

Delivering on behalf of GM Business Growth Hub

Growth Sprint

October 2024



Funded by
UK Government

**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY



Hi!

Ishan Dutta

Global Scale-Up Support

 GM Business
Growth Hub







**What did you think building
a business would be like?**

What is it actually like?

Who I am

What we do

My two sides



Toilets / Fire Alarms



Photos / Video



**No
devices**

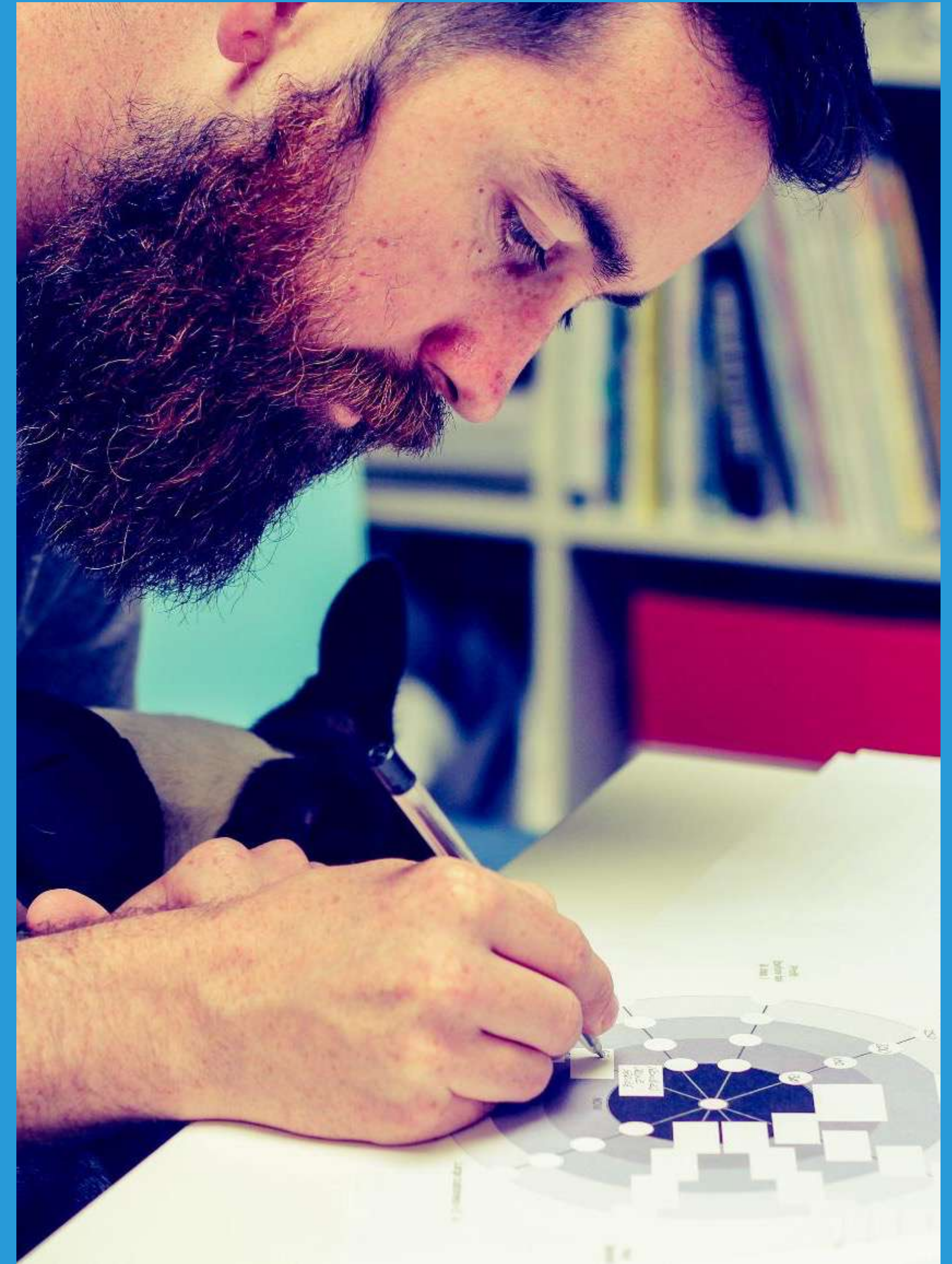
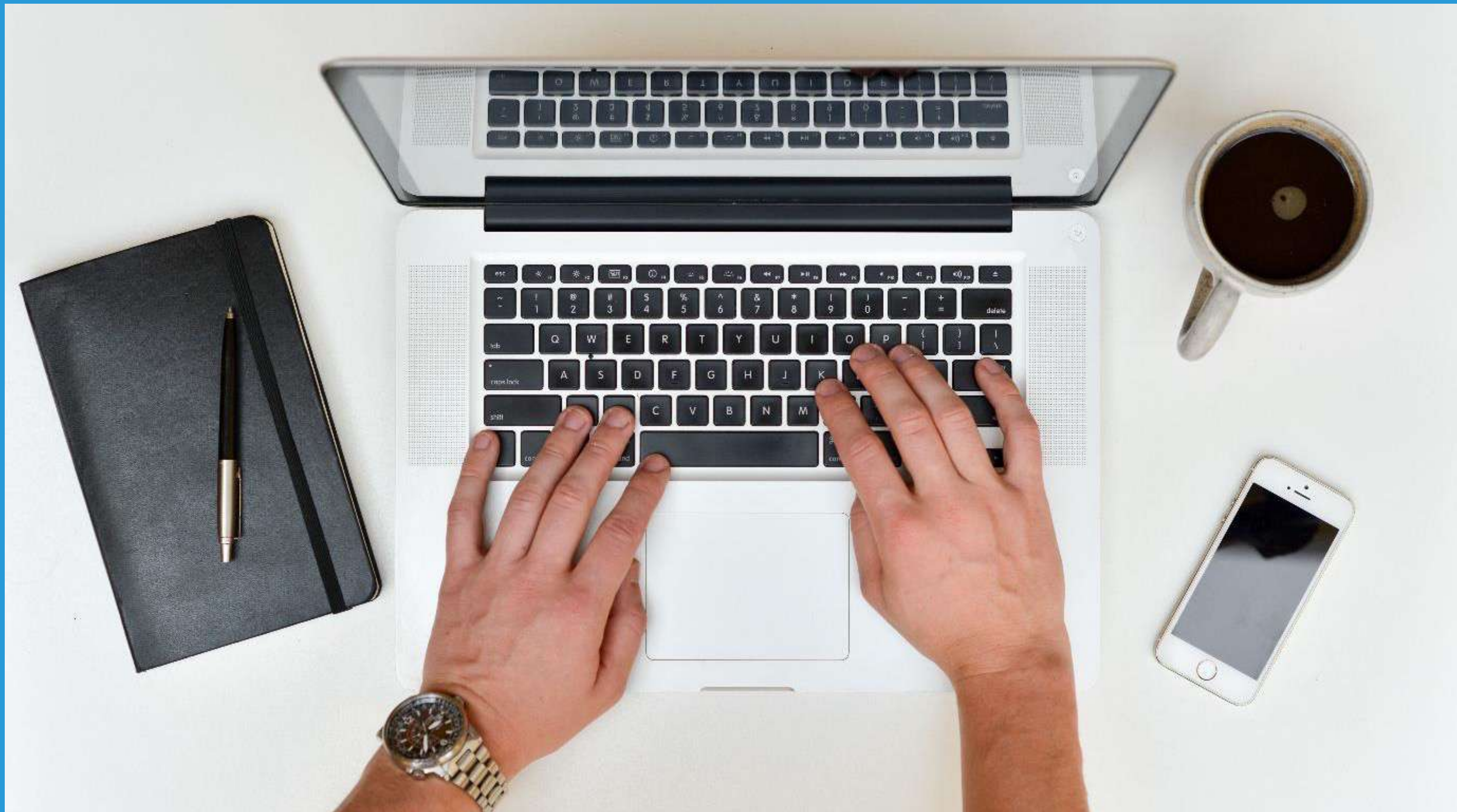
**Ask Q's as
we go**





Share & Learn

**Please take photos of your work,
BUT you will get a resource pack
with ALL the slides**



**Let's set some
context**






MUCHCLEARER
DO LESS... BETTER





Rebecca Stockdale



Sean Sankey

San Francisco, 2018



GV

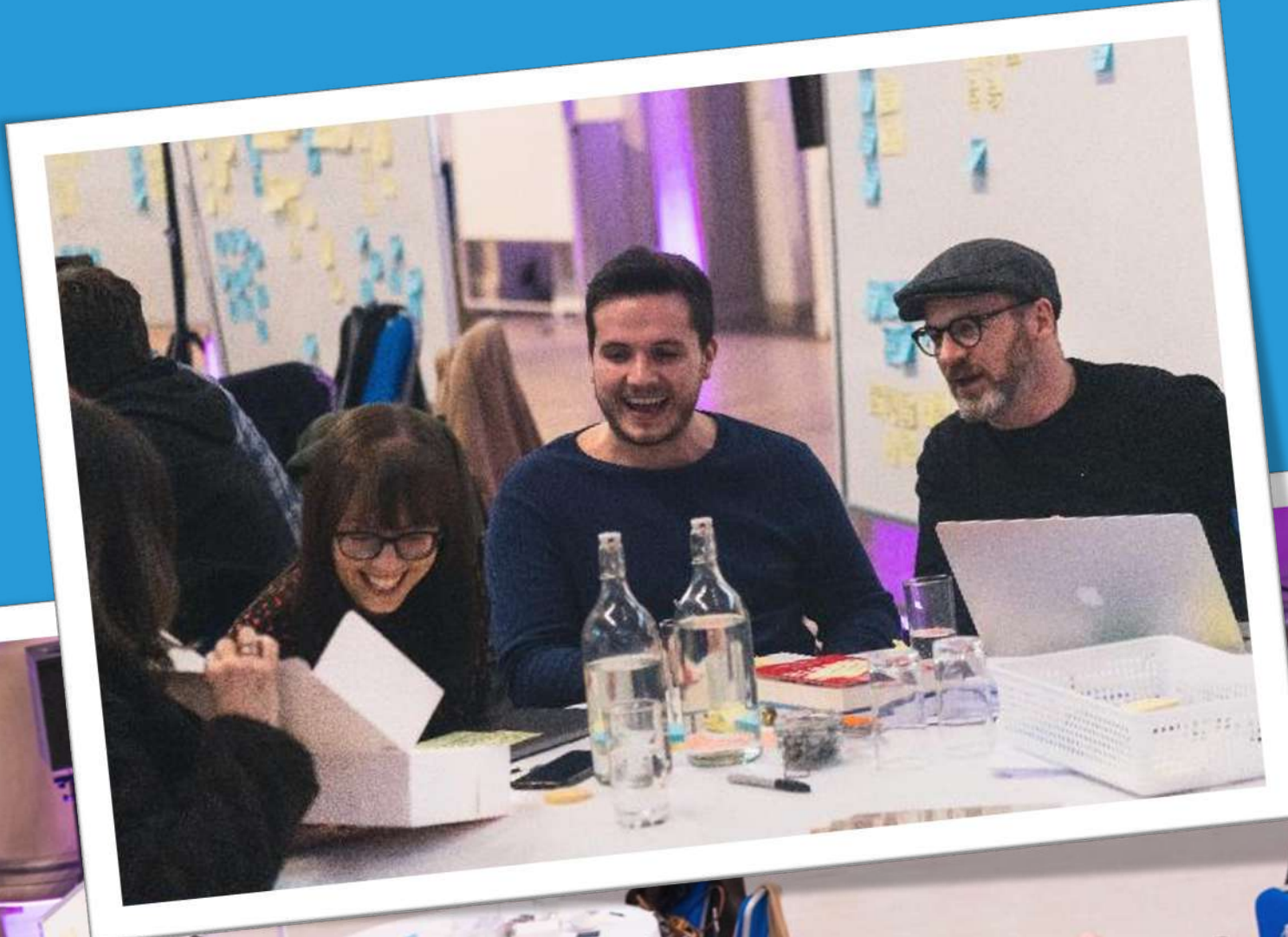
AJ&Smart



GROWTH

SPRINT





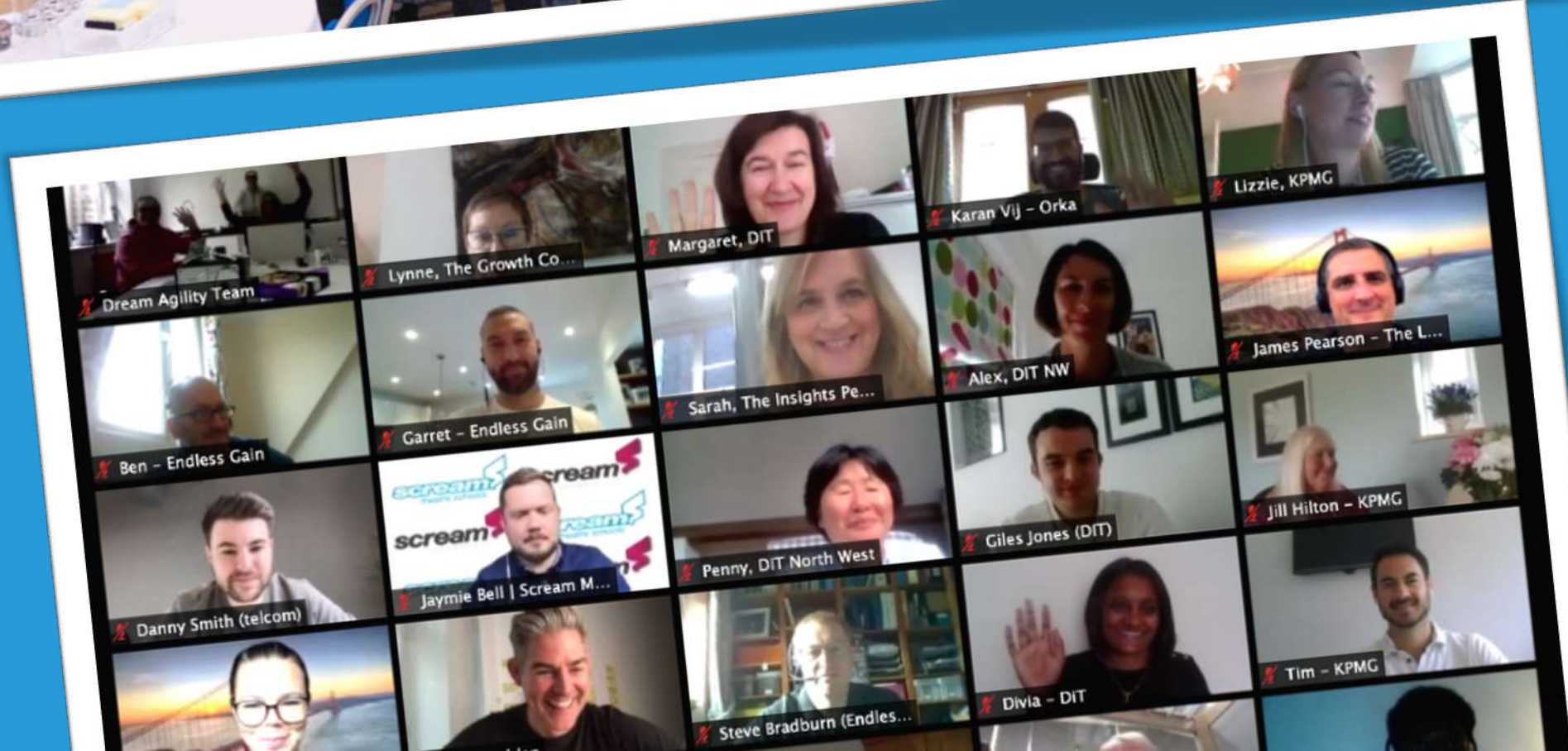
18 cycles

**110+ companies
across sectors**

**12 focused on
domestic growth**

**8 focused on int'l
Growth**

Lots of copycat!



