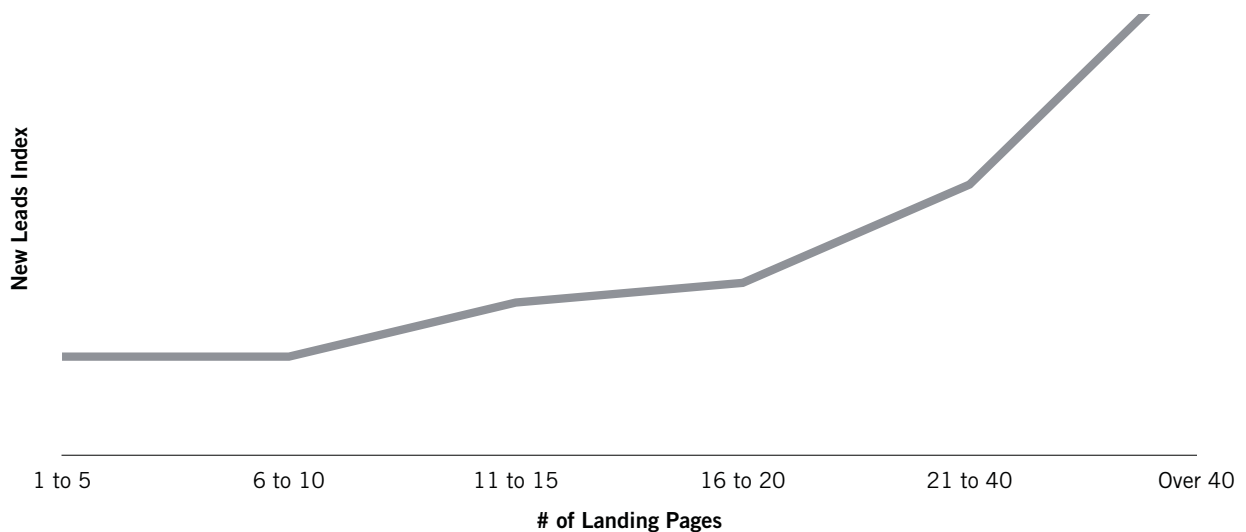
Two Popular Tools to Use: [Gualaroo](#) and [Promoter.io](#)

**Pro Tip:** Ask your promoters to SHARE.

# 2

## CREATE MORE LANDING PAGES

Companies with 10+ landing pages get **55% more signups.**



source: <http://blog.hubspot.com/blog/tabid/6307/bid/33756/Why-You-Yes-You-Need-to-Create-More-Landing-Pages.aspx>

Each page should be **90% unique.**

- Use different offers
- Target different customer segments
- Highlight different unique selling points.

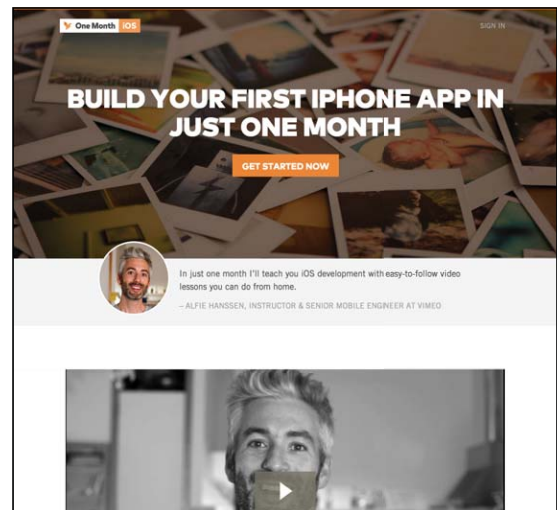
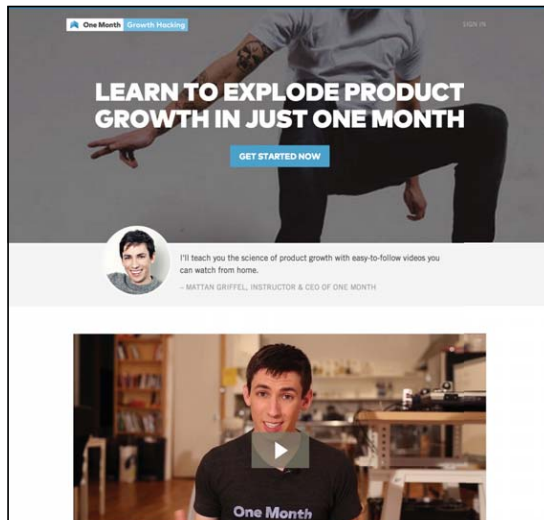
**Pro Tip:** Send paid ads to targeted landing pages, NOT YOUR HOMEPAGE.

# 3

## USE PAID ADS TO TEST HEADLINES & IMAGES

There are **two problems** with testing landing pages:

1. They may not get **enough traffic**
2. There are **too many** things to test



What's the difference?

Most paid ads have all the **key elements** of a landing page. Using paid ads for testing saves **time** and **money**.

**Pro Tip:** Use ad targeting to test your audience.

# 4

## SET UP REDIRECTS FOR LINK-TRACKING

You can use these during talks, in podcast ads, on flyers, and in person.

<https://onemonth.com/leanconf>



[https://onemonth.com/?utm\\_source=leanconf&utm\\_medium=speaking&utm\\_campaign=leanconf-manchester-nov-2014](https://onemonth.com/?utm_source=leanconf&utm_medium=speaking&utm_campaign=leanconf-manchester-nov-2014)

Use [bit.ly](https://bit.ly) if you don't want to build your own.

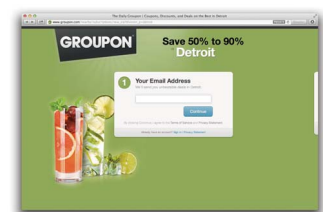
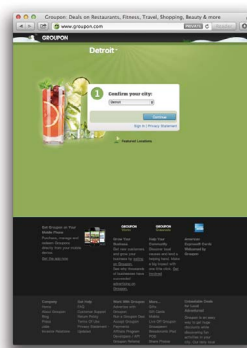
# 5

## REMOVE LANDING PAGE LINKS

Remove links that distract people from your call to action.



Groupon shows a different page depending on how you get there.



**DIRECT TRAFFIC:  
NO FOOTER**

**Pro Tip #1:** Test minimal landing pages.

**Pro Tip #2:** Especially on your checkout pages.

# 6

# USE QUALAROO TO GET CUSTOMER FEEDBACK

Discover signup hesitations.

If you did not make a purchase today, can you tell us why not?

- Other:
- Prices were too high
- Just browsing - did not intend to make a purchase
- Didn't find what I was looking for (please explain):

SEND

Learn what information is missing on your site, or customer intentions.

