“-∞ - 0启发”

一个伟大的点子产生 (A great idea)

The very best startup ideas tend to have three things in common:

1.they’re something the founders themselves want
2.that they themselves can build
3.and that few others realize are worth doing.

- Paul Graham, Founder of YC

新的机会往往是对不完美现状的质疑；以及活在未来，把缺失的那一部分打造出来

“0-1满足”

找到你的产品市场切合点 (product/market fit,PMF)

ket fit means being in a good market with a product that can satisfy that market, and peopl
- Marc Andreesen

A-HA/Magical Moment

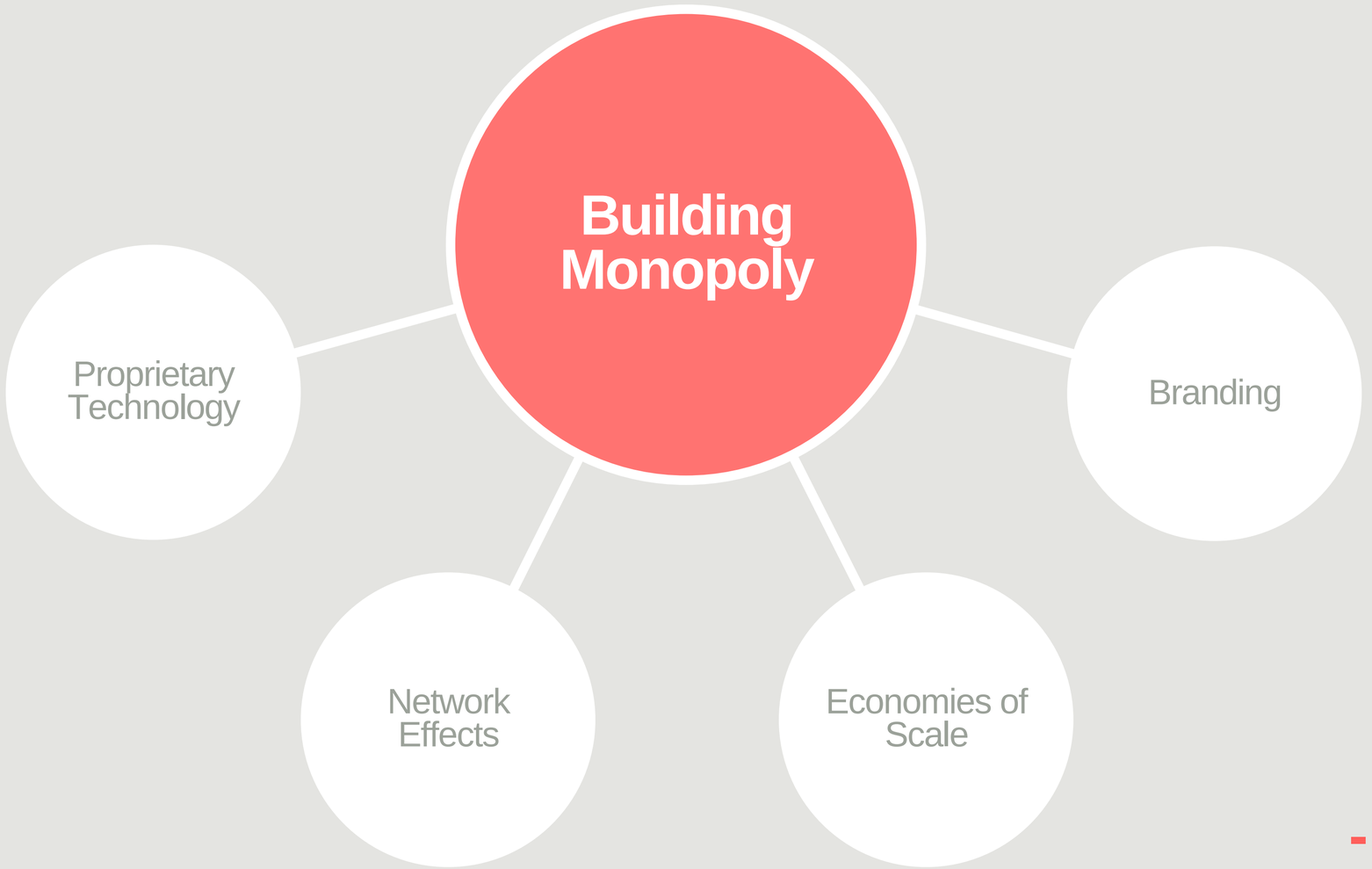
之所以叫A-HA Moment，是因为这个时刻用户真正的理解你的产品是什么，并且真正感受到了给他们带来的价值.