400+ people

4.5 out of 5



“Forced us to speak about the things we didn’t have clarity on... and helped us start fixing those issues in the room”

Mercarto

“I wish I’d brought the whole team. We’re doing a full debrief on this as soon as we get back!”

Membr

“We’re leaving with actions that we can get started on immediately. Actions on topics that have become much clearer.”

Reach and Rescue



Elevated questions

Intentional Experiments

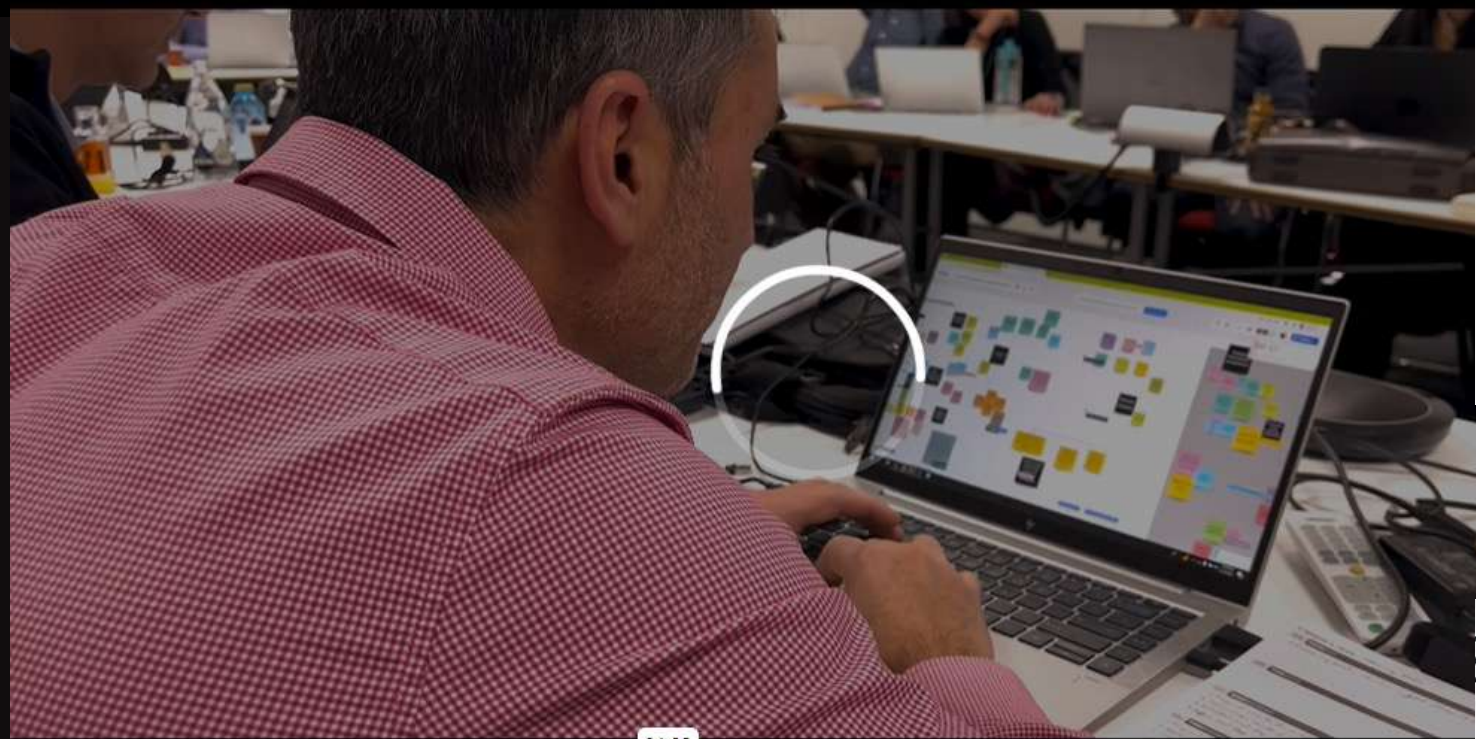
Rapid Progress



HMW

...get HP to rebuy an
innovation project?





**Businesses fall in love
with experiments**



Growth Experiment Types / Examples

What if we...

HMW
Find alternative ways to generate leads outside of recommendations from previous clients?

Got the attention of 1 retailer in NY

1st US sale in 14wks

HMW
Build our brand so we start getting inbound inquiries?

Split tested campaigns on TikTok

Whole new stream

HMW
Create 3 leads a month from online channels?

Tested a new data offer with client A

50% of biz, 18m on

HMW
Find alternative ways to generate leads outside of recommendations from previous clients?

Did a 3 week fact find to Austin, TX

Office open in 6m

HMW
Create 3 leads a month from online channels?

Made the next 4 Fridays full day leadership meets

Landed Series A

Let's Go



Not a seminar. An actual workshop... Making things

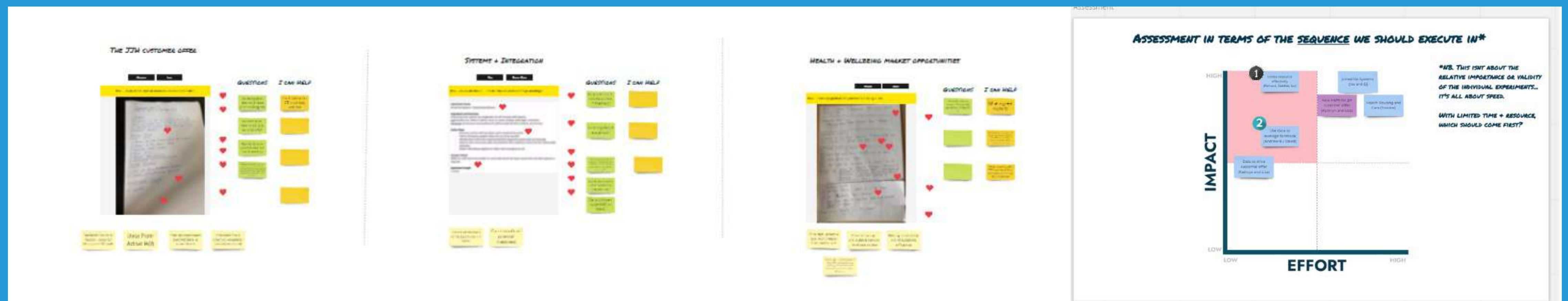
6 hours

5 exercises

3 people

A suite of specific growth experiments for your company...

...prioritised, ranked and ready to go!



Roles

Leaders

Rebecca / Sean co-ordinating from the centre. Able to be pulled into teams where needed to clarify / problem solve

Businesses (incl 1 Facilitator)

Three people from each business.
One person who doesn't mind scribing / steering conversation

Partners

Allocated to a business for the duration of the event. Sat on their business' table supporting them in succeeding through the process

0

Sprint Question / Lens

1

**Goals &
Grid**

2

**The Boat &
HMW**

3

**Lightning
Demos**

4

**Growth
Experiments**

5

**Clarify &
Commit**

0

Sprint Question / Lens

1

Goals &
Grid

2

The Boat &
HMW

3

Lightning
Demos

4

Growth
Experiments

5

Clarify &
Commit

Sprint Question

Which 3-6wk experiments would most help us **accelerate progress with** international customers?

0

Sprint Question / Lens

1

**Goals &
Grid**

2

The Boat

3

**Lightning
Demos**

4

**Growth
Experiments**

5

**Clarify &
Commit**

S o

...



GOALS





**Vision
always
outstrips
capacity**



“There will always be **more challenges, opportunities and ideas **than** there are people, time and cash to execute.”**

A hallway with several closed doors and ornate wallpaper. The wallpaper features a repeating pattern of stylized floral and scrollwork designs in a light color against a dark background. The floor is made of dark wood planks. The lighting is soft, creating a calm and somewhat mysterious atmosphere.

Getting clear on priorities

A hallway with a repeating pattern of white doors set against a grey and white damask wallpaper. The floor is made of dark wood planks. The central door is highlighted in a bright yellow color, while the others are white. The text "Getting clear on priorities" is overlaid on the floor, with "clear" in yellow and the rest in white.

Getting **clear** on priorities



6-12m, our priority goals are...

Our main market facing opportunities are...

6-12m, our priority goals are...

6months

1. *Grow UK by 15%*
2. *Get our first toe-hold in the US*
3. *Lay foundations for rapid expansion in H2*

Our main market facing opportunities are...

1. **White-label partnerships**
2. **New line of sling / travel bags**
3. **Known distributors in New York**
4. **Trade Show in October**



6-12m, our priority goals are...

1. Launch Iberia service network
2. Add 1 new major account in each geography (150K spend each)
3. Launch VIPA solution in 3 existing depots & get IP to sell / franchise

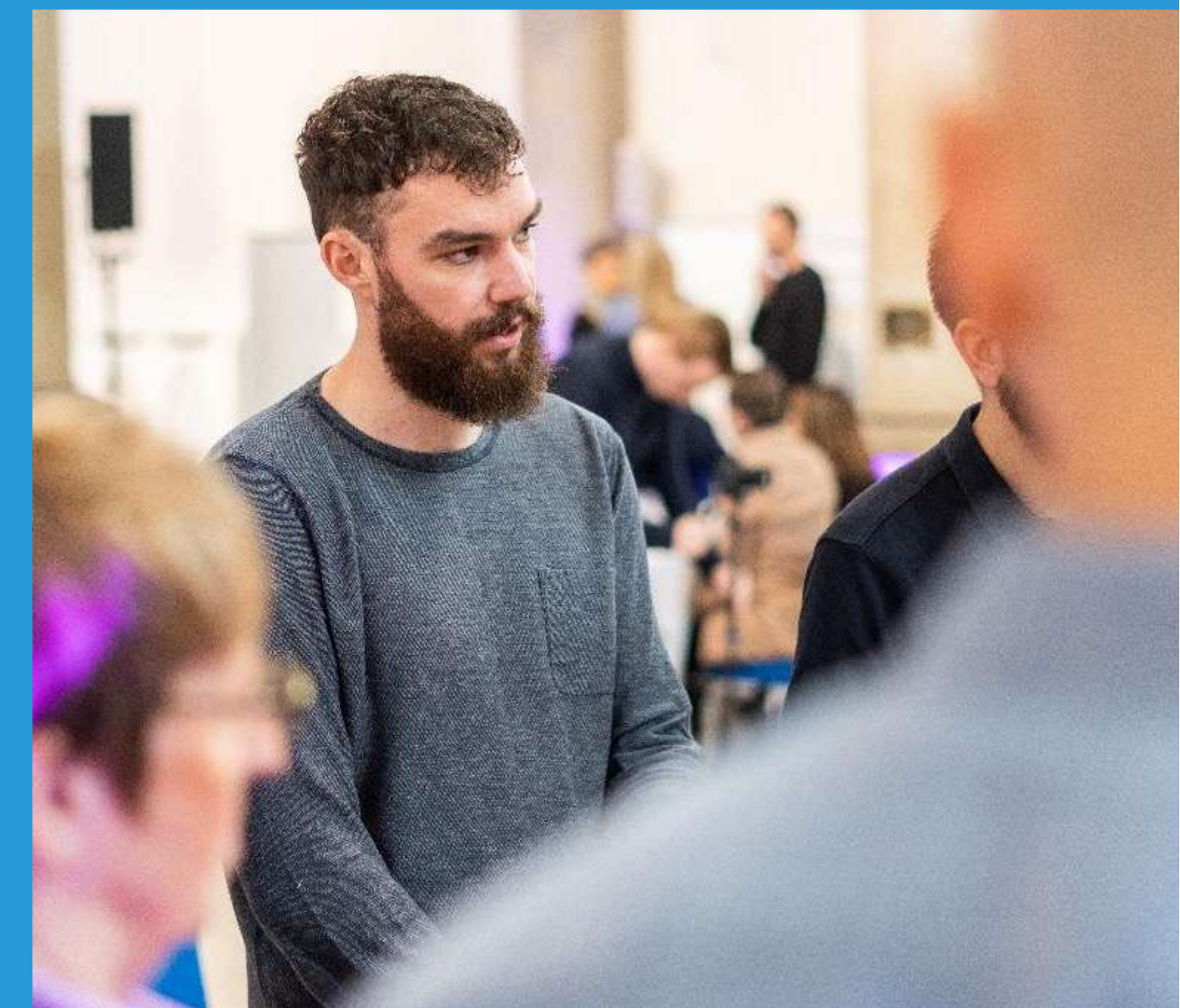
Our main market facing opportunities are...

1. Iberia partner relationship
2. Existing country managers networks
3. Invest in our international tenders team
4. Licensing VIPA

Guidance on getting clear

- 1. There's lots to do (!), but what matters most**
- 2. Focus on Product, Customer or Financial goals**
- 3. Articulate specific customers / channels / markets as opportunities**
- 4. If you're unclear / torn, don't worry...
we can iterate!**

This time is only as useful to your willingness to lean into conversations that matter



20m

6-12m, our priority goals are...

1. **Launch Iberia service network**
2. **Add 1 new major account in each geography (150K spend each)**
3. **Launch VIPA solution in 3 existing depots & get IP to sell**

Our main market facing opportunities are...

1. **Iberia partner relationship**
2. **Existing country managers networks**
3. **Invest in our international tenders team**
4. **Licensing VIPA**

GRID





An aerial night view of a large, modern stadium with a complex, lattice-like facade. The stadium is illuminated with blue and purple lights. In the background, several large fireworks are exploding in the dark sky, creating bright, starburst patterns. The surrounding area is dark, with some city lights visible in the distance.

What's the purpose of a plan?

An aerial night view of a large stadium, likely the London 2012 Olympic Stadium, with a complex, illuminated steel structure. The stadium is surrounded by a cityscape at night, and several large fireworks are exploding in the sky above the stadium. The text is overlaid in the center of the image.