Were you able to find the information you were looking for?

- Yes, easily
- Yes, eventually
- No

What information were you looking for?

SEND

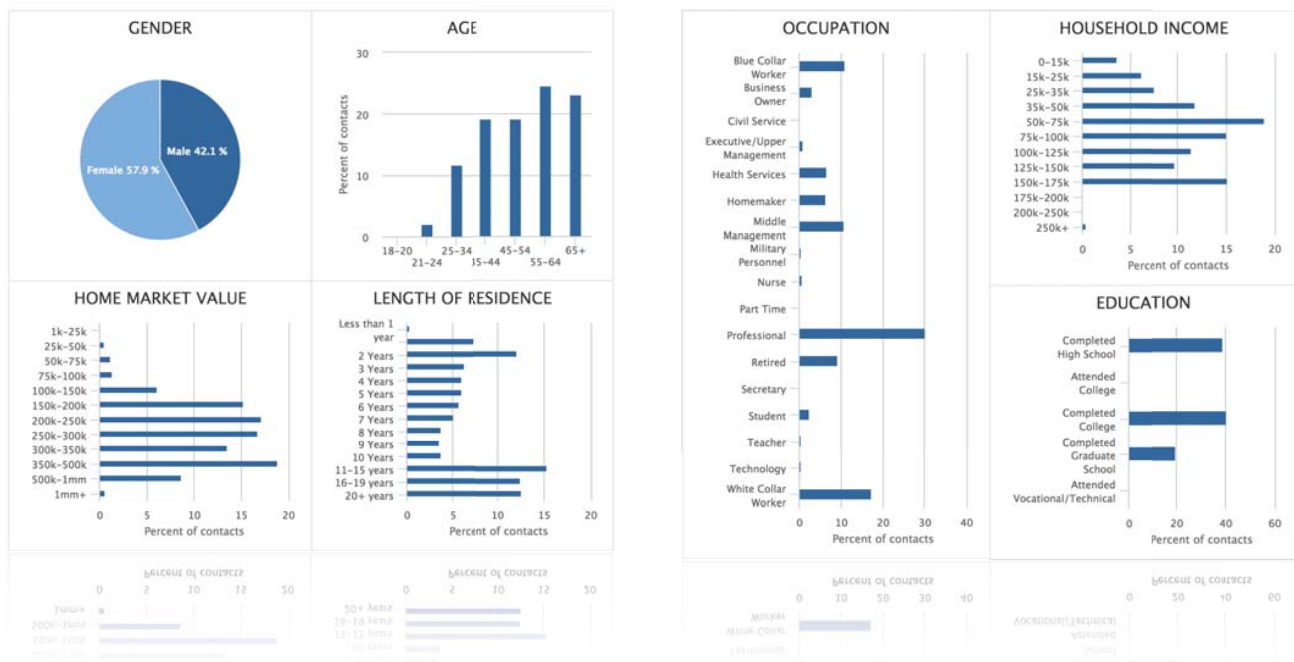
This is how you will come up with **ideas to test**.





# BUY DEMOGRAPHIC DATA ABOUT YOUR USERS

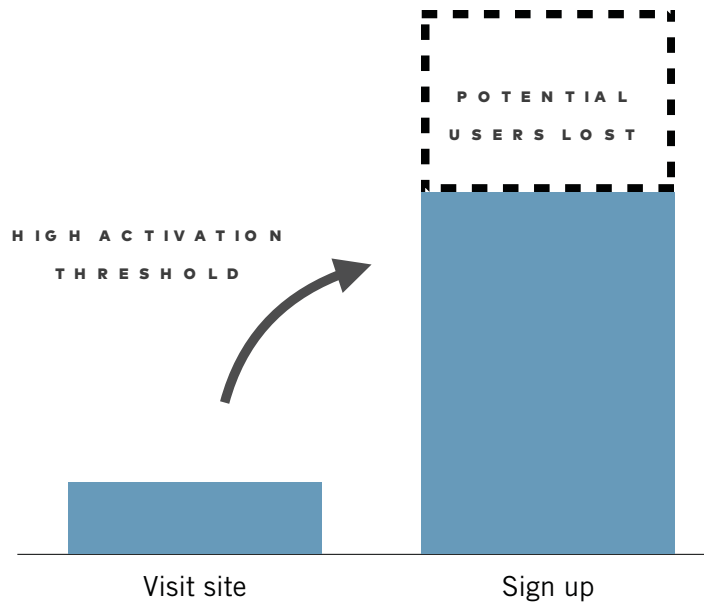
You give them emails, you get back info about those people.



# 8

## SPLIT THE ASK

If you ask is **too high** up front, you're alienating potential users.



### “Splitting the ask”



Why does this work?

- You lower your **activation risk** at each point.
- It **simplifies your ask** and allows you to test more.

“Email doesn't work for my business”. You're wrong... just get creative.

# 9

## TEST WEIRD CTA COPY

Some case studies show that non-standard CTAs convert better than the overused “learn more” and “sign up” buttons.

Enter your email

I'm in!

Just be weirder, for that matter.

# 10

# USE A CONTRASTING COLOR FOR YOUR CTA

Palantir

PRODUCTS SOLUTIONS PEOPLE ABOUT CONTACT BLOG

## PRODUCTS BUILT FOR A PURPOSE

Ten years ago, we set out to create products that would transform the way organizations use their data. Today, our products are deployed at the most critical government, commercial, and non-profit institutions in the world to solve problems we hadn't even dreamed of back then.

THIS

mint.com

WHAT IS MINT? HOW IT WORKS FIND SAVINGS COMMUNITY COMPANY

### It's easy to understand what's going on with your money.

Get a handle on your finances the **free** and fast way. Mint does all the work of organizing and categorizing your spending for you. See where every dime goes and make money decisions you feel good about.

Free! Get Started

Your Email

Password

Zip Code

**Sign up**

By clicking "Sign up" you agree to the [Mint.com Terms of Use](#)

Quick and secure sign up.

- 1 Create a Mint account in seconds.
- 2 Nonprofits connect their accounts in just minutes.

781

8+ 35 28 25 25

## APPSUMO

We promote great products to help you kick ass at work.