A-HA moments的例子

Josh Elman, Twitter's 的产品增长负责人，在分析了他们用户的使用数据以后，发现如果Twitter不能让用户去**关注其它30个用户**，这个用户很可能就不会再回来了。

Chamath Palihapitiya, Facebook的产品增长负责人，说的他们的A-HA时候是用户在**10天内添加7个及以上的好友**。

ChenLi Wang, Dropbox的增长负责人，发现决定用户是否会继续使用Dropbox的最佳指标是，这个用户**上传了至少一个文件到Dropbox**。

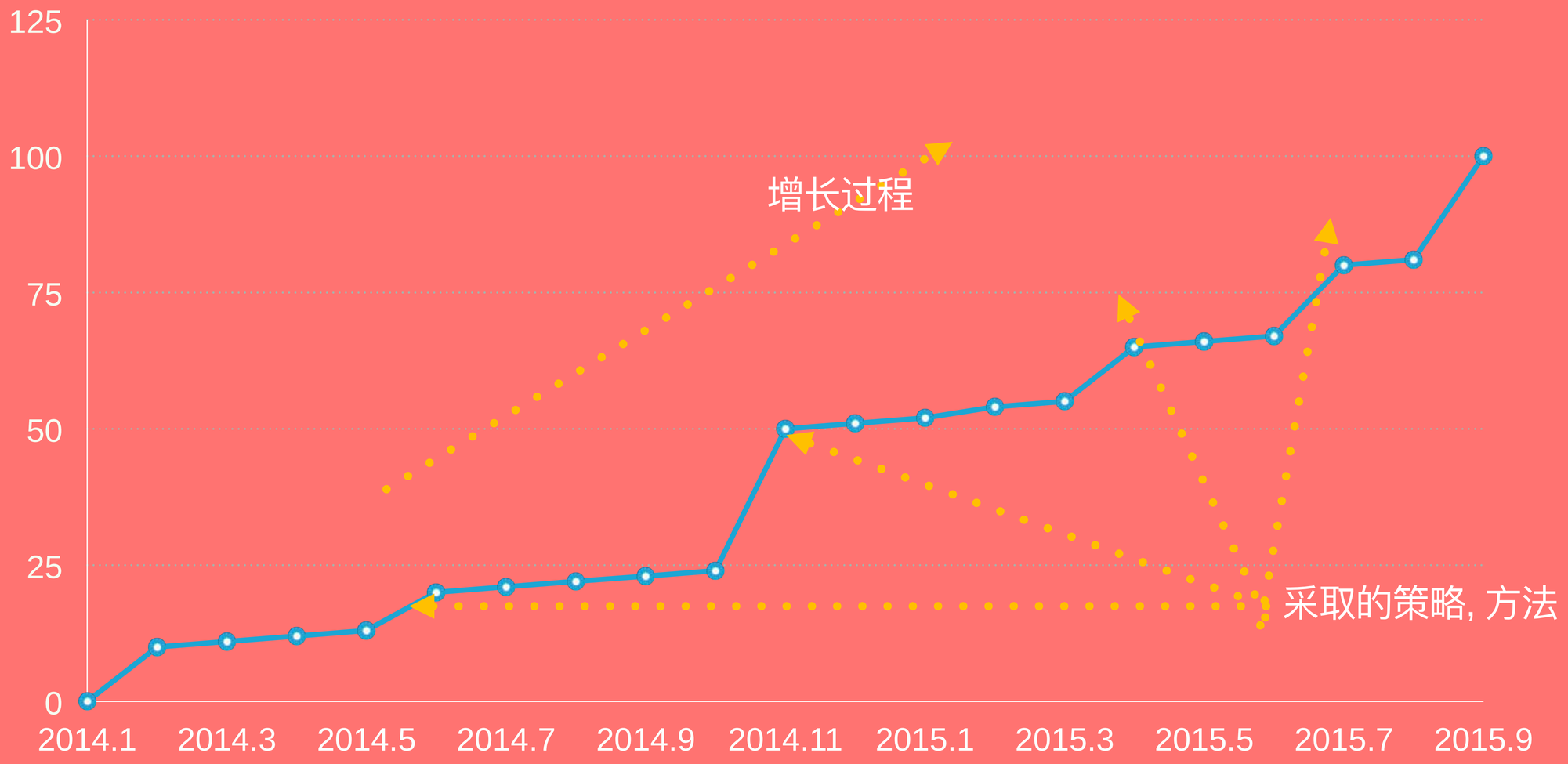

Building Monopoly
Proprietary Technology
Network Effects
Economies of Scale
Branding

- Peter Thiel

“1-1e+10”增长”

产品的增长&不同阶段的增长引擎 (growth engine)

增长 VS 策略


125
100
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增长过程
采取的策略, 方法

“A good growth rate during YC is 5-7% a week. If you can hit 10% a week you’re doing exceptionally well. If you can only manage 1%, it’s a sign you haven’t yet figured out what you’re doing.”

- Paul Graham

Viral Growth
Landing Page Optimization
Copywriting
SEO
ANALYTICS
Advertising
Email Marketing
Referral
PR
Behavioral Economics

为产品增长铺设架构与建立团队

Independent Model

Organized by Flows and Features

Independent Model

Organized by Metrics

思考产品的增长策略与迭代流程

找到你的北极星指标

让用户快速感知到A-HA时刻

考虑你的边界用户

MAU

Nights booked

Send

找到你的北极星指标

让用户快速感知到A-HA时刻

考虑你的边界用户

“I’ve talked to so many companies, and they try to get incredibly complicated about what they’re doing, but it is just as simple as when you see the first picture of one of your friends on Facebook, you go ‘Oh my God, this is what this site is about!’