**The purpose of a plan is never to
deliver the plan...**

An aerial night view of a large stadium, likely the London 2012 Olympic Stadium, with a complex, illuminated steel structure. The stadium is surrounded by a cityscape at night, and several large fireworks are exploding in the sky above the stadium. The text is overlaid in the center of the image.

The purpose of a plan is to deliver alignment and momentum



Two guiding principles for SPRINTS

**Getting started
is better than
being right**



**Together,
Alone!**



The Grid



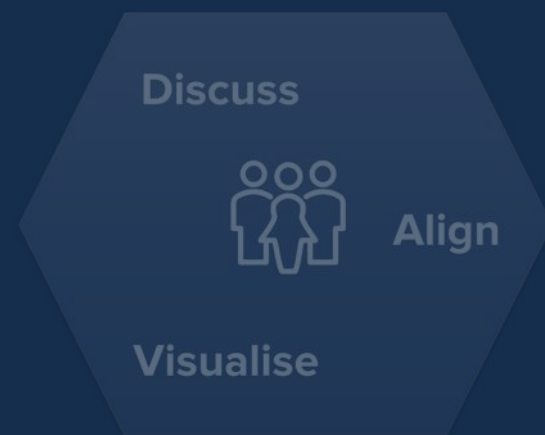
Let's start with some space for meaningful and structured conversation about

- where you are and
- where you want to be

...with international growth

The Grid

We start by creating space for a meaningful and structured conversation about where you are and where you want to be with international growth...



Department for
International Trade

UK Enablers

Overseas Results

Vision

Mkt Knowledge

Offer

Mkt Presence

Finance & Legal

Sales

Operations

Growth Sprint: Self Assessment

SCORING PROMPTS	0	2	4	Now?	In 6m?
1 Vision & Commitment	Some of us don't care about / don't want international growth.	There's broad agreement, vision and we've got a rough plan.	We're all on board, we have a plan and have strong momentum trading int'lly.		
2 Offer	We've not yet thought about how our offer needs to change for new markets.	We've defined a new offer, but it's not well tested / understood in reality.	Our offer is tailored and already has traction in different markets.		
3 Finance & Legal	We've not set aside any budget / made any legal preparations for int'l growth.	We've got a budget, but we're weak on the financial / legal implications (tax, compliance etc) of trading abroad.	We've got adequate allocated funding, are fully compliant in relevant territories, and have great management info.		
4 Operations	We've not thought about our capability or processes for delivering products / services overseas.	We can just about deliver what we do overseas, but know there's much room for improvement.	Our international operation is as efficient and effective as our core UK business.		
5 Market Presence	We've yet to trade internationally, and have yet to set up any presence / partnerships.	We have a limited presence (team members / partnerships) in some overseas markets.	We have capable people / partners in all target markets dealing with real prospects and / or customers.		
6 Market Knowledge	We've not done any research on markets, pricing, trends, competitors, needs, customs etc.	We've done some research and are adapting to the different trading conditions and trends in target markets.	We've got deep expertise inside our business on what it takes to be successful abroad.		
7 Sales	We haven't yet sold anything overseas.	We've had revenue from reacting to some int'l opportunities, but have limited capability in driving sales.	We've got a strong base of sales and are pro-actively expanding.		

1

THE GRID



Where we want to be in 6mths time

Where we score now

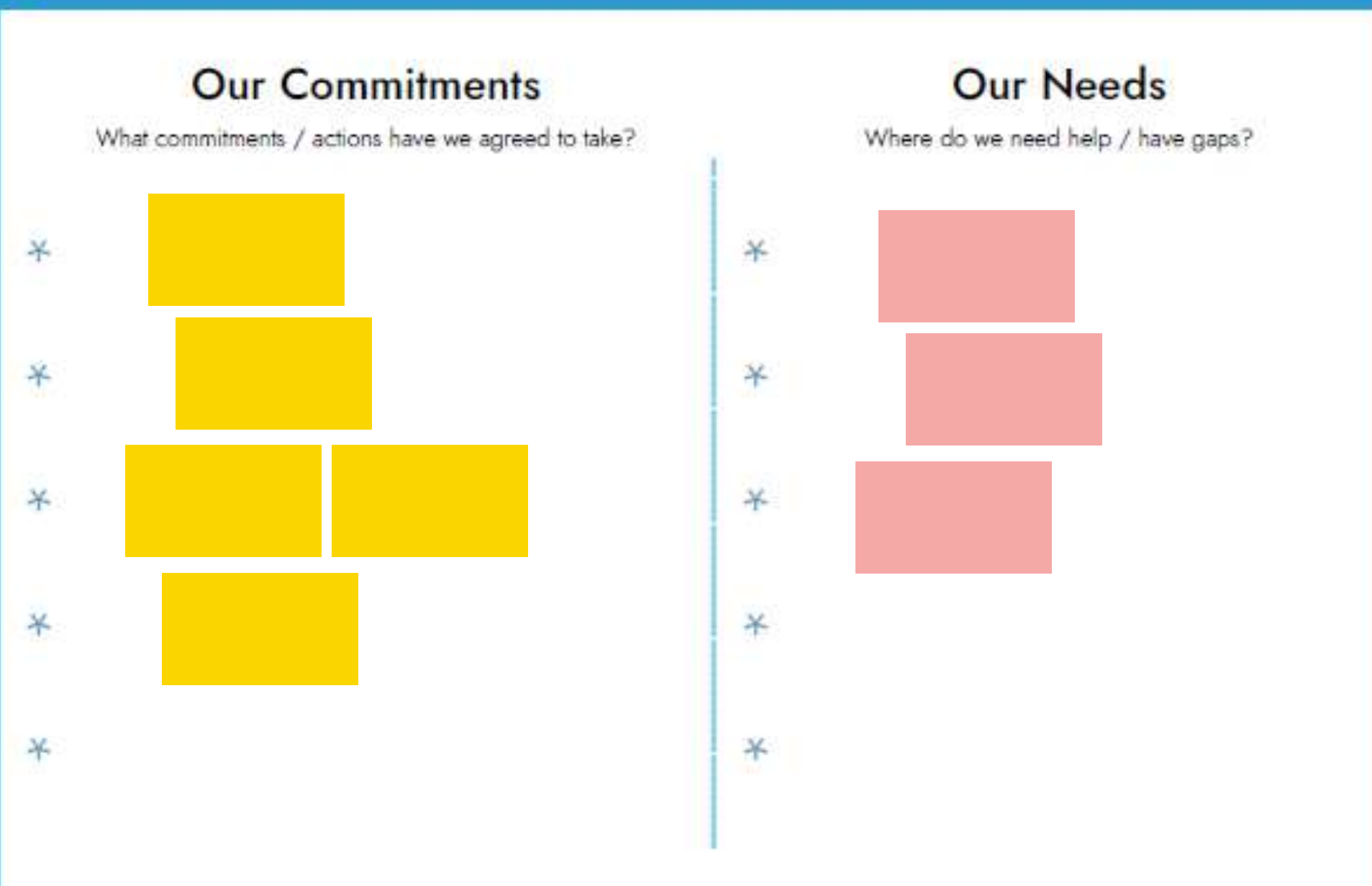
1

THE GRID



2

SO WHAT?



The priorities / commitments that spring from the insight

The gaps we will have / help will we need

S o

...



First...

TOGETHER ALONE

Everyone here

7m

- 1. Individually read through the 7 criteria**
- 2. Write down the score where you think you are now & where you need to be in 6 months**



Second...

Facilitators

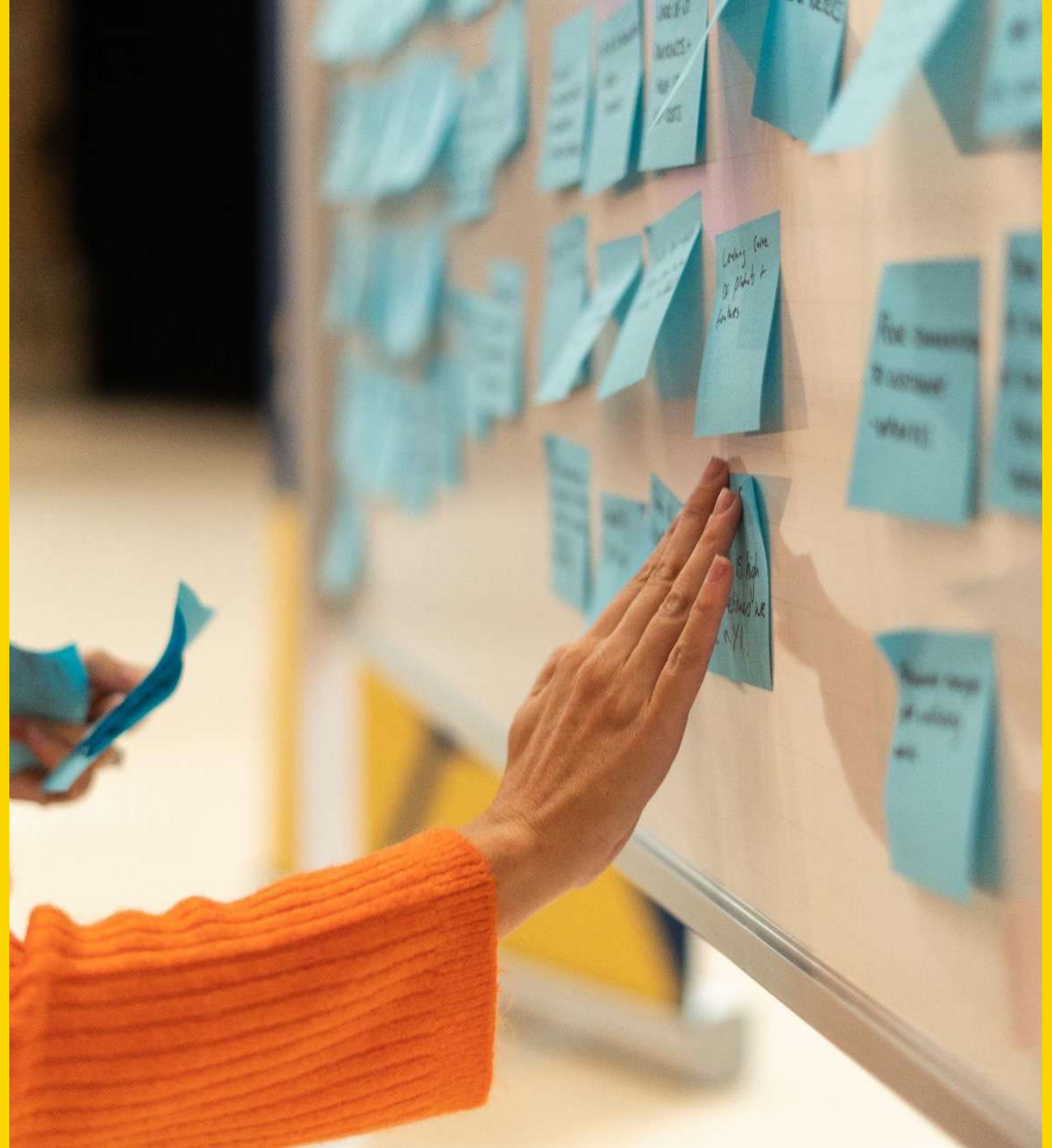
25m

- 1. 15m conversation to agree on the Now and 6mth graph**
- 2. 10m on the Commitments and Needs**





The Boat



What is a Growth Experiment?

“A 3-6 week effort to test a theory about something that could spur growth”

“A 3-6 week effort to **test** a **theory** about something that **could** spur growth”