Get our free newsletter

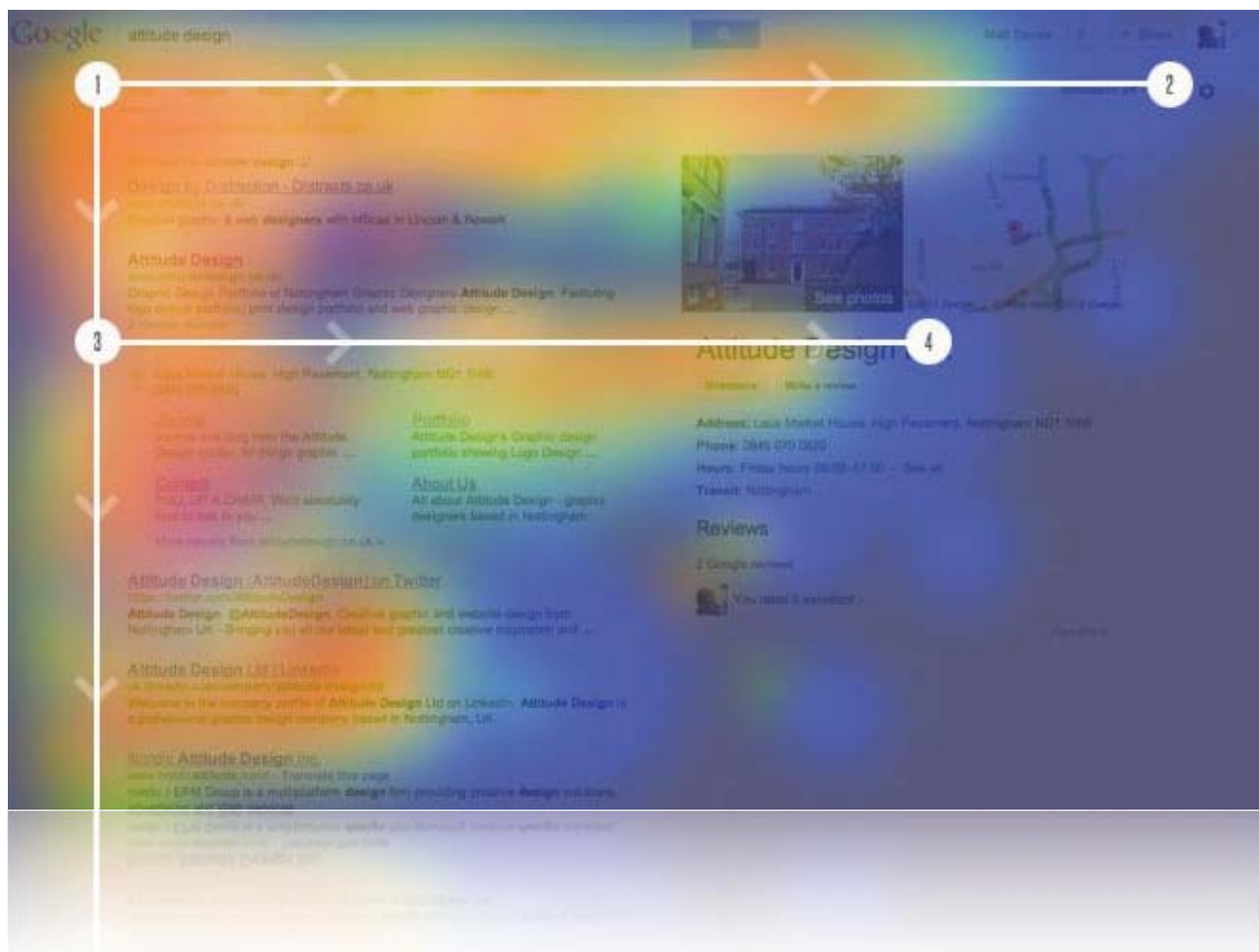
Your Email  **SUBMIT**

Already a member? [Login](#)

# 11

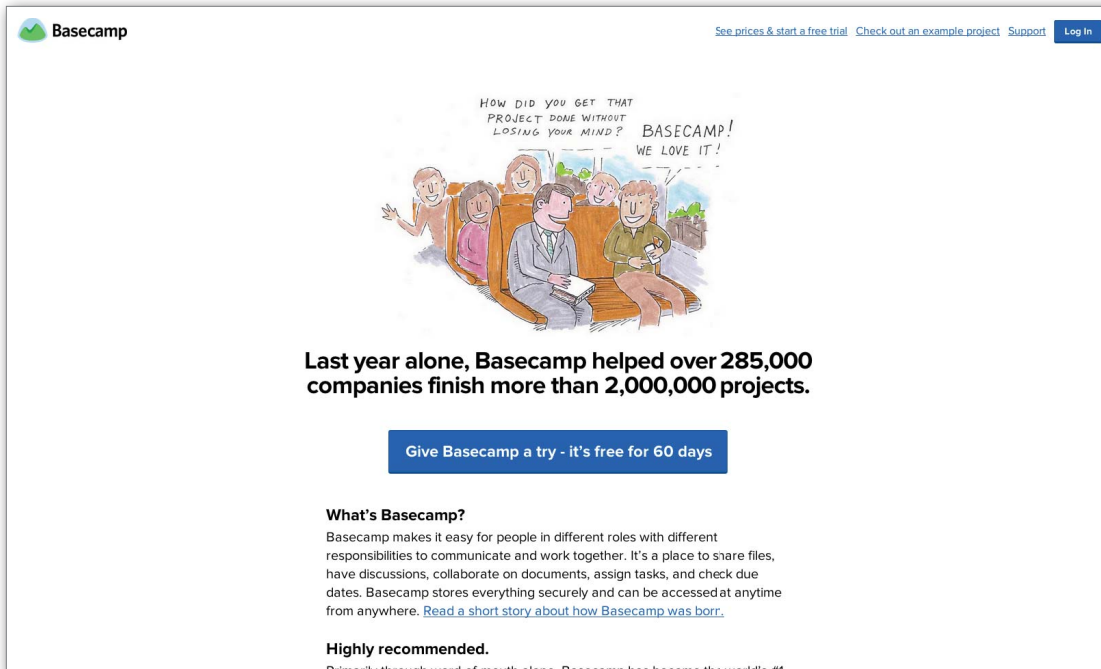
# PUT YOUR CTA ON THE RIGHT TRACK

People read from left to right in an **F pattern**.