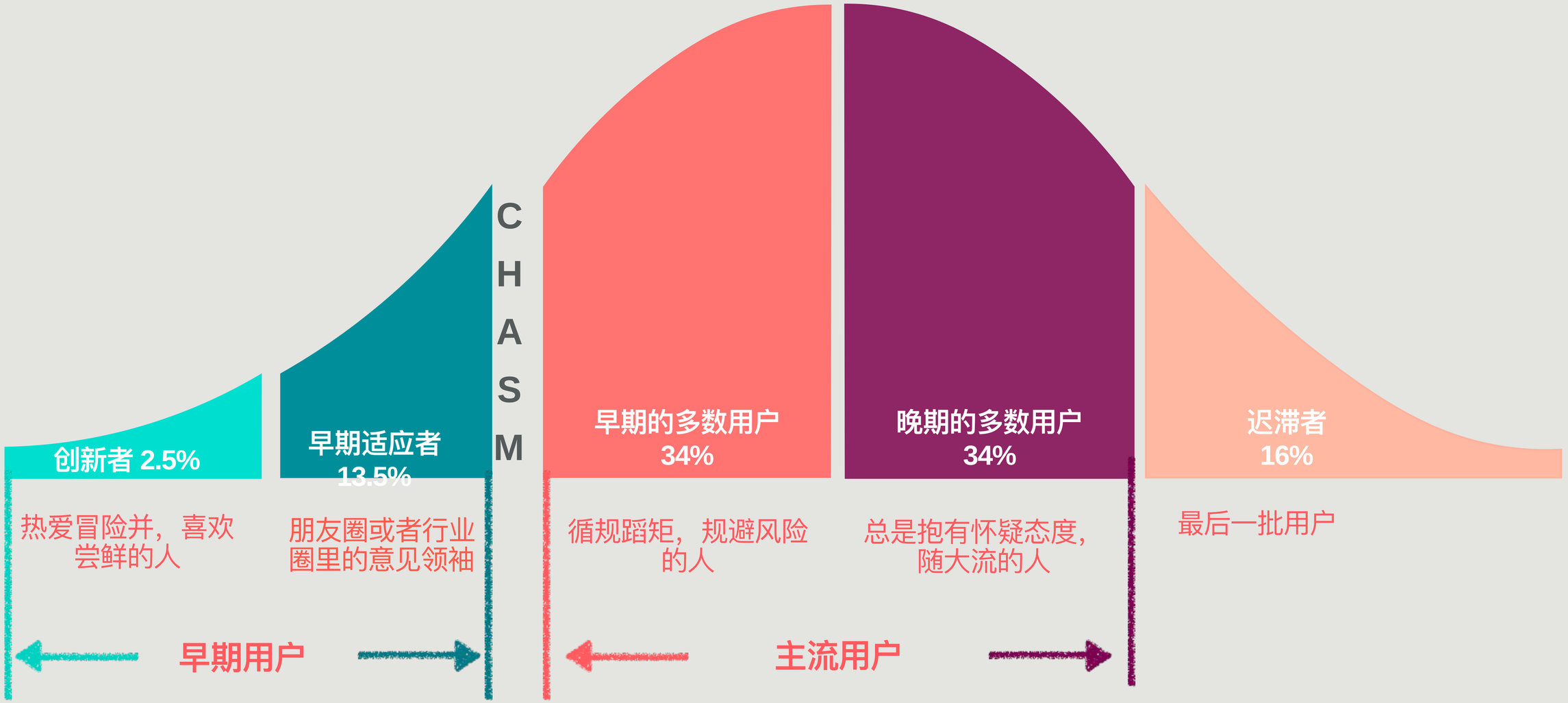
- Mark Zuckerberg

找到你的北极星指标

让用户快速感知到A-HA时刻

考虑你的边界用户

创新曲线
Rogers Innovation Curve



增长就是一个不断思考，假设与测试的过程

“If you can run more experiments than the next guy, if you can be hungry for growth, if you can fight and die for every extra user and you stay up late at night to get those extra users, to run those experiments, to get the data, and do it over and over and over again, you will grow faster.”

增长与迭代的流程

Ideas

1.Generate Ideas

Campaigns, strategy, tactics that align with reaching your goals

Build

2.Organize & Prioritize

Rate and compare their potential impact, confidence, and resource required

Test

3. A/B Test

Execute on your ideas

Measure

4.Measure & Analyze

Compare results to your hypothesis and ask “why”