0

Sprint Question / Lens

1

Goals &
Grid

2

**The Boat &
HMW**

3

Lightning
Demos

4

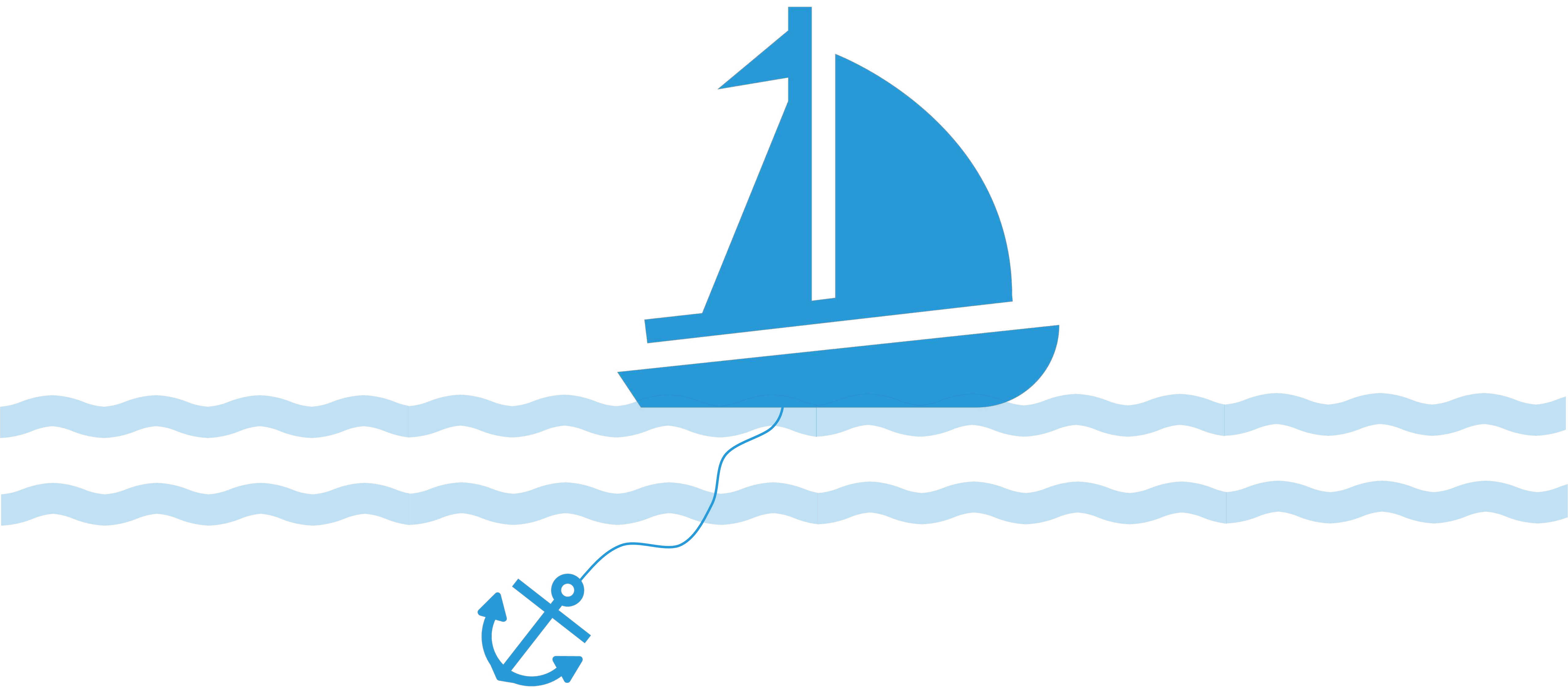
Growth
Experiments

5

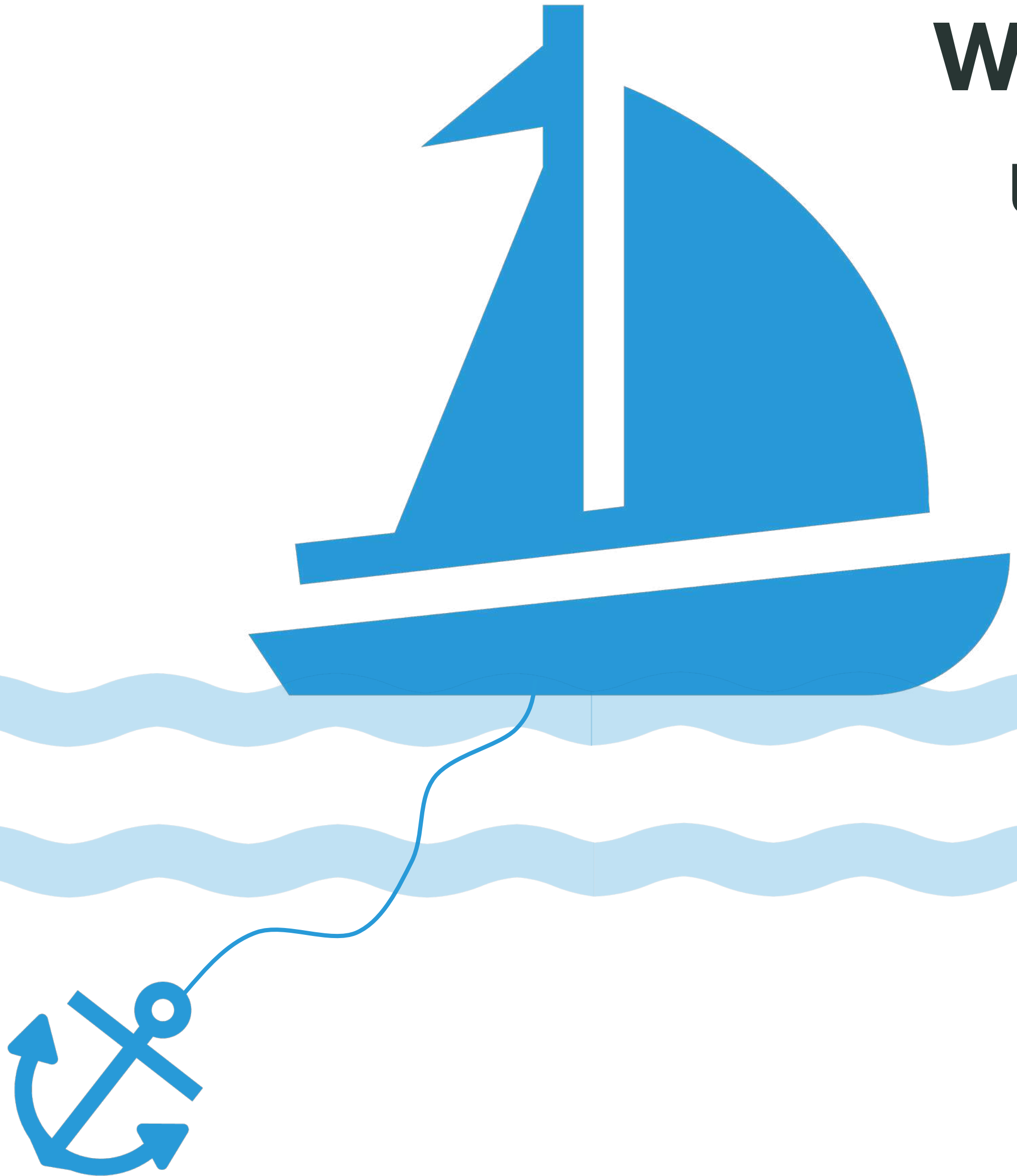
Clarify &
Commit

Sprint Question

Which 3-6wk experiments would most help us **accelerate progress with** international customers?



**What's moving
us forward?**



**What's moving
us forward?**



**What's holding
us back?**

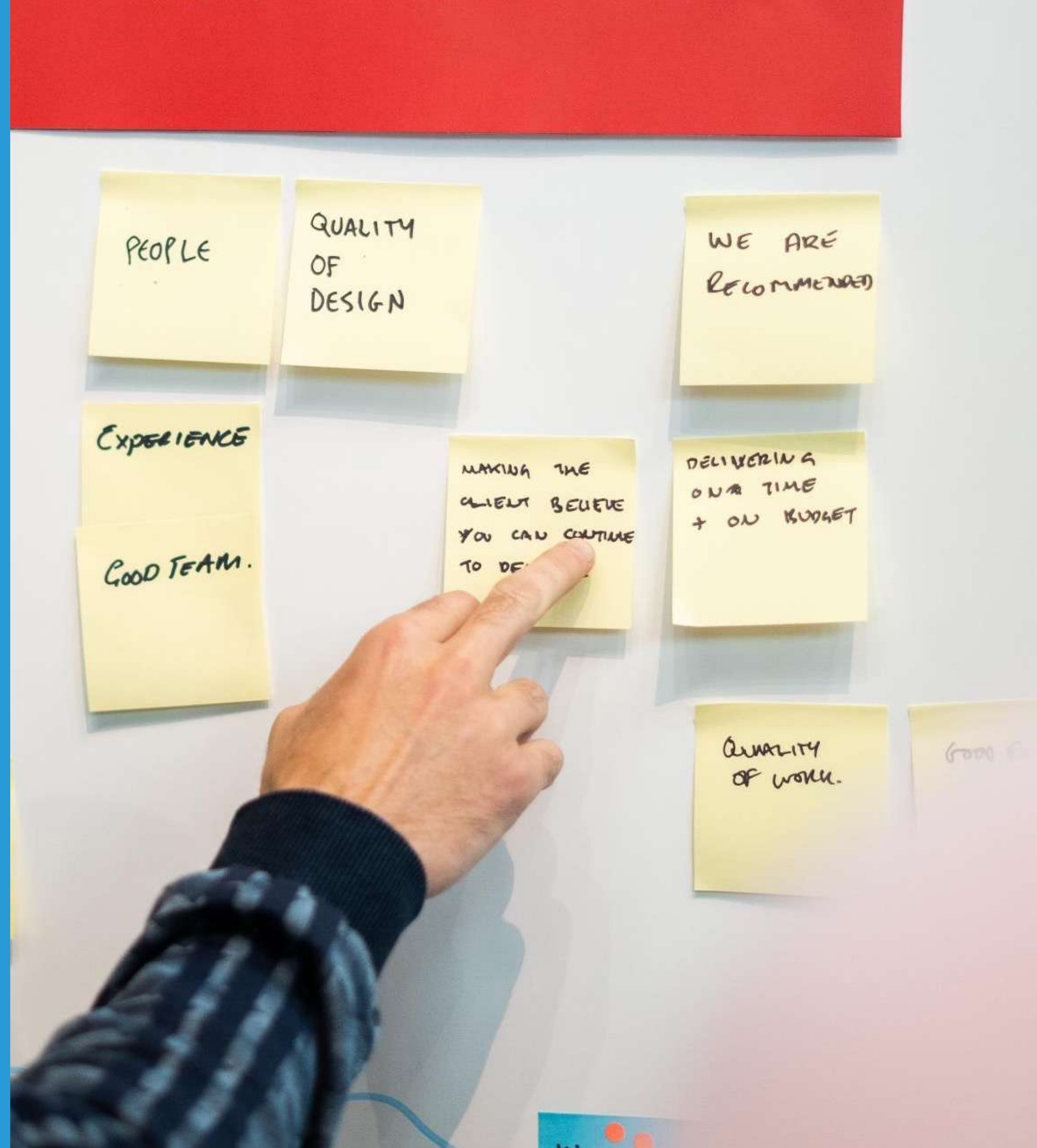


Step 1: Create Input



TOGETHER ALONE

10m



One idea per
post-it!



A short sentence is
MUCH better than
just one word

**Together,
Alone!**



What's moving us forward?

TOGETHER ALONE

4-6m

Our US Sales
Director has
brought in 3 new
clients in last six
months

We've proven good
product <> market
fit

Conferences
starting up again =
building visibility

**Together,
Alone!**



What's holding us back?

TOGETHER ALONE

4-6m

We still mostly get clients through recommendations

We don't have a strong enough ground team in the US

Our market knowledge outside of UK / US is weak

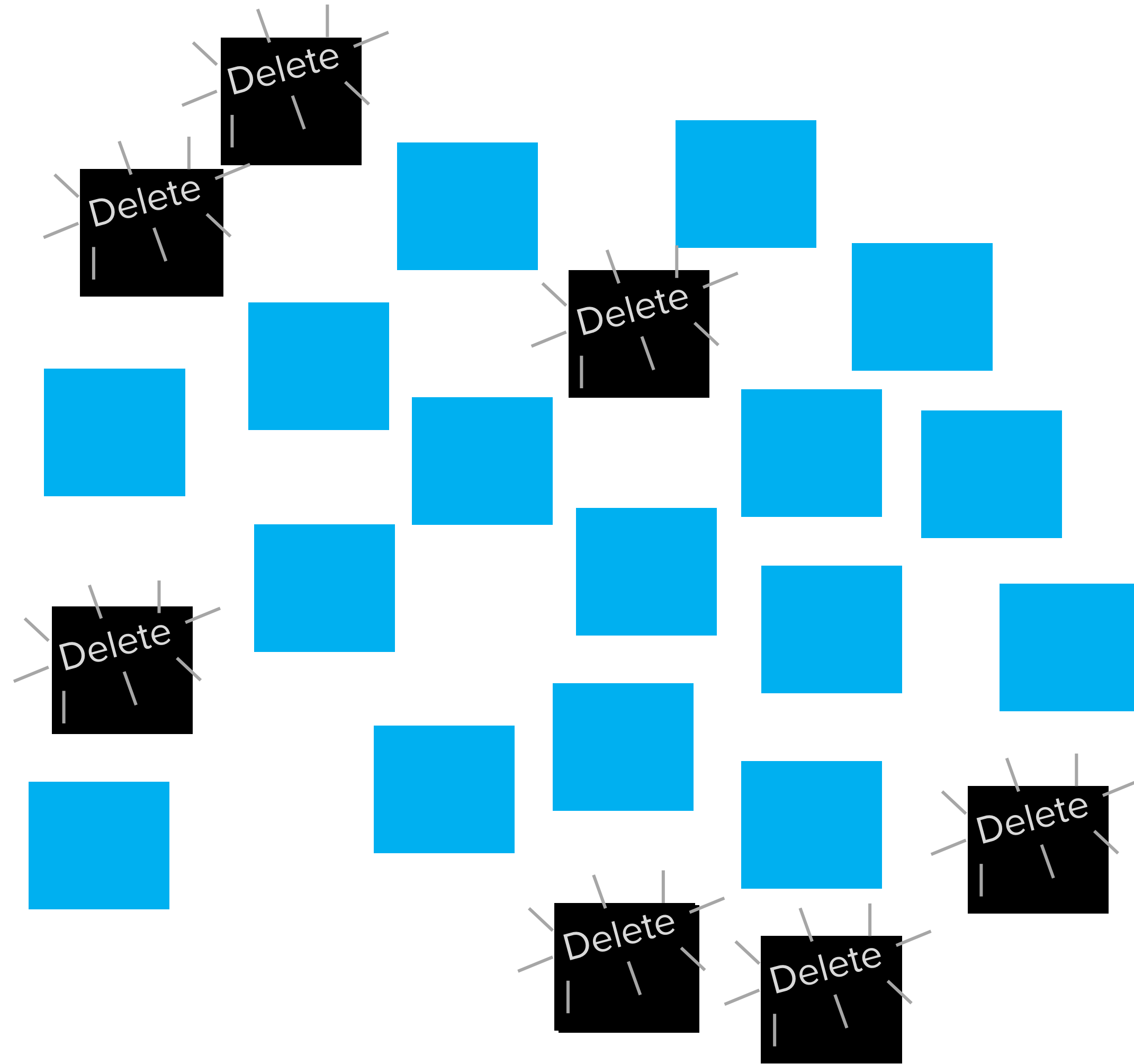
Step Two:

Move your “Challenges” onto the Voting area



Facilitator “De-duplicates”