# 12

# REPEAT YOUR CTA ABOVE AND BELOW THE FOLD



Basecamp [See prices & start a free trial](#) [Check out an example project](#) [Support](#) [Log In](#)

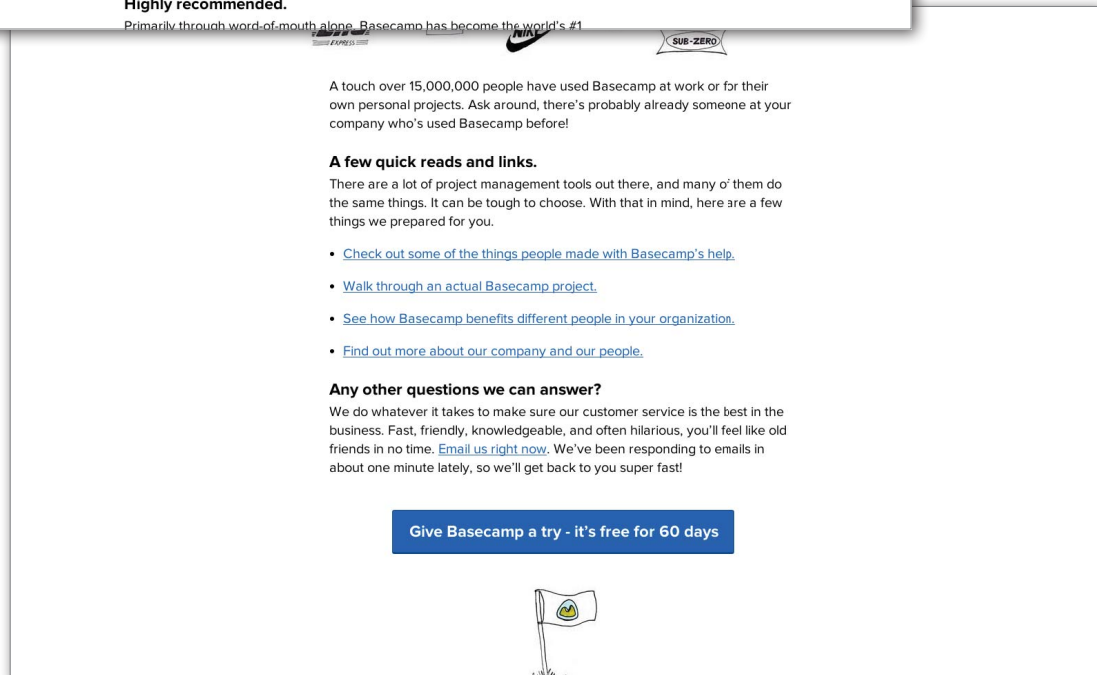
HOW DID YOU GET THAT PROJECT DONE WITHOUT LOSING YOUR MIND? BASECAMP! WE LOVE IT!


**Last year alone, Basecamp helped over 285,000 companies finish more than 2,000,000 projects.**

[Give Basecamp a try - it's free for 60 days](#)

**What's Basecamp?**  
Basecamp makes it easy for people in different roles with different responsibilities to communicate and work together. It's a place to share files, have discussions, collaborate on documents, assign tasks, and check due dates. Basecamp stores everything securely and can be accessed at anytime from anywhere. [Read a short story about how Basecamp was born.](#)

**Highly recommended.**  
Primarily through word-of-mouth alone, Basecamp has become the world's #1



EXPRESS  SUB-ZERO


A touch over 15,000,000 people have used Basecamp at work or for their own personal projects. Ask around, there's probably already someone at your company who's used Basecamp before!

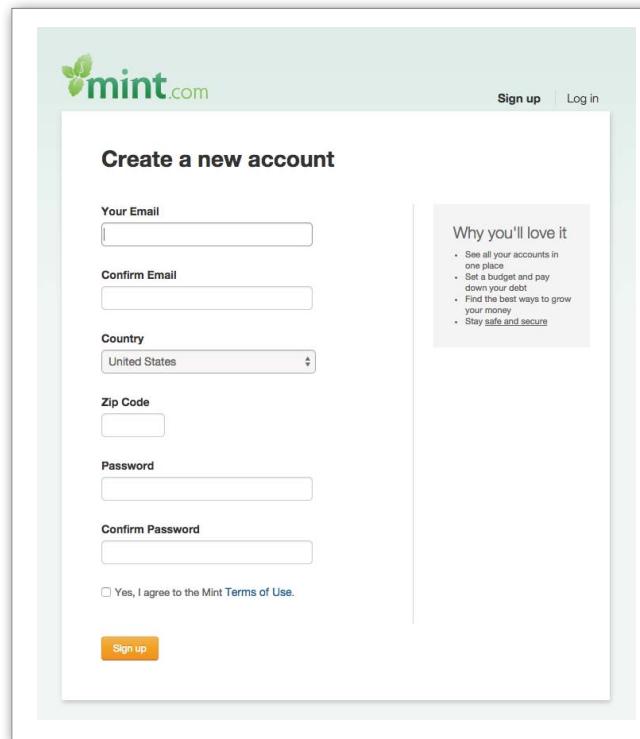
**A few quick reads and links.**  
There are a lot of project management tools out there, and many of them do the same things. It can be tough to choose. With that in mind, here are a few things we prepared for you.

- [Check out some of the things people made with Basecamp's help.](#)
- [Walk through an actual Basecamp project.](#)
- [See how Basecamp benefits different people in your organization.](#)
- [Find out more about our company and our people.](#)

**Any other questions we can answer?**  
We do whatever it takes to make sure our customer service is the best in the business. Fast, friendly, knowledgeable, and often hilarious, you'll feel like old friends in no time. [Email us right now.](#) We've been responding to emails in about one minute lately, so we'll get back to you super fast!

[Give Basecamp a try - it's free for 60 days](#)





The screenshot shows the Mint.com sign-up page. At the top left is the Mint.com logo, and at the top right are links for 'Sign up' and 'Log in'. The main heading is 'Create a new account'. The form includes the following fields: 'Your Email' (text input), 'Confirm Email' (text input), 'Country' (dropdown menu set to 'United States'), 'Zip Code' (text input), 'Password' (text input), and 'Confirm Password' (text input). Below these fields is a checkbox labeled 'Yes, I agree to the Mint Terms of Use.' and an orange 'Sign up' button. To the right of the form is a box titled 'Why you'll love it' containing four bullet points: 'See all your accounts in one place', 'Set a budget and pay down your debt', 'Find the best ways to grow your money', and 'Stay safe and secure'.

### Just last week, 5,385 companies signed up for Basecamp.

- Prices start at just \$20/month. [Jump to the full price list.](#)
- Every customer gets a **no-obligation, 60-day unlimited-use free trial.**
- No credit card required. Just fill out the form below and you're in!



Your full name

Company or organization

Email

Password

[Start my two month free trial](#)

Already use Basecamp? [Start a new Basecamp trial with the username you already have.](#)

# 14

# VALIDATE YOUR FORMS INLINE

Inline validation boosts form completion rates.

## Create a new account

### Your Email

brian@example.com



### Confirm Email


brian@example.net



This does not match the email entered above.