Optimize

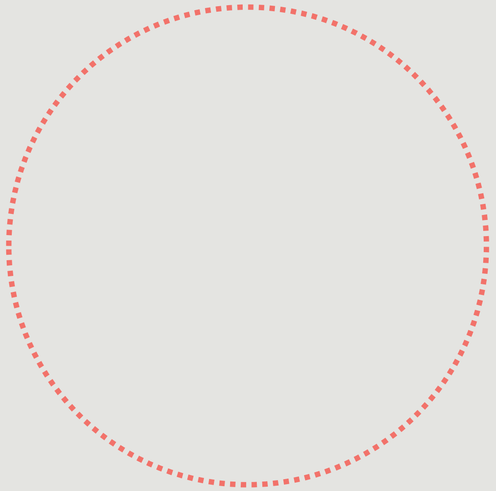
5.Optimize

Use these learnings to improve your execution and systemise the idea

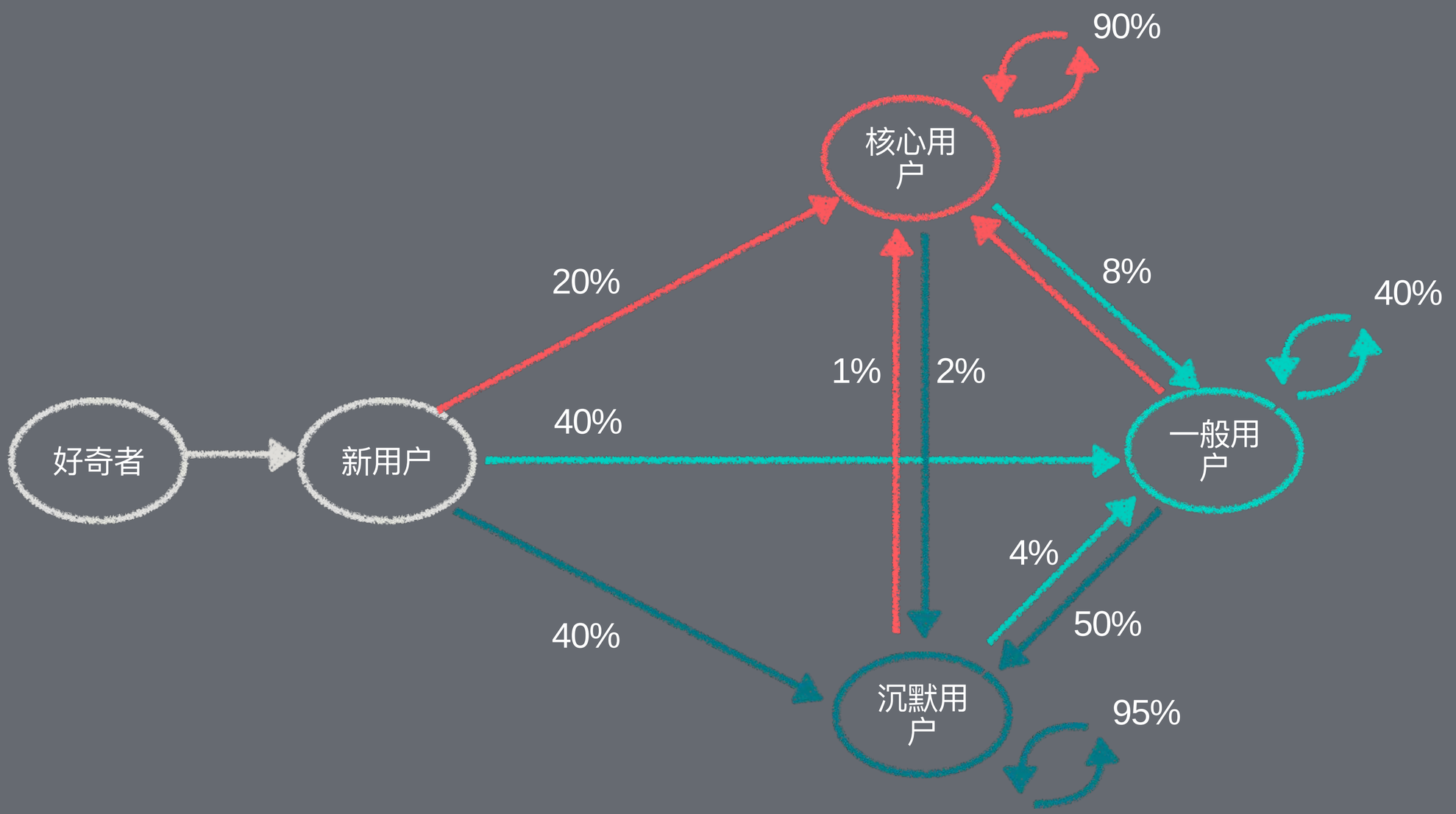
Repeat

6.Repeat

Once that test is completed go back to the plan



理解你的用户活跃图谱


90%
核心用户
20%
8%
40%
1%
2%
好奇者
新用户
40%
一般用户
4%
40%
50%
沉默用户
95%

利用不同的引擎来增长产品的业务与用户

增长的策略

SEO

内容营销

付费增长

合作伙伴

病毒传播&推荐

短信营销

社交媒体增长

API

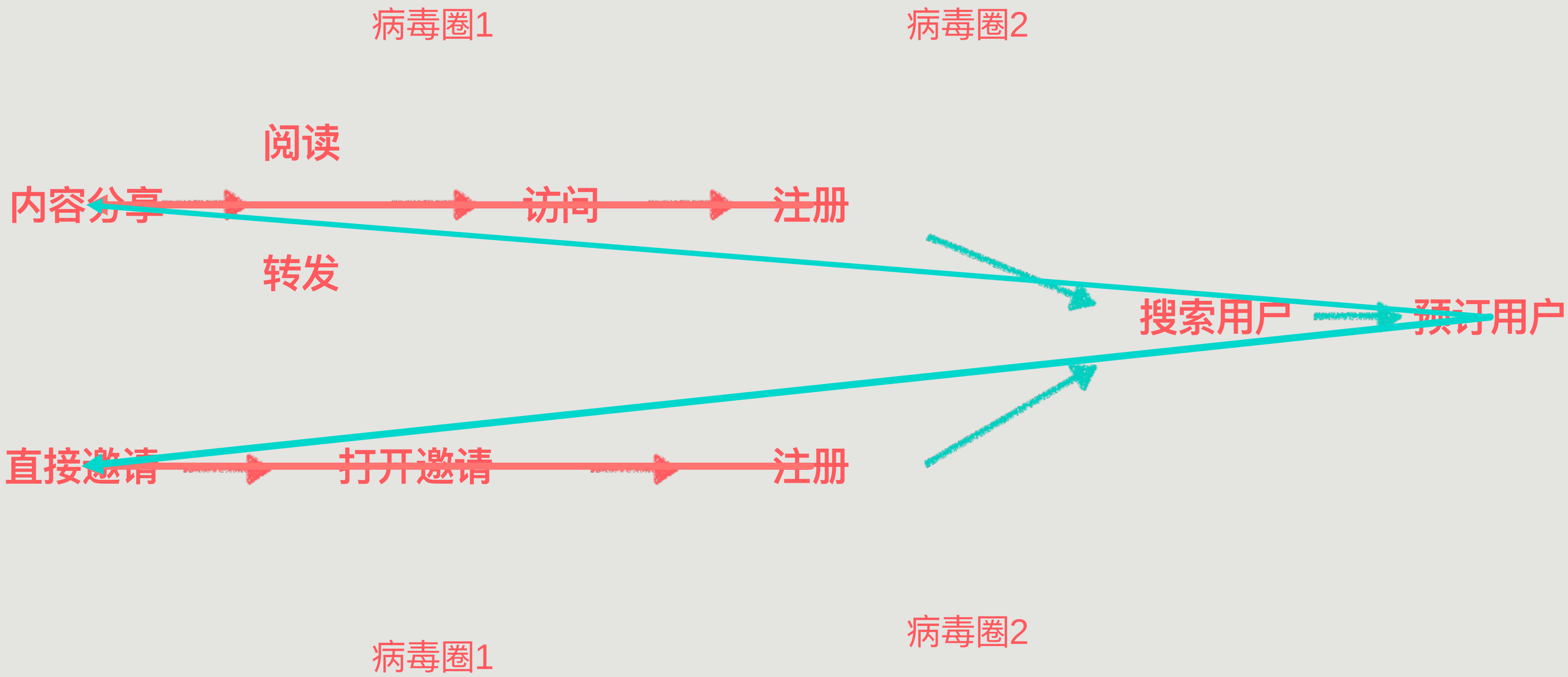
邮件营销

线下推广

推动消息

Case study: 病毒传播与推荐

VIRAL LOOP



roc yu

Get up to 16 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 both 500 MB of bonus space (up to a limit of 16 GB)!