5m

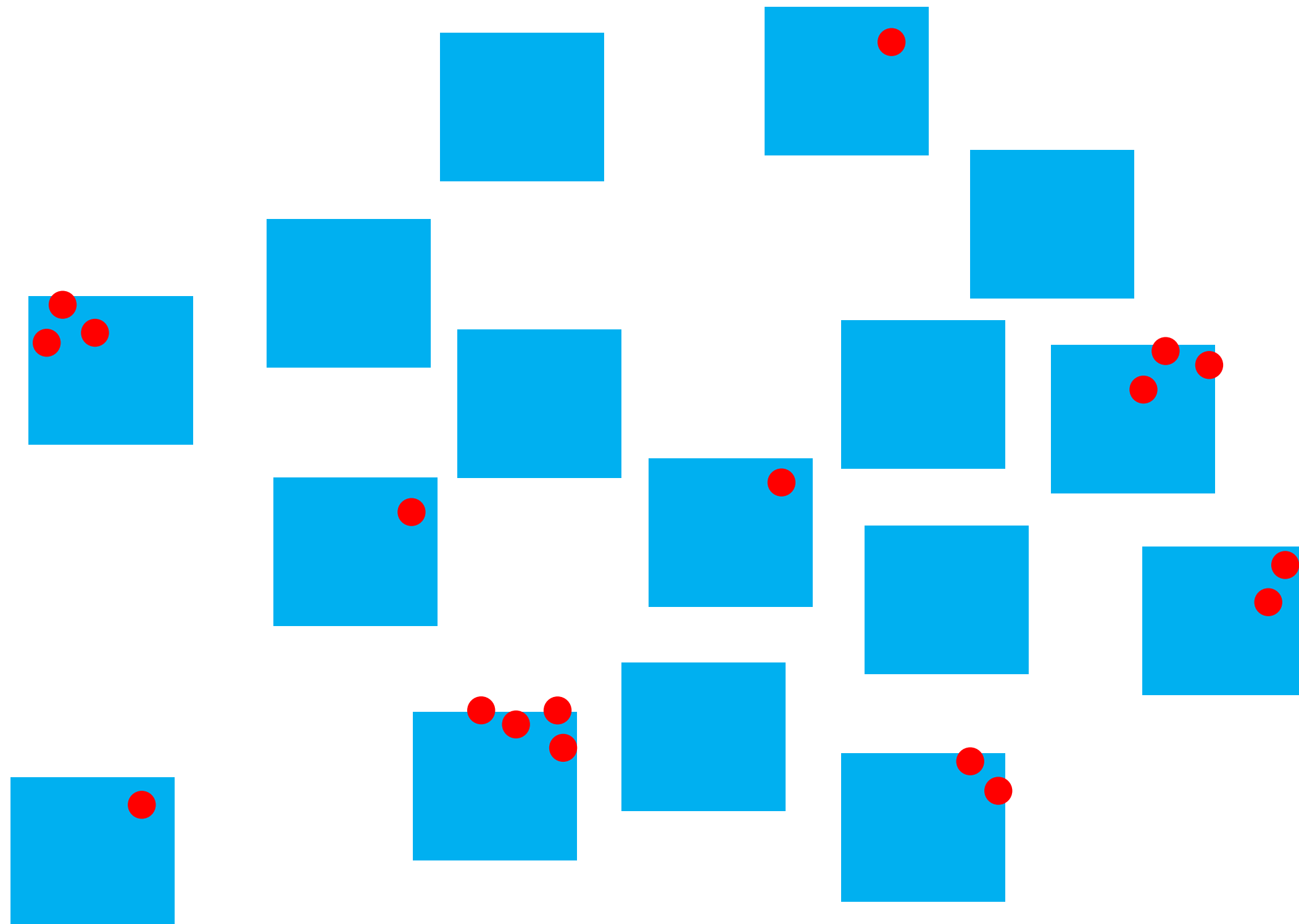


**NB. Don't be tempted
to cluster!!!**

**Literally just remove
the duplicates**

Everyone 'Dot Votes' the what they think should get attention first

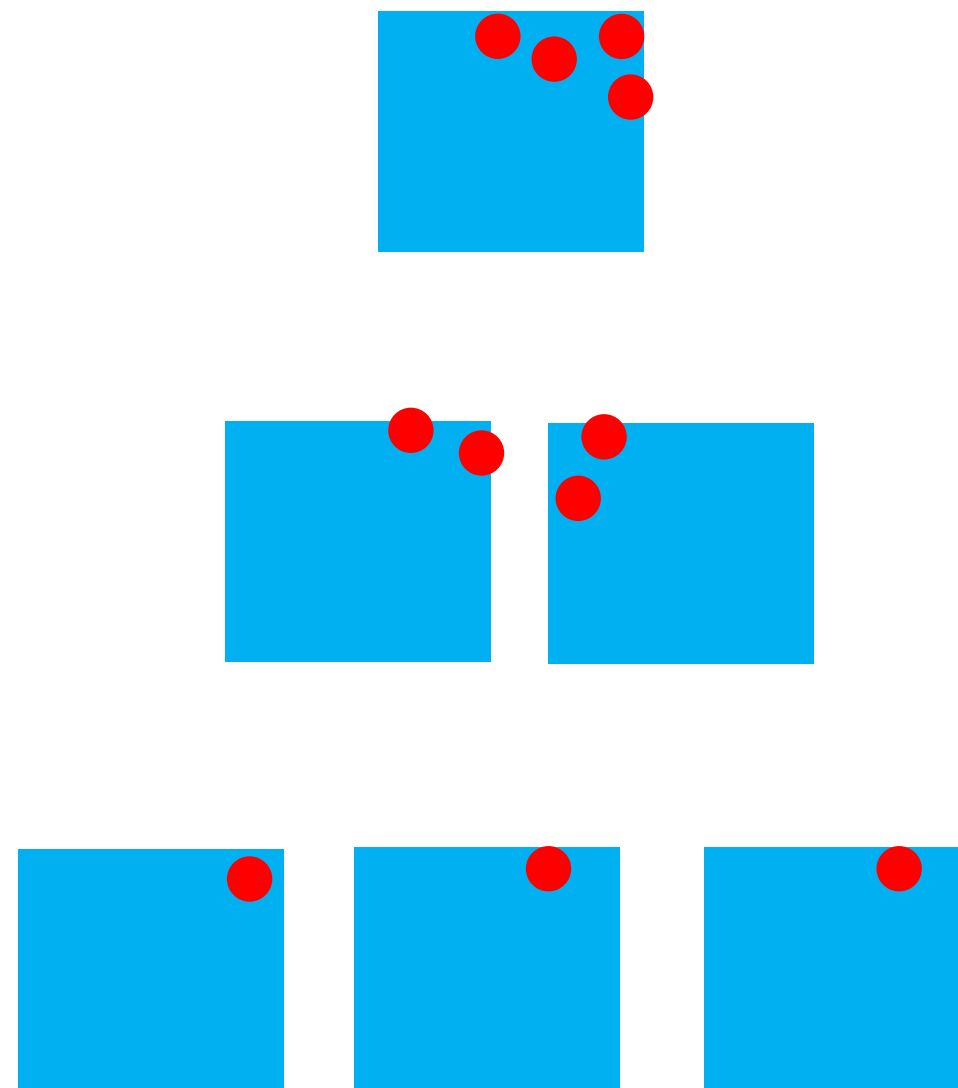
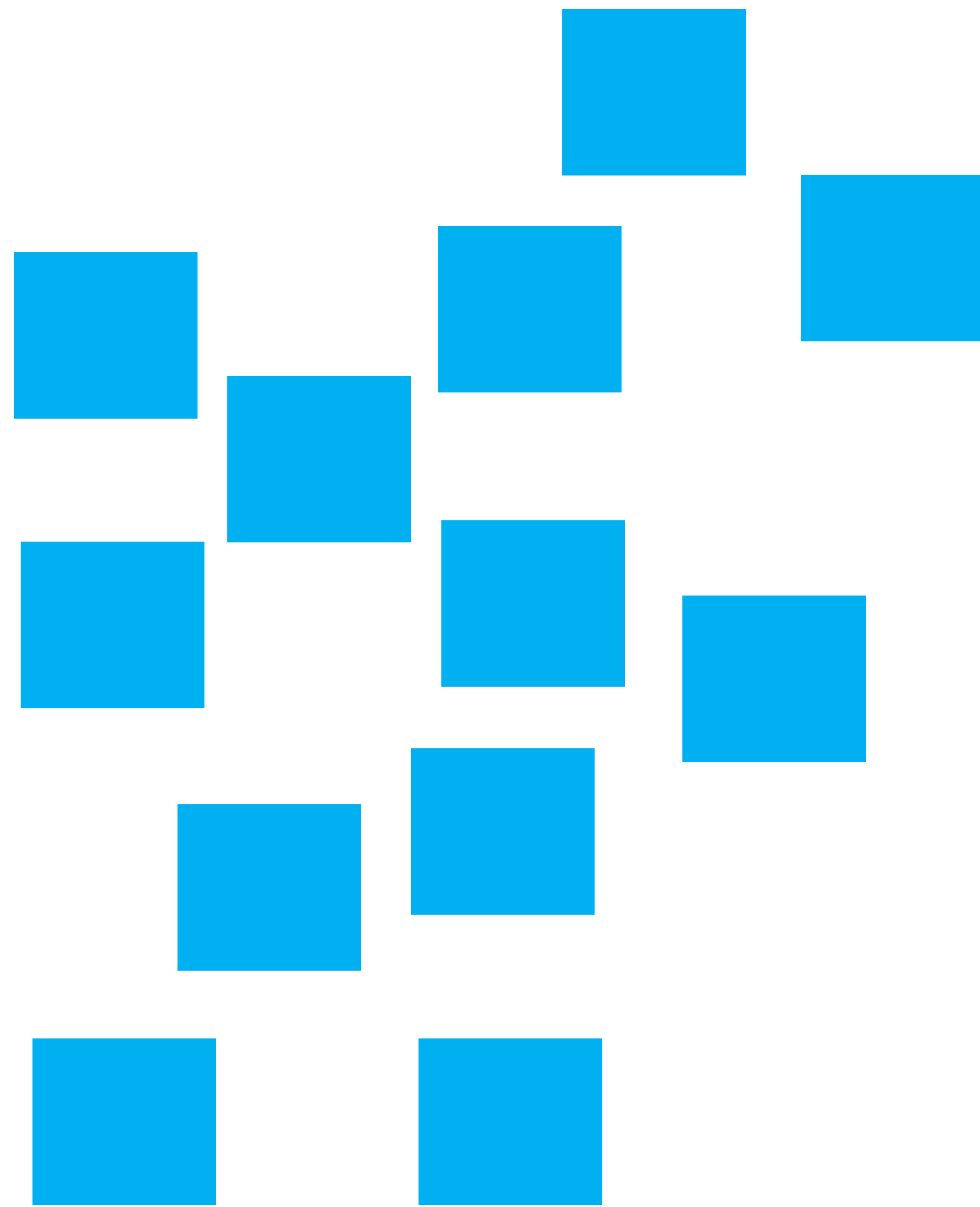
5m



Grab **5 red dot stickers** per person and **DECIDE** where you're going to vote on the most pressing challenges / blockers to growth

Multiple votes are allowed

Step 3: Prioritise



Facilitator moves post-its across to form top 3 tiers.

Have a short discussion about what's bubbling up.

HMWs



Elevated questions

Intentional Experiments

Rapid Progress



Right now we've articulated some problems

*We still mostly get
clients through
recommendations*



Turn a problem into a "HMW...?"

We still mostly get clients through recommendations



HMW

Find alternative ways to generate leads outside of recommendations from previous clients?



Turn a problem into multiple potential "HMW's...?"

We only get clients through recommendations



HMW

Find alternative ways to generate leads outside of recommendations from previous clients?

HMW

Build our brand so we start getting inbound enquiries from the US?

HMW

Create 3 leads a month from online channels in Europe?

Rules for writing a good one

1. **Be specific...**
2. **You're narrowing down the problem you're trying to solve**
3. **You're not creating another macro Sprint Question**

S o

...



First...

1. Take the top challenges and allocate 2 to each person
2. Each person write out 3 different potential HMWs for each challenge



Anchor / Problem

HMW

We only get clients through recommendations

- HMW
Find alternative ways to generate leads outside of recommendations from previous clients?
- HMW
Build our brand so we start getting inbound enquiries from the US?
- HMW
Create 3 leads a month from online channels in Europe?

We don't have a strong enough ground team in the US

- HMW
Recruit two additional salespeople?
- HMW
Understand what talent is needed to best leverage the momentum we have on the ground?
- HMW
Empower and enable our US Sales lead to build their team quickly?

Last step

1. Pick the most tangible / specific / HMW that you've written and red dot it (this is your 'best' candidate)
2. Pick a second place HMW to take forward as a backup
3. Create your "stack"



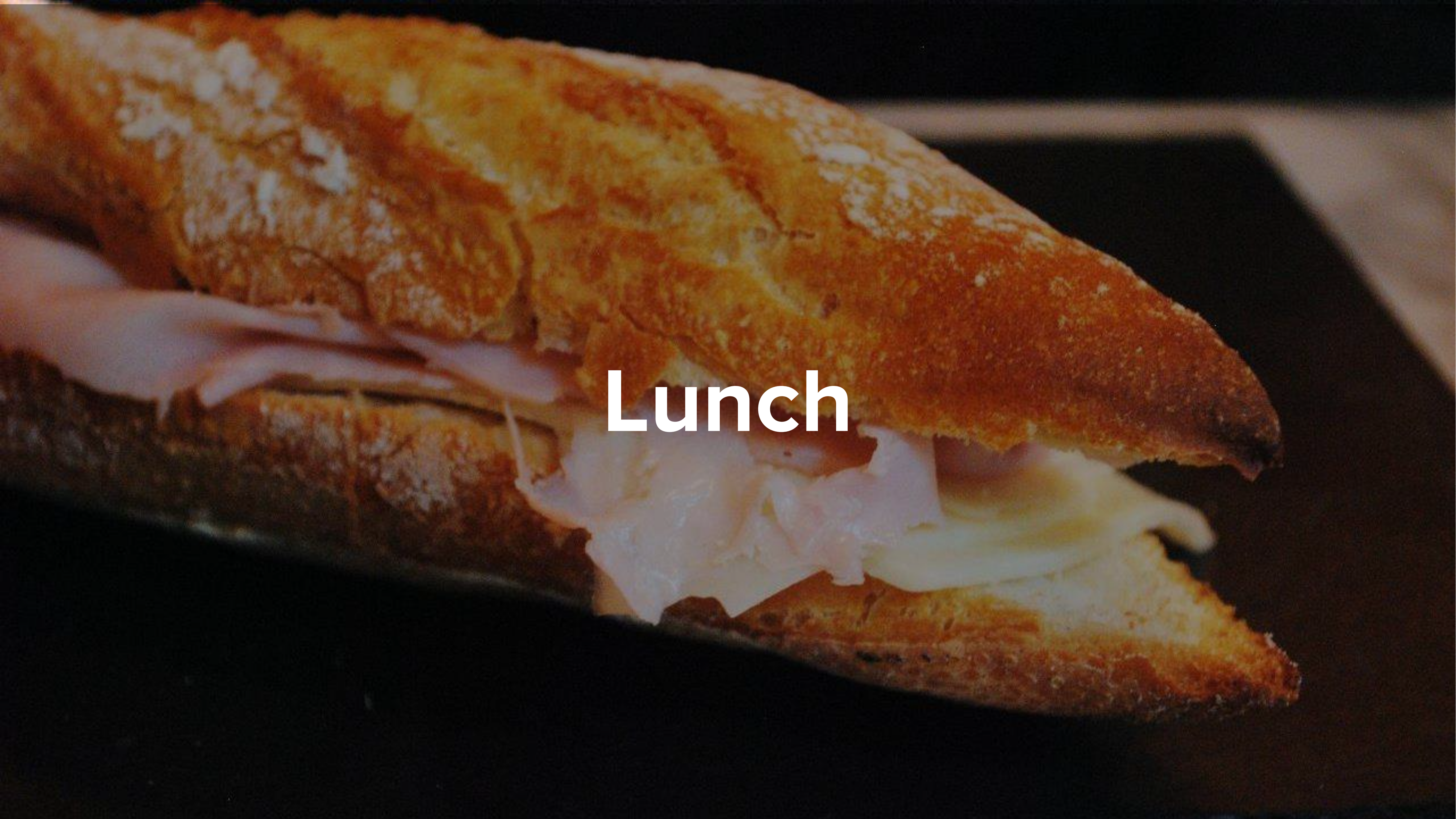
Share & Learn



Share and Learn

- 1. Follow instructions in the envelopes on tables.**
- 2. Intro your businesses**
- 3. Share your top voted challenges / HMWs and begin pooling ideas**