### Country

United States



Your full name  
Mattan Griffel


Company or organization  
One Month

Email  
mattan@onemonth.com

Password  
\*\*\*\*\*

[Start my two month free trial](#)

Already use Basecamp? [Start a new Basecamp trial with the username you already have.](#)



Your full name  
Mattan Griffel

Company or organization  
One Month

Email  
mattan@onemonth.com

Password  
\*\*\*\*\*  
Enter a longer password (at least 8 characters)

[Start my two month free trial](#)

Already use Basecamp? [Start a new Basecamp trial with the username you already have.](#)



# 15

# REMOVE YOUR COUPON FIELD

Optional: Do you have a promocode? [?]  **APPLY**

Sub-Total:	\$65.00
No Tax:	\$0.00
<b>Total:</b>	<b>\$65.00</b>

The screenshot shows the RetailMeNot website interface. At the top, there is a search bar with the text "Search 500,000+ coupons from 50,000+ stores" and a "Black Friday" button. Below the search bar, the "FontShop Coupon Codes" section is highlighted. It features a "Font SHOP" logo, a "\$7 Average Savings" badge, and a "Always free to use" badge. The main coupon listed is "A 10% Educational Discount That Works For Any Account With A .Edu Email Address." with a "Show Coupon Code" button. Below this, the "Unpopular Coupons" section is visible, listing a "50% Off" coupon for Bodonian Script and a "25% Off" coupon for all fonts with a specific code. A sidebar on the left contains a "Submit a new coupon" form and "About FontShop" information.

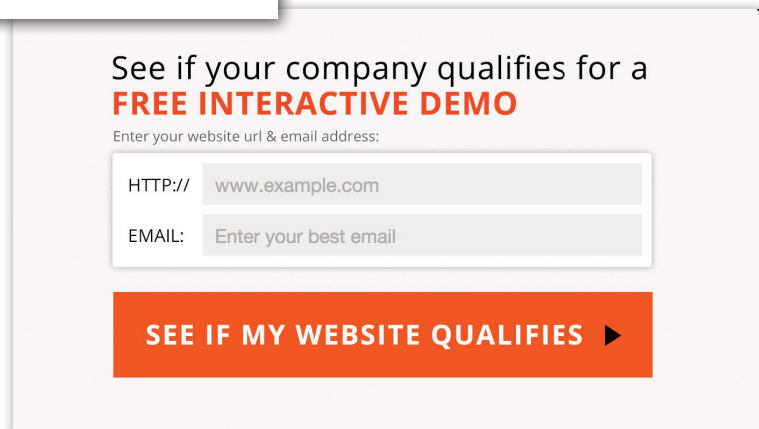
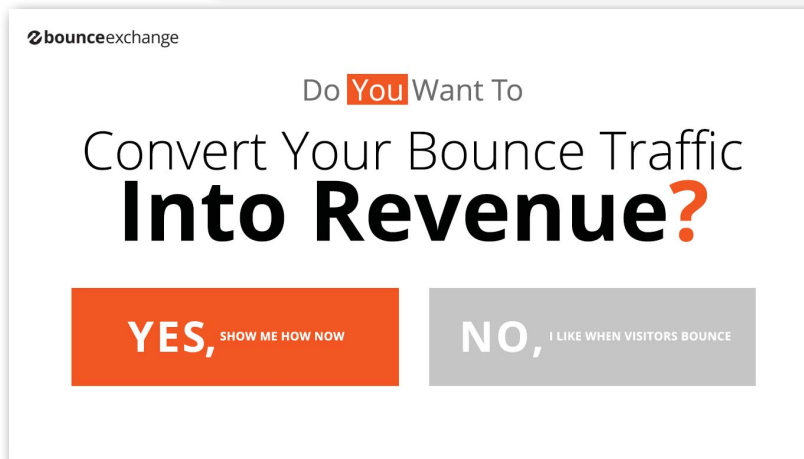
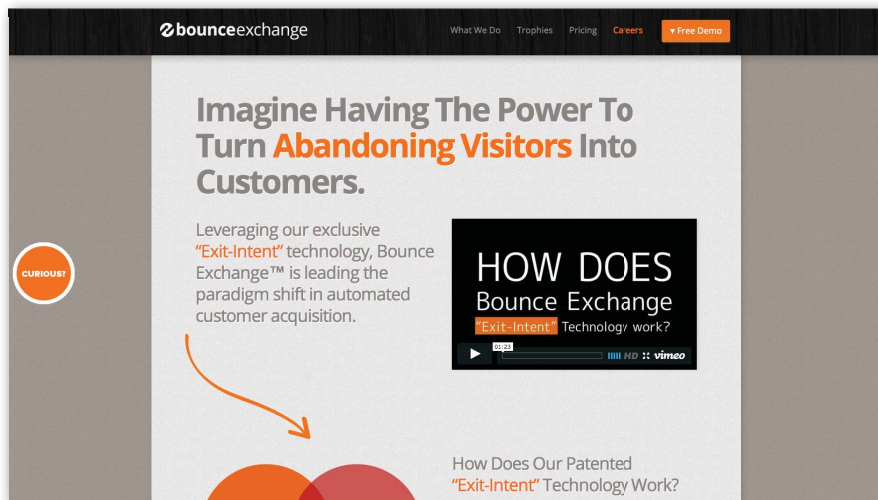
And none of them work.  
So now you feel defeated.

Here's how we deal with this:

[https://onemonth.com/courses/one-month-rails/purchase?discount\\_code=adroll10](https://onemonth.com/courses/one-month-rails/purchase?discount_code=adroll10)

# 16

# USE EXIT INTENT POPUPS



# 17

## ADD BONUSES TO YOUR OFFERING

A product + bonus has a higher perceived value than the same two products bundled together.

People prefer this:



To this:



What are you giving people for free?

# 18

## UPSELL & DOWNSELL

When someone is ready to buy item X, they're much more likely to buy item Y.

### Frequently Bought Together



Price for all three: **\$505.95**

[Add all three to Cart](#) [Add all three to Wish List](#)

[Show availability and shipping details](#)

- ✓ **This item:** PlayStation 4 Console by Sony PlayStation 4 **\$399.00**
- ✓ DualShock 4 Wireless Controller for PlayStation 4 - Jet Black by Sony Computer Entertainment PlayStation 4 **\$51.90**
- ✓ FIFA 15 - PlayStation 4 by Electronic Arts PlayStation 4 **\$55.05**

**Protect Your Purchase**

**square trade** PROTECTION PLAN

**3-Year Game Console Protection Plan for PlayStation 4 Console**

★★★★★ (3)

**\$39.51**

- 3-year coverage from date of purchase: hardware failures
- Fixed or receive full replacement cost in 5 days or less - guaranteed
- Free 2-way shipping for repairs
- 100% parts and labor covered with no deductibles
- Fully transferable with gifts. Cancel anytime, full refund in first 30 days.