If you need even more space, upgrade your account.

Invite your Gmail contacts...

OR

Add names or emails

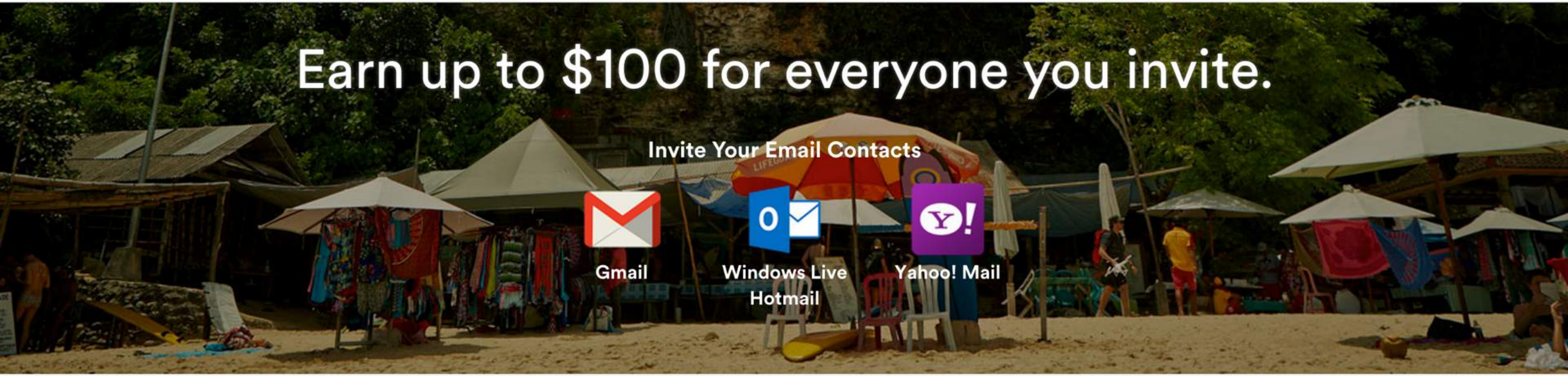
Send

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

More ways to invite your friends

Copy link | https://db.tt/sCjLguQ

airbnb | Where are you going? | Browse | Roc | Help | List Your Space



Send a friend $25 Airbnb credit. You'll get $25 when they travel and $75 when they host. Learn More

Referrals Terms and Conditions

Add friends' email addresses | Send

Separate multiple emails with commas.

www.airbnb.com.sg/c/ryu343 | Facebook

Share:

Metrics & Benchmark

Assumption	Good	Better	Best	Current
Monthly Active Users* Sending Invites	1.00%	5.00%	10.00%	-
Invitees Per inviter	5	10	15	-
Conversion Rate to New User	15.00%	30.00%	45.00%	-
Conversion Rate to New Guest	1.00%	5.00%	10.00%	-
Conversion Rate to New Host	1.00%	3.00%	5.00%	-
Revenue Impact Potential	X	20X better than “Good”	90X better than “Good”	-

How do referred users perform?

Hundreds of thousands of booked nights by referred users in 2014!

Better

Use metrics	%Change
Guest Bookings	+13%
Host Bookings	+146%
Referrals Sent	+264%
Referrals Became Users	+479%
Referrals Became Guests	+489%