Lunch

International Growth Sprint

The **Global Scale-up** Programme



The
Growth
Company

know
you're
limitless

Welcome Back



Lightning Demos



0

Sprint Question / Lens

1

Goals &
Grid

2

The Boat

3

**Lightning
Demos**

4

Growth
Experiments

5

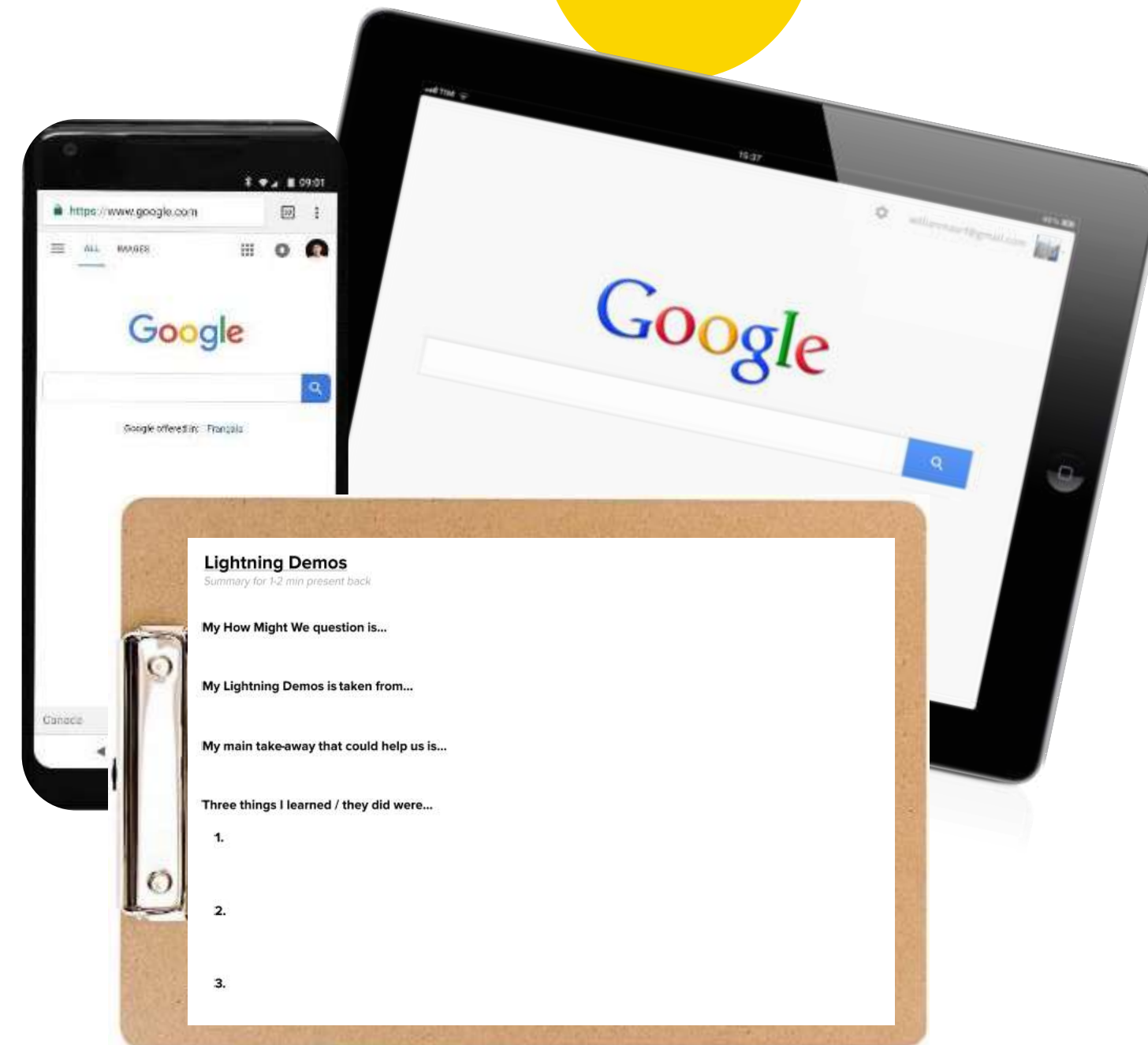
Clarify &
Commit

What's this for?

- 1. Taking our HMWs and doing some research to inform thinking**
- 2. Capture our findings and ideas simply and quickly**

Step 1: Research

20m



Step 2: Demo

15m





Lightning Demos

Summary for 1-2 min present back

My How Might We question is...

My Lightning Demos is taken from...

My main take-away that could help us is...

Three things I learned / they did were...

1.

2.

3.

HMW

Find alternative ways to generate leads outside of recommendations from previous clients?

We're gonna scrape some collective wisdom from the internet

Google search - “Examples of companies who have XYZ”

CHATGPT – “Give me ideas for answering the following question: How might we...”

Search anywhere and everywhere...

JOHN MCELBOROUGH

BLOG CONSULTING TOOLS ABOUT

51 Inspired Examples of Growth Hacking Strategies & Techniques From The World's Most Innovative Businesses

```
a = 0;
$("#User_logged").a(a);
function(a);
```

Spotify

Music for everyone.

Millions of songs and more at your fingertips.

GET SPOTIFY PREMIUM

GET SPOTIFY FREE

GWI

Our data Our platform Resources Pricing About

Sign in Free demo

Report

Connecting the dots: 2022's biggest consumer trends

Download now

- Blogs

- Products you use

- Published research

ChatGPT

Examples	Capabilities	Limitations
"Explain quantum computing in simple terms" →	Remembers what user said earlier in the conversation	May occasionally generate incorrect information
"Got any creative ideas for a 10 year old's birthday?" →	Allows user to provide follow-up corrections	May occasionally produce harmful instructions or biased content
"How do I make an HTTP request in Javascript?" →	Trained to decline inappropriate requests	Limited knowledge of world and events after 2021

https://www.theguardian.com/technology/2016/may/26/five-of-the-best-meditation-apps

Calmeditorial apps

more

Calmeditorial apps

Android / iOS

Calmeditorial apps

Android / iOS

Meditate

Daily Calm
May 26 - Pausing 9:58

PROGRAM

- 7 Days of Calm
Learn the basics of mindfulness meditation
- 21 Days of Calm
Deepen your mindfulness meditation practice
- 7 Days of Calming Anxiety
Experience reduced levels of anxiety
- 7 Days of Focus

HIVE

PLANS PRODUCTS SERVICES ABOUT SUPPORT

OVERVIEW TECH SPECS BUY

Free Amazon Echo Dot (3rd gen)

With every Hive Active Heating purchase¹!

The Hive Active Heating Kit

Get the temperature at home just right from wherever you are with the UK's favourite smart thermostat.

- Chat GPT

- Case studies

- Examples outside of sector

HMW

Find alternative ways to generate leads outside of recommendations from previous clients?



Hannah Ellen

Oct 15, 2020 · 5 min read · Member-only · Listen



How Gymshark Used Influencers to Become a \$1.3 Billion Brand

They put competitors to shame

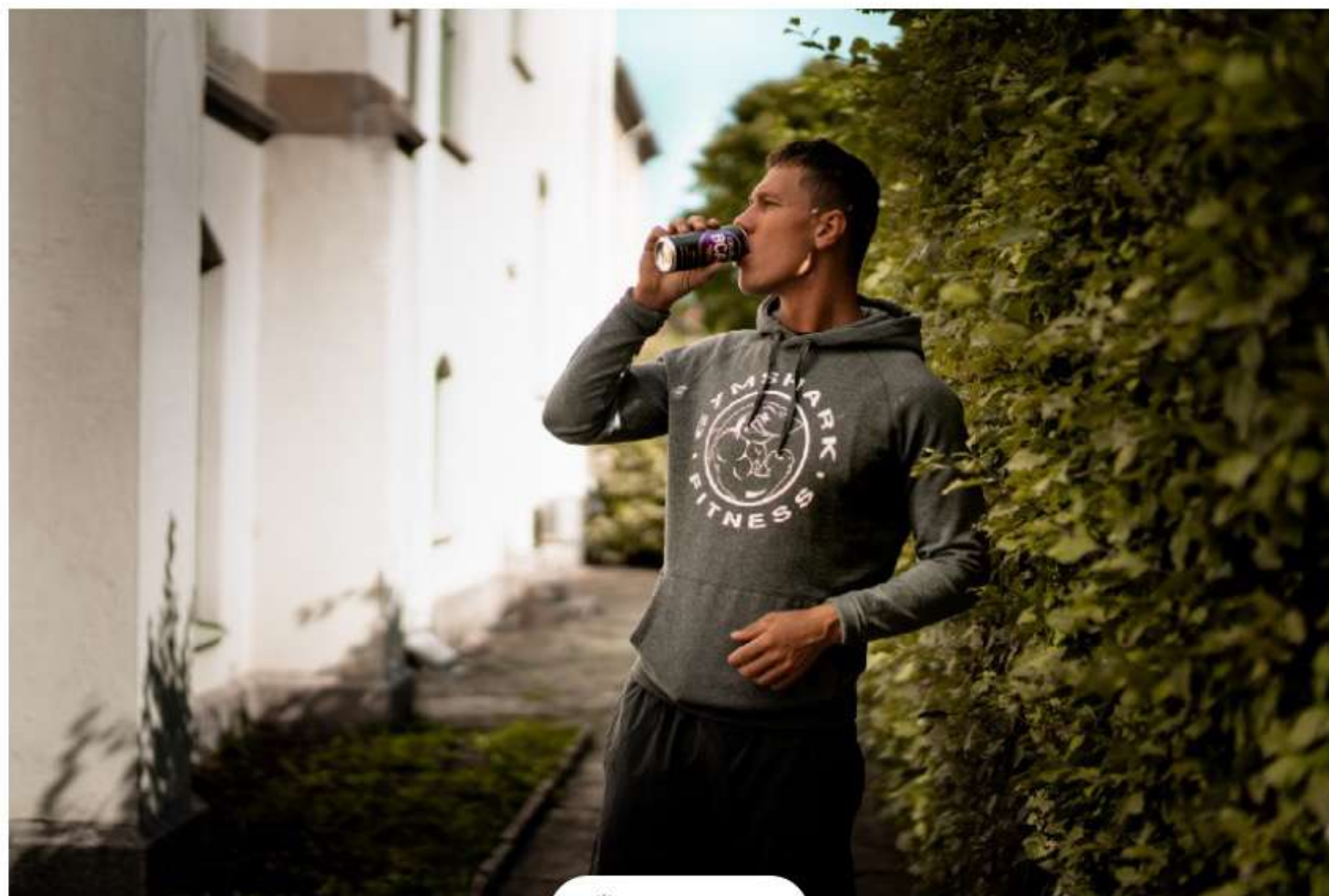


Photo by Unsplash

Hannah Ellen

2.3K Followers

Just an average, Irish girl with not so average ideas. I enjoy writing about lifestyle, self improvement, fitness, health and anything else that takes my fancy.



More from Medium

Mark Schaefer

20 Entertaining Uses of ChatGPT You Never Knew Were Possible



David Owasi

How I Went From Unemployed to Building a \$30K/month Online Business in 12 Months!



Benjamin Watkins

5 Brilliant Landing Page Examples



Anastasia Petre... in ILLUMINATI...

I had a 37K YouTube audience, and that's what I earned and learned



HMW

Find alternative ways to generate leads outside of recommendations from previous clients?

Hannah Ellen
Oct 15, 2020 · 5 min read · Member-only · Listen

How Gymshark Used Influencers to Become a \$1.3 Billion Brand

They put competitors to shame

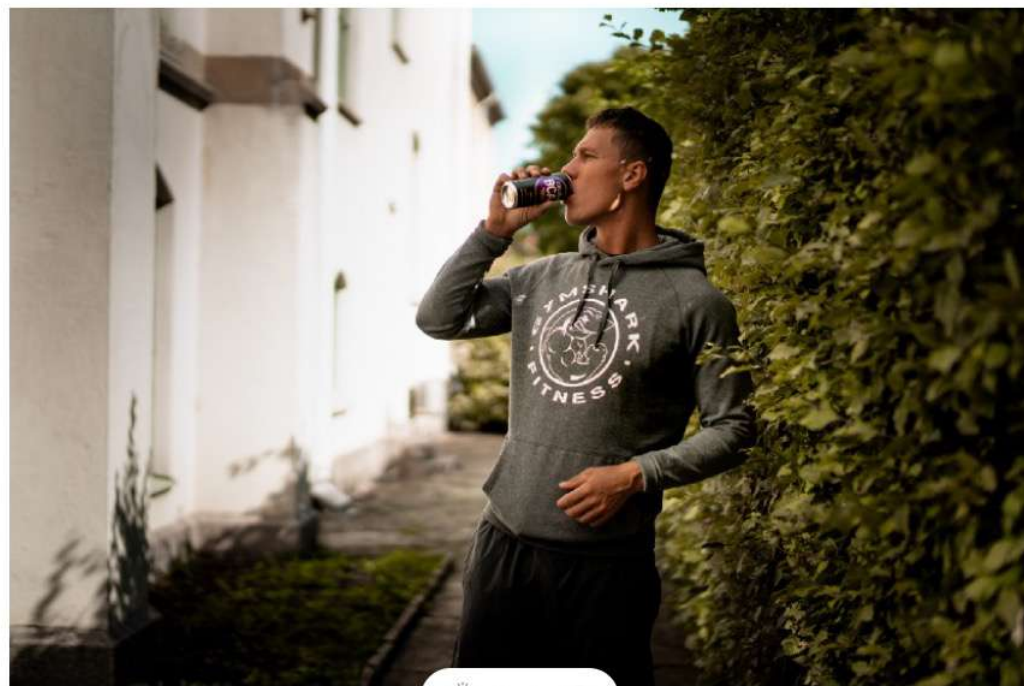


Photo by 96 Unsplash

Gymshark

Building profile through influencers

Main takeaway:

Influencers already have reach / audience.
Can we take advantage?

Three things

- Focus on a couple of influencers first.
- Offer THEM something of value.
- Create joint content quickly.