[Add Coverage](#) [No Thanks](#)

**Frequently Bought Together**

Price for all three: **\$505.95**

[Add all three to Cart](#) [Add all three to Wish List](#)

19

# END YOUR PRICES IN 7 OR 9

Bronze	Silver	Gold	Enterprise
30 day free trial, then <b>\$19</b> per month after trial period	30 day free trial, then <b>\$79</b> per month after trial period	30 day free trial, then <b>\$399</b> per month after trial period	<b>Get a Demo</b> 1-800-252-9480
<a href="#">Sign Up</a>	<a href="#">Sign Up</a>	<a href="#">Sign Up</a>	<a href="#">Schedule Demo</a>
2,000 monthly visitors \$9 / thousand additional visitors	20,000 monthly visitors \$7 / thousand additional visitors	200,000 monthly visitors \$5 / thousand additional visitors	As many monthly visitors as you need
Unlimited experiments	Unlimited experiments	Unlimited experiments	Unlimited experiments
<b>Platforms</b>			
Web and Mobile Web	Web and Mobile Web	Web and Mobile Web	Web and Mobile Web
iOS (Beta)	iOS (Beta)	iOS (Beta)	iOS (Beta)
<b>Features<sup>1</sup></b>			
Essential features*	Essential features*	Essential features*	Essential features*
Mobile website testing	Mobile website testing	Mobile website testing	Mobile website testing
	Cross-browser testing	Cross-browser testing	Cross-browser testing
		Multi-page funnel testing	Multi-page funnel testing
		Multivariate testing	Multivariate testing
		Visitor segmentation	Custom visitor segmentation
			Geotargeting

# 20

# SHOW PROGRESS DURING CHECKOUT

Use a progress bar for multi-step funnels and forms.

amazon.com | SIGN IN | SHIPPING & PAYMENT | GIFT OPTIONS | PLACE ORDER

### Did You Know Your Prime Membership Includes Prime Instant Video?

Stream over 40,000 movies and TV episodes in three easy steps

- 1 Get Started**  
Visit Amazon Instant Video on your computer or device
- 2 Discover**  
Choose from thousands of Prime movies and TV episodes to stream at **no additional cost**
- 3 Enjoy**  
Watch your selected title now or save to Your Watchlist to enjoy later

[Continue placing your order](#)

Yes, email me more information on Prime Instant Video

amazon.com | SIGN IN | SHIPPING & PAYMENT | GIFT OPTIONS | PLACE ORDER

### Did You Know Your Prime Membership Includes Prime Instant Video?

Stream over 40,000 movies and TV episodes in three easy steps

- 1 Get Started**  
Visit Amazon Instant Video on your computer or device
- 2 Discover**  
Choose from thousands of Prime movies and TV episodes to stream at **no additional cost**
- 3 Enjoy**  
Watch your selected title now or save to Your Watchlist to enjoy later

[Continue placing your order](#)

Yes, email me more information on Prime Instant Video

amazon.com | SIGN IN | SHIPPING & PAYMENT | GIFT OPTIONS | PLACE ORDER

### Review your order

By placing your order, you agree to Amazon.com's privacy notice and conditions of use.

<b>Shipping address</b> <small>Change</small> Mattan Griffel 224 E 13TH ST APT 3 NEW YORK, NY 10003-5626 United States Phone: 2016473233 <small>Ship to multiple addresses</small>	<b>Payment method</b> <small>Change</small> ending in 3601	<b>Gift cards &amp; promotional codes</b> Enter Code <input type="text"/> <input type="button" value="Apply"/>
<b>Billing address</b> <small>Change</small> One Month c/o Mattan Griffel 38 GREENE ST FL 5 NEW YORK, NY 10013-2505 United States	<b>Place your order</b>	

**Order Summary**

Items (2):	\$438.51
Shipping & handling:	\$0.00
<b>Total before tax:</b>	<b>\$438.51</b>
Estimated tax to be collected:	\$38.92
<b>Order total:</b>	<b>\$477.43</b>

How are shipping costs calculated?  
Prime shipping benefits have been applied to your order. (Why aren't all my items eligible?)

**Get a \$1 credit for digital books, music, movies and TV shows.**  
Choose FREE No-Rush Shipping and receive a \$1 credit towards your next eBook, digital music or Amazon Instant Video purchase or rental. [Details](#)

**Items shipped from Amazon.com**  
**Guaranteed delivery: Nov. 17, 2014** if you order in the next 60 hours and 46 minutes. [Details](#)

 <b>PlayStation 4 Console</b> <b>\$399.00</b> <small>Prime</small> <b>Quantity: 1</b> <small>Change</small> <small>Sold by: Amazon.com LLC</small> <small>Add gift options</small>	<b>Choose your Prime delivery option:</b> <input type="radio"/> FREE No-Rush Shipping --get it Nov. 19 - 21 <input type="radio"/> Get a \$1 credit for eBooks, digital music and videos. <a href="#">Details</a> <input type="radio"/> FREE Standard Shipping --get it Tuesday, Nov. 18 <input checked="" type="radio"/> FREE Two-Day Shipping --get it Monday, Nov. 17 <input type="radio"/> \$7.99 One-Day Shipping --get it tomorrow, Nov. 14
---	---

**Pro Tip:** Don't start at 0.

# 21

# ADD LIVE CHAT SUPPORT DURING CHECKOUT

For expensive or complex products, live chat can mean the difference between a sale and an abandoned cart.



The screenshot shows the HubSpot website's landing page for a 30-day free trial. At the top left is the HubSpot logo, and at the top right is a phone icon and a dropdown menu for 'NORTH AMERICA 888 482 7768'. The main heading reads 'Try HubSpot's Marketing Platform Free for 30 Days' with a sub-headline 'See how you can save time managing your marketing campaigns in one place.' Below this, there is a paragraph about HubSpot's all-in-one marketing software and a list of three benefits: getting more traffic, more leads, and more customers. A 'Start Your Free Trial Now' form is on the right, with fields for First Name, Last Name, Email, Phone Number, Website URL, Company Name, number of employees, role, and department. A live chat window is overlaid on the bottom left, showing a chat with 'Petra' from HubSpot. The chat transcript includes: 'Petra: Interested in speaking with a member of our sales team? Message me here and I'm happy to connect you.' The chat window also has a 'Call Me' button. The background of the screenshot shows a laptop displaying a HubSpot article titled 'Send emails people want to read.' with a 'Call Me' button in the bottom right corner.


Read the chat transcripts to discover objections that you can address earlier in the funnel.

# 22

# TEST THE 5 MAJOR SHARING OPTIONS


That means:


Direct URL


 **Copy link** <https://db.tt/JHCwPTy>

Facebook

**Post to Facebook**

 Say something about this...