S o

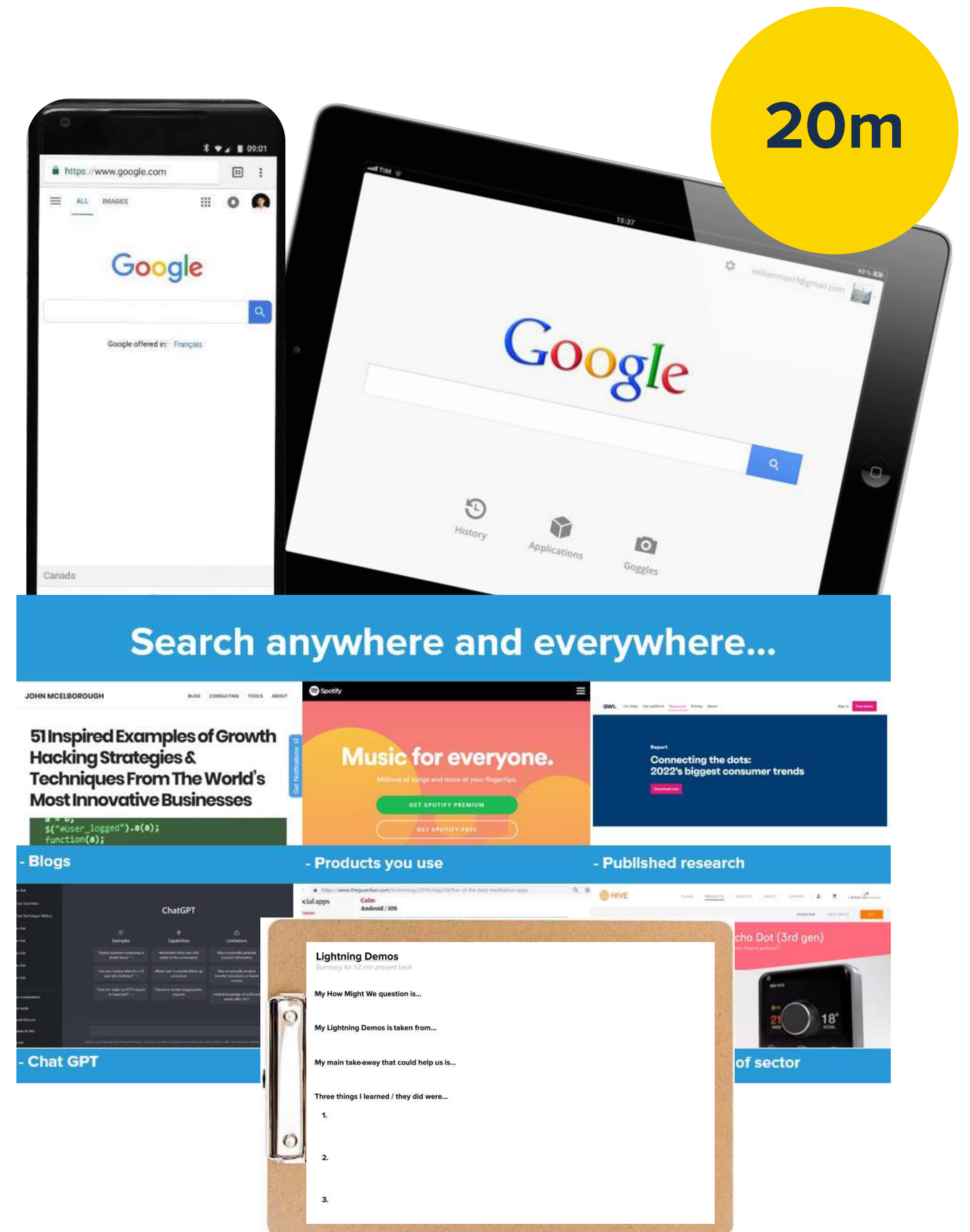
...



Use the internet to do some research on “who’s done this before?”

Capture your best findings on your templates

WIFI: **GMCC Members**
Password: **Chamber_Members**



HMW

Find alternative ways to generate leads outside of recommendations from previous clients?

Hannah Ellen
Oct 15, 2020 · 5 min read · Member-only · Listen

How Gymshark Used Influencers to Become a \$1.3 Billion Brand

They put competitors to shame

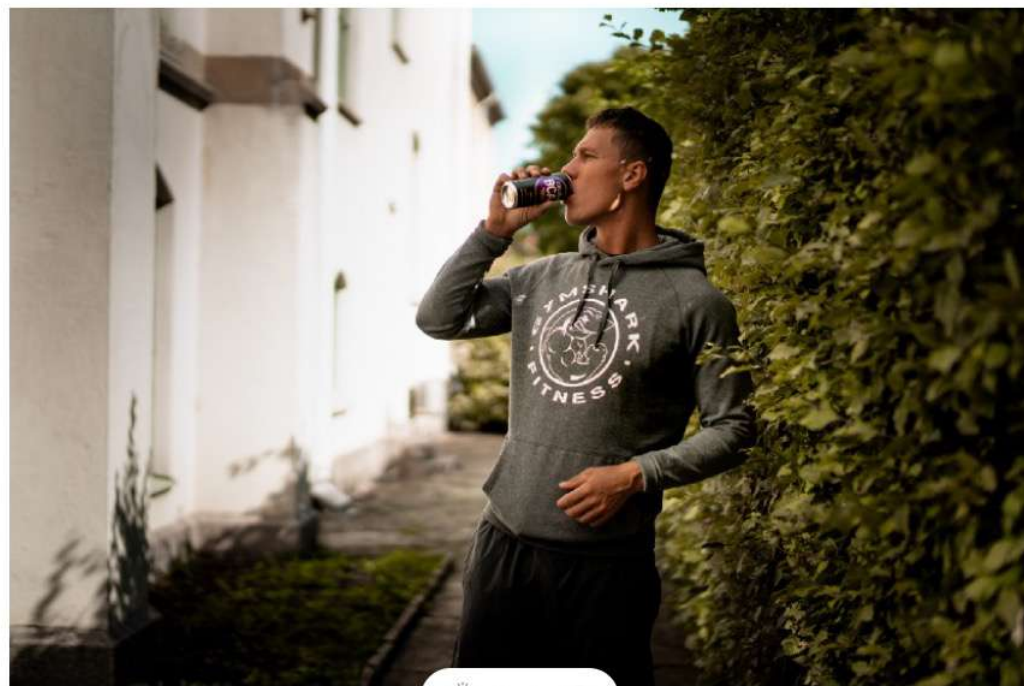


Photo by 96 Unsplash

Gymshark

Building profile through influencers

Main takeaway:

Influencers already have reach. Can we take advantage?

Three things

- Focus on a couple of influencers first.
- Offer THEM something of value.
- Create joint content



piing™

290m



DAN



JASON



DARROW



SUSAN



LINA



CHINA

Lightning Demos



The Big Idea

**Don't worry if you didn't do it
“perfectly”**

The big idea is just to

- 1. lift / shift thinking and...**
- 2. for everyone to hear
multiple ideas / examples**

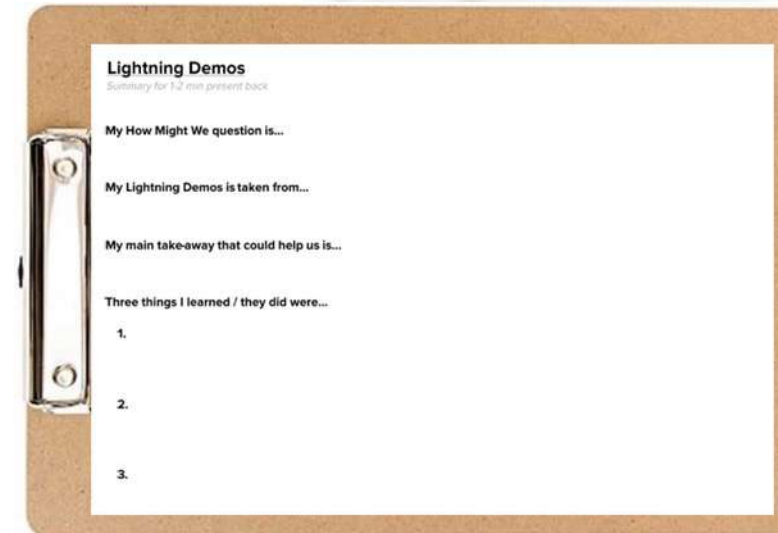
Speaking of which...



Pt2: Demo your findings

15m

1. 2 mins to finish template
2. 2-3 minutes per person...
playback your findings
3. Everyone take notes from every demo



Lightning Demos
Summary for 1.2 min present back

My How Might We question is...

My Lightning Demos is taken from...

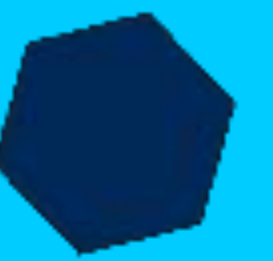
My main take-away that could help us is...

Three things I learned / they did were...

- 1.
- 2.
- 3.







Delivering on behalf of GM Business Growth Hub

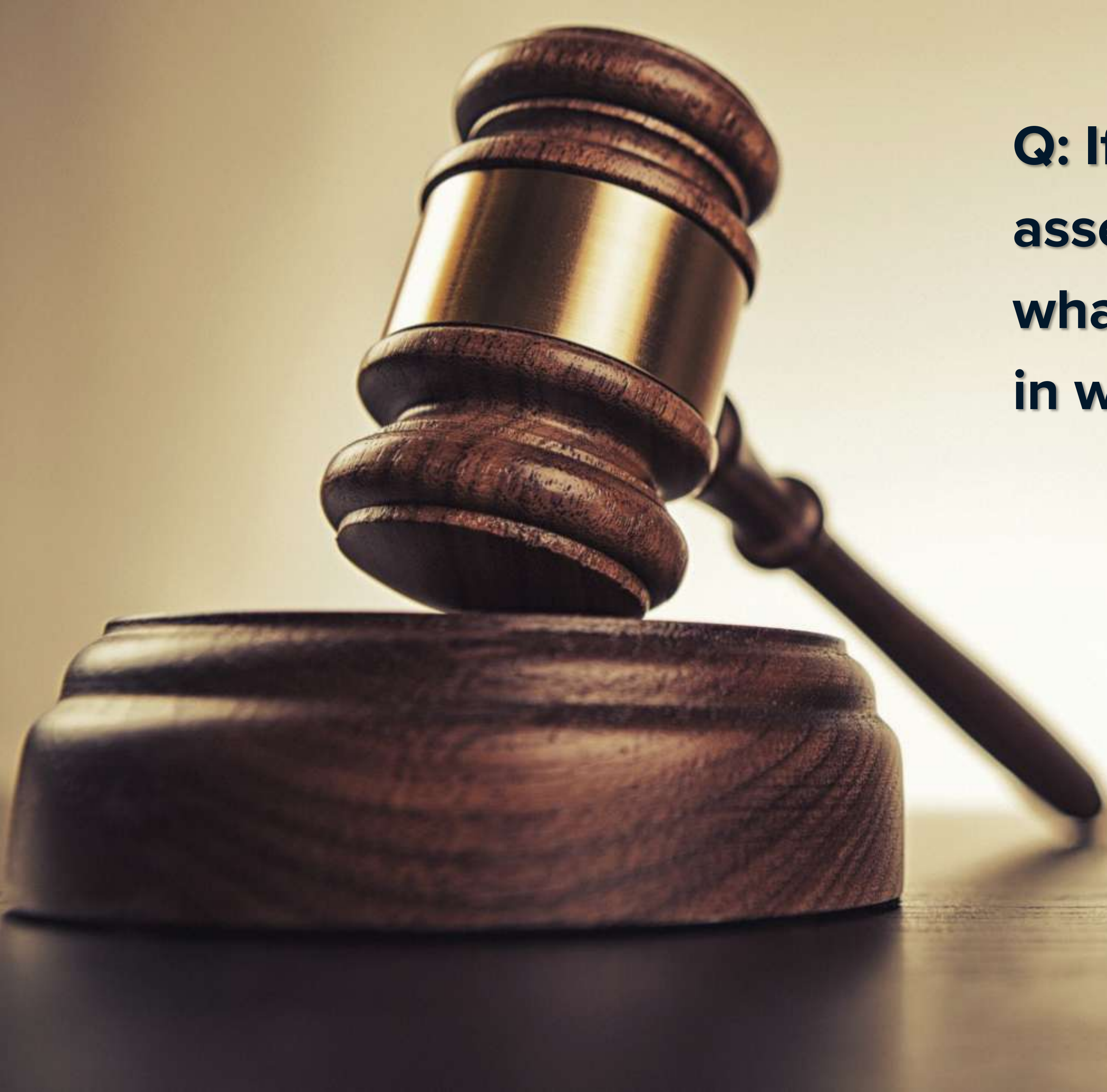
Growth Sprint

October 2024



Funded by
UK Government

**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY



Q: If your parole case is being assessed by a panel of judges... what's the most important factor in whether you'll be set free?



In a second we'll explain what a growth experiment is and start building them...

But first...

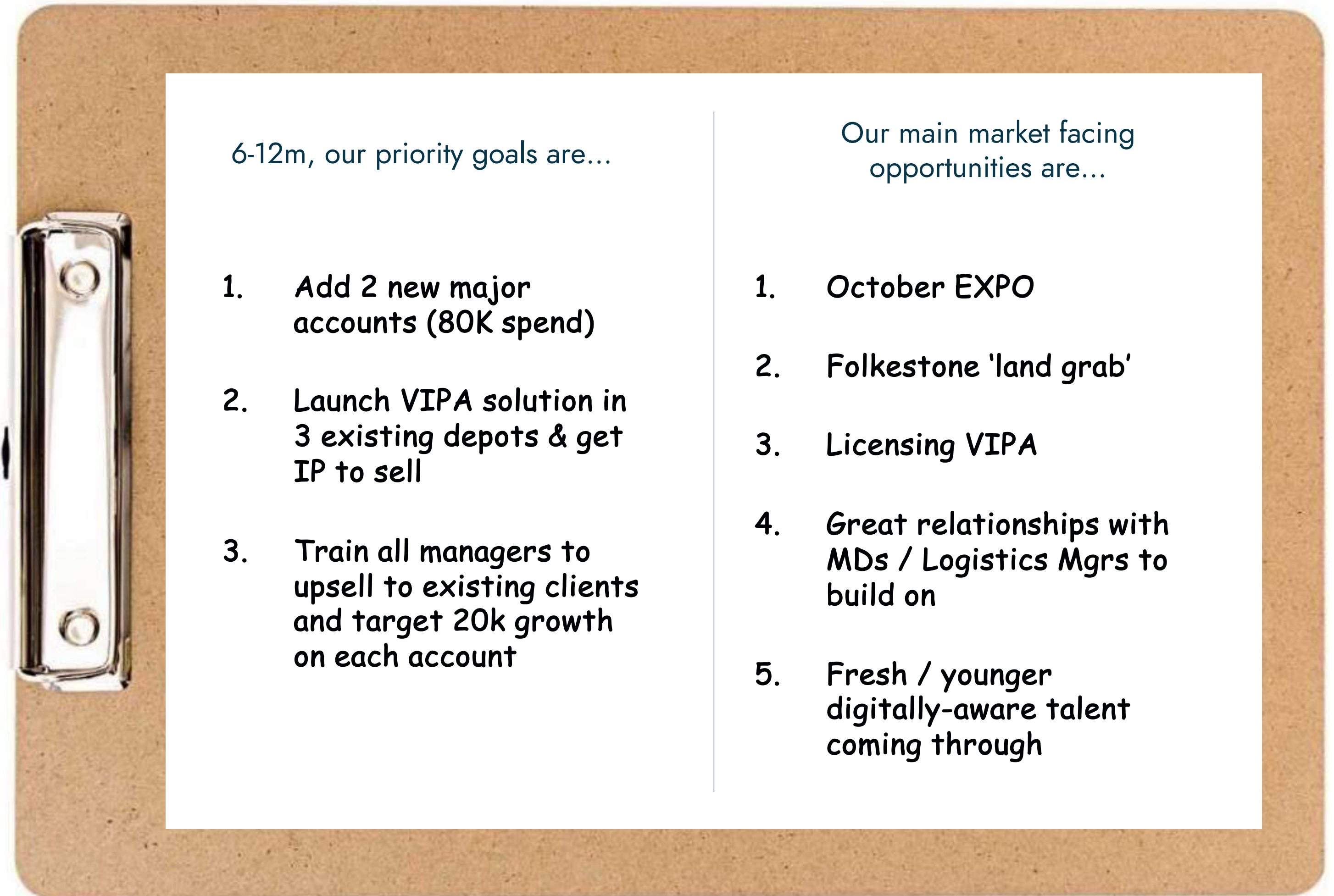
1. LET'S TIDY UP



2. SENSE CHECK

Does my HMW connect to our goals / market opportunities?