 **Mattan has invited you to join Dropbox!**  
www.dropbox.com  
Dropbox is a free service that lets you bring your photos, docs, and videos anywhere and share them easily. Never email yourself a file again!  
[Join Dropbox!](#)

 **Share** **Cancel**

Twitter

  mattangriffel

**Share a link with your followers**


Always have your stuff when you need it with @Dropbox. Sign up for free!  
<https://db.tt/SPnbLxWr>


44 **Tweet**

Email


Add names or emails  **Send**


Bulk Email


 **Invite your Gmail contacts...**

 We won't store your password and your contacts are secure.

(Get Creative)

 Facebook

 Twitter

 WhatsApp



23

# GIVE “SYMMETRIC BONUSES”

Get up to 32 GB of free space by inviting your friends to Dropbox!

For every friend who joins and installs Dropbox on their computer, we'll give you 1 GB and your friend 500 MB of bonus space (up to a limit of 32 GB)!  
If you need even more space, [upgrade your account](#).

Send a friend \$25 Airbnb credit. You'll get \$25 when they travel and \$75 when they host. [Learn More](#)

Refer Friends. Get up to \$50 off your next order.

Share Instacart with your friends. Give them \$10 off their first order and get a \$10 credit yourself (up to \$50).

The Original:

**PayPal**

Home

Personal

Business

Get to Know PayPal

Pay Online

Send Money

Get Paid

Products & Services

## Referrals

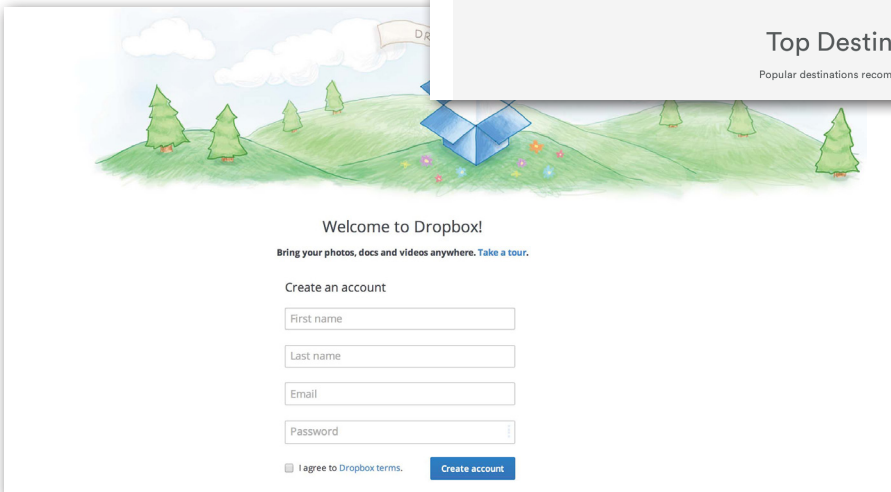
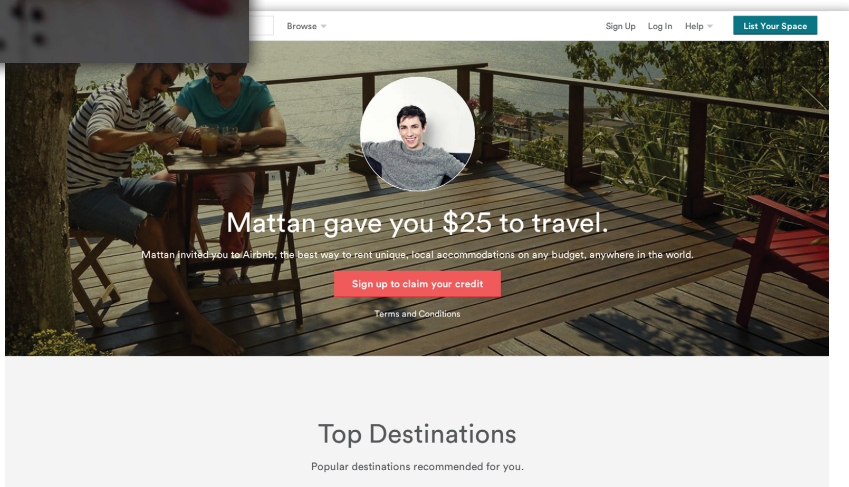
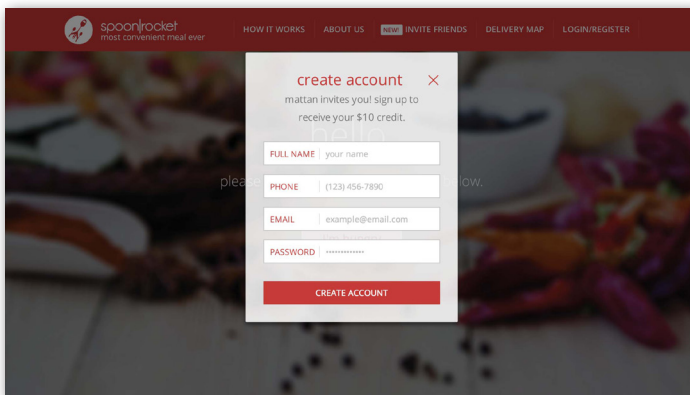
PayPal's Refer-A-Friend Bonus promotion ended September 26, 2003. Users whose referred friends completed the bonus requirements by that date were eligible to receive the bonus. Although the Refer-A-Friend Bonus promotion has ended, you still can earn money with our Merchant Referral bonus:

**Earn up to when you refer new merchants!**

The [Merchant Referral Bonus](#) lets you earn a portion of the first 6 months of revenue generated by the new accounts you refer.

# 24

# OPTIMIZE YOUR REFERRAL LANDING PAGE



Streamline registration flow.

- Put their info in the form if you already know it.
- Deeplink to mobile landing pages.

# 25

# GIVE PEOPLE A STATUS ON THEIR INVITES

## More ways to invite your friends

 Copy link <https://db.tt/JIHCwPTy>  Share on Facebook  Tweet on Twitter

Once you've invited friends, you can [view the status of your referrals](#) or visit our [Help Center](#) if you have any questions.

share

click to copy the invitation link:



<https://www.spoonrocket.com/invite/mgriffel?p=1...>

or

I'm separating emails by commas

type friends' emails

sharing history

email	\$	status
doug@onemonth.com	10	sent 
mattangriffel+invite@gmail.com	10	sent 

But don't be a downer.


### Referral History

Invites Sent	0
Months Earned	0
Months Remaining	0

### Dashboard

0	0	\$0.00	0.00
Commissions	Clicks	Money Earned	Points Earned

My Embassy Click Traffic Revenue Conversions Commissions Ads

 SendGrid

26

# SEND RE-ENGAGEMENT EMAIL

**Eventbrite**

Greetings ,

It's been a few months since we've seen you, and well... we kinda miss you! Since our Magic 8-Ball told us you missed us too, swing by our [blog](#) to read about what we've been doing. We've got some new features we're really proud of and we've been showcasing some great event stories lately.

[Parties That Cook founder offers tips for lively classes & workshops »](#)  
[New repeating events feature »](#)

Your next event could be one of them!

Create an event

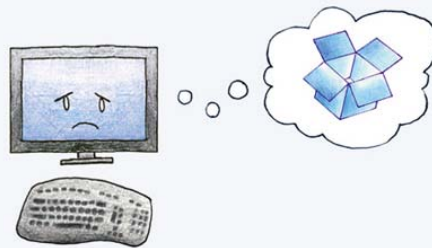
As always, we would love to help set you up for event success. If you have any questions, feel free to [email](#), call ([1-800-350-8850](#)), or check out our [tutorials](#)!

Cheers,

*Eventbrite*

- The Eventbrite Team

 **Dropbox**



Hi Leads,

We noticed that you signed up for Dropbox a while ago, but never installed the software. Installing Dropbox lets you:

- Easily save files to your Dropbox.
- Get to your files from any computer or phone.
- Share photos or docs straight from your desktop.

[Download Dropbox here.](#)

Enjoy!

- The Dropbox Team

If you need a refresher, check out [our tour](#).

# 27

# USE SEGMENT

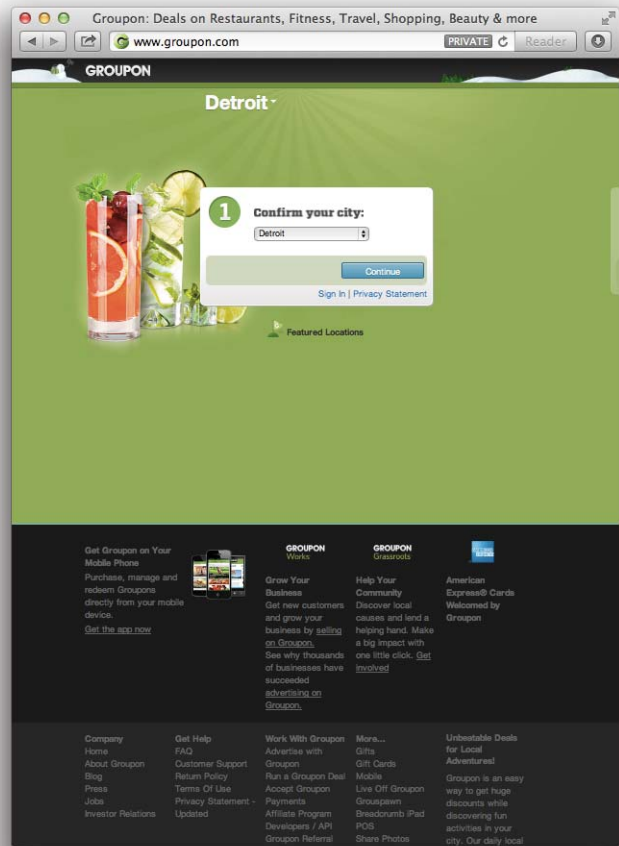
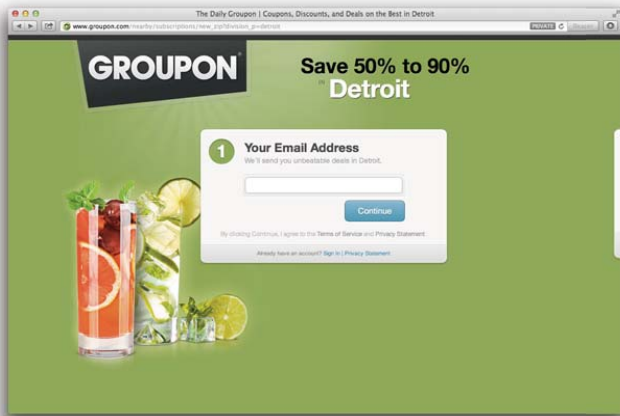
The screenshot displays the Segment Integrations dashboard. On the left, a list of integrations includes Google Analytics, Intercom, Optimizely, quxntcast, and facebook Conversions, each with a toggle switch. The main area shows a grid of integration cards for Google Analytics, Marketo, MailChimp, and others. A modal window is open, showing a code editor with a JavaScript snippet for tracking an event.

```
1 analytics.track('Added Product', {
2   name: 'Monopoly: 3rd Edition',
3   price: 18.99,
4   quantity: 3
5 });
```

28

EXPERIMENTAL

# CHANGE LANDING PAGES BASED ON TRAFFIC SOURCES





EXPERIMENTAL

# ADD REFERRAL CODES TO EVERY URL

The Atlantic

SIGN IN | SIGN UP | SEARCH

Get The Atlantic on Facebook

POLITICS | BUSINESS | TECH | ENTERTAINMENT | HEALTH | EDUCATION | SEXES | NATIONAL | GLOBAL | VIDEO | MAGAZINE

IN FOCUS | FEATURES | APPS | BOOKS | NEWSLETTERS | EVENTS | SUBSCRIBE

## Dark Social: We Have the Whole History of the Web Wrong

ALEXIS C. MADRIGAL | OCT 12 2012, 8:15 AM ET

Here's a pocket history of the web, according to many people. In the early days, the web was just pages of information linked to each other. Then along came web crawlers that helped you find what you wanted among all that information. Some time around 2003 or maybe 2004, the social web really kicked into gear, and thereafter the web's users began to connect with each other more and more often. Hence Web 2.0, Wikipedia, MySpace, Facebook, Twitter, etc. I'm not strawmanning here. This is the dominant history of the web as seen, for example, in this Wikipedia entry on the 'Social Web.'

But it's never felt quite right to me. For one, I spent most of the 90s as a teenager in rural Washington and my web was highly, highly social. We had instant messenger and chat

**tl;dr version**

1. The sharing you see on sites like Facebook and Twitter is the tip of the 'social' iceberg. We are impressed by its

- <https://www.airbnb.com/c/snordeen>
- <https://www.dropbox.com/referrals/NTMzODQxMTcwMDk?src=global9>
- [https://www.instacart.com/store?code=MGRIFTEL1&utm\\_campaign=off1&utm\\_source=web&utm\\_medium=copy](https://www.instacart.com/store?code=MGRIFTEL1&utm_campaign=off1&utm_source=web&utm_medium=copy)
- <https://www.spoonrocket.com/invite/mgriffel?p=1&s=4>

30

**BONUS!**

**DO THE OPPOSITE OF  
EVERYTHING I JUST TOLD YOU**

**Control:**

*Create My Account*

 ContentVerve.com

**Treatment:**

*Create My Account*



10.56% less conversions





**GROWTH**  
everywhere

**One Month**

Are you ready to advance your career,  
build your own app, and grow your business?  
Go [HERE](#).