If not, can I reword / tighten / pick another one?



3. LET'S SKETCH

5m

Take your HMW and a blank A4

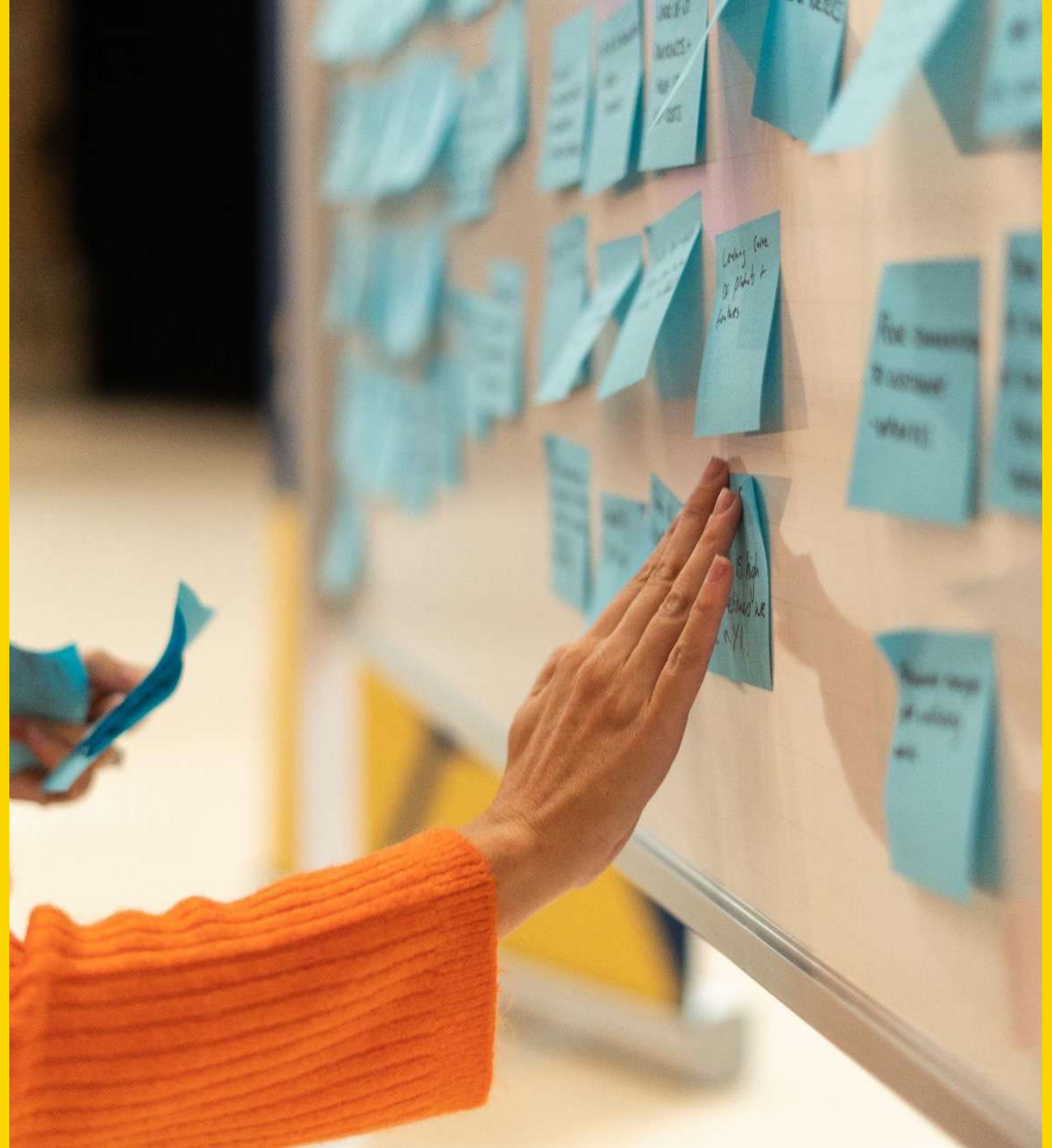
Make rough notes / sketches from...

1. The lightning demos
2. Your initial ideas on what a solution / growth experiment could include

HMW
Find alternative ways to generate leads that are not just based on referrals

TOGETHER ALONE

Growth Experiments



0

Sprint Question / Lens

1

Goals &
Grid

2

The Boat

3

Lightning
Demos

4

**Growth
Experiments**

5

Clarify &
Commit

Elevated questions

Intentional Experiments

Rapid Progress



What is a Growth Experiment?

What is an experiment?

A 4-6 week blast of exploration to test a **theory** and drive real learning from your market



What do they look like?



How might we...

INCREASE OUR CLIENT BASE THROUGH THE LOCAL AUTHORITY SECTION 106 INCENTIVE

Experiment name

SECTION 106

Explanation / Hypothesis

What's the theory we're wanting to test? See format below if its helpful.

IF WE IDENTIFY SECTION 106 PROJECTS AND ARE ABLE TO TENDER, WE WILL hopefully GAIN ORDERS + INCREASE CLIENT BASE.

Specific Action Steps

Bullet points incl what, who and when

- IDENTIFY 7 LOCAL TARGET 2 CLOSE
- GATHER INFO ON CONTACT → HOW
- IDENTIFY CONTACT
- LEARN ABOUT CURRENTLY WORKING IN
 - WHAT ARE THEY DOING THAT WE DON'T
 - WHAT DO THEY DO WELL?
 - CAN WE DO BETTER
- LEARN ABOUT 106 OBLIGATIONS - WHAT CAN WE REALLY TARGET - "OUR STRENGTHS"
- LOOK FOR WAYS TO GET TENDERS TO US
 - THROUGH FRAMEWORK
 - APPROVED SUPPLIER LIST → GET ON TO
 - TELEPHONE CONVERSATIONS - Q/S
- GET TENDERS TO ROSS FOR PRICING

Success Criteria

How will we know the experiment is complete? What are we looking for as an indicator it's gone well?

WOULD LIKE TO GET TO APPROVED SUPPLIER LIST WITHIN 6 WEEKS → BE A SUPPLIER. BE RECEIVING TENDER DOCUMENTS THROUGH

Experiment Length

3-6 weeks

6 WEEKS

Meet with Andy Clark to discuss Section 106 works further.

All to meet to review today's work list Event

SPEED UP REVENUE GENERATION FOR NEW LOCATIONS BY GETTING SERVICES UP + RUNNING IMMEDIATELY

Experiment name

PROJECT LIVERPOOL

Explanation / Hypothesis

What's the theory we're wanting to test? See format below if its helpful.

ADVERTISING + OPENING SERVICES FOR COUNSELLING IMMEDIATELY WILL IMPROVE CASHFLOW.

INCOME WILL OFFSET INCREASED COST OF STAFF REQUIRED

We're starting from XX
If we do YY then hopefully ZZ will be the result.
So let's do ABC

Specific Action Steps

Bullet points incl what, who and when

- START ADVERTISING COUNSELLING F2F IN LIVERPOOL NOW
- PRIORITISE FIT OUT OF CENTRE
- EXPLORE LOCAL LINKS (UNIVERSITY?)
- PR PACKAGE TO START NOW
- LAUNCH DATE CONFIRMED NOW

MD TO SPEND 2 HRS PER DAY ON LIVERPOOL ONLY FOR 3 WEEKS TO ENSURE ACTION

Success Criteria

How will we know the experiment is complete? What are we looking for as an indicator it's gone well?

10 F2F CLIENTS IN 6 WEEKS
5 F2F ENQUIRIES IN 3 WEEKS

Experiment Length

3-6 weeks

3/6

Are we prepared to offer a good service now?

Does it cost more to advertise cash? How much is spent enough?

EXPERIMENT NAME

DATA TO DRIVE THE CUSTOMER OFFER

OVERVIEW

WE BELIEVE WE CAN USE THE DATA AT A TIME WHEN CUSTOMERS NEED IT, AND BE IN A POSITION TO IDENTIFY A CUSTOMER NEED / PREDICTING THEIR CUSTOMER JOURNEY.

ACTION STEPS

- REVIEW THE DATA / NARROW DOWN THE NUMBERS.
- CREATE A MINI PROJECT TEAM.
- ENGAGE STAFF INVOLVED
- RUN PILOT
- ASSESS THE RESULTS.
- CUSTOMER SATISFACTION SURVEY

SUCCESS CRITERIA

- DID WE GROW ASTRAUNE BUSINESS.
- SURVEY SATISFACTION RESULTS.

EXPERIMENT LENGTH

12 WEEKS.

Remember these...???

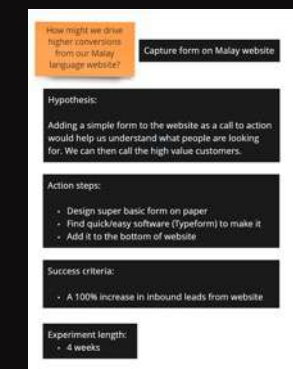
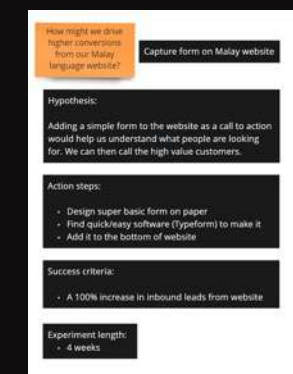
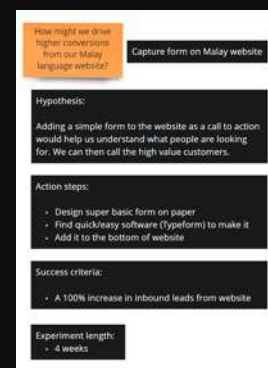
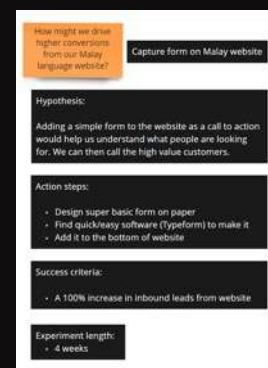
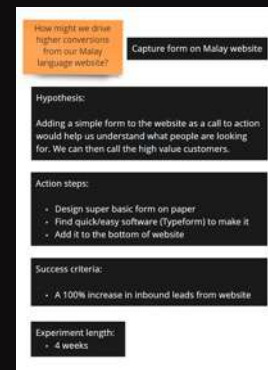
Get the attention of 1 retailer in NY

Split test campaigns on TikTok

Test a new data offer with client A

Complete a 3 week fact find to Austin, TX

Next 4 Fridays are full day leadership meets



HMW...
~~~~~  
~~~~~...?

Experiment Name

Explanation/Hypothesis

Action Steps

-
-
-

Success Criteria

Experiment length

We're coding / analysing 250+ Growth Experiments shaped by companies in Manchester, Lincoln and London over the last three years

| IG cohort | Sector | Size of Org | Experiment Name | Based on HMW... | Explanation/ Hypothesis | Action/ Steps | Success Criteria | Experiment length | experiment made generic (so X to achieve Y) | Experiment / Optimisation | Quality of Experiment | Type of Growth (Ansoff) |
|-----------|---------------|-------------|---|--|--|---|---|--|---|---------------------------|-----------------------|-------------------------|
| Sep/21 | Commerce | <10 | Roles and Responsibilities | HMW understand and clarify everyone's roles and responsibilities within both the UK branch and UK arm of the new company CEO? | This is to create a simple chart of key roles and responsibilities (maximum 10). Allocate them to each senior person to improve the clarity and efficiency of the business and clarify job roles. | • Chart constructed with roles and definitions
• Agree and approve the roles and expectations | Verbal agreement of roles and confirm we are all clear with what the expectation and job role is.
Weekly check in to discuss the roles, needs and improve where necessary. By week six a structured job description for all staff within the business. | TCRM - 4 WEEKS | define job roles specific branch different countries in order to clarify responsibilities and improve how the business operates/ efficiency. | optimisation | med | Market Penetration |
| Sep/21 | Manufacturing | <10 | Attend more related conferences. | HMW find alternate leads and reach out to a wider audience (not from existing client recommendations) without sacrificing quality of customer service? | HMW find alternate leads and reach out to a wider audience, also can learn something from some successful people | To do some showcases on the conferences
• meet and talk to more potential clients or someone who have the benefits can be our potential clients. | There are projects in processing or discussion at the time. | 6 weeks | Do showcases at more conferences, in order to widen our audience. | experiment | high | Market Penetration |
| Sep/21 | Manufacturing | <10 | Cash flow/ Inventory management | HMW optimise and manage risk with longer cash conversion cycles and extending larger credit lines? | a more sustainable cash flow for company whilst maintaining enough stock of materials for sales and R&D | • Inventory management system
• Ask to reduce capital expenditure through leases
• Forecast models of expected sales demand
• Define requirements from R&D
• explore new payment plans, e.g. upfront payment - discount. | Improved cash conversion cycle (by 50%)
comprehensive inventory management system | 12 weeks | introduce comprehensive inventory management system to improve cash conversion cycle | optimisation | med | Market Penetration |
| Sep/21 | Manufacturing | <10 | Creating Application Notes | HMW more effectively communicate our product lines and their potential end-use applications? | Creating more application notes together with our TDS will allow people and potential clients to understand what we do and how our materials could be applied. This will help to generate higher quality leads and minimise cost of customer acquisition in the long run. | • Design a fixed template for application notes
• Normalise experimental data relative to existing competitor materials
• Create an AN for each user case that we explore or aim to resolve (inks, composites, EM, electrochemical, etc.) | • Decrease in customer conversion periods by 47% (minimise the time between introduction to first purchase)
• Minimise rework/conversion time with clients
• >30mins from current 2h) | 6 weeks | create notes on current products that outline their potential applications for customers, to see a decrease in customer conversion periods | experiment | high | Market Penetration |
| Sep/21 | Manufacturing | <10 | Social Engagement - Start conversations | HMW form or join networks to actively collaborate that usually proof our product lines? | Creating new expert leads for expanding collaboration network by connecting industry researchers/academics in area of interest. Have conversations with them of what their research needs are and we can follow up with those with greater focused interests to establish a collaboration which share the development of a sensor social proofing network. | • Identify 8-10 individuals with aligned research interests
• Reach out to individuals via email/private social media
• Start conversations with >50% of them | • Engage with 8-10 individuals (receive a reply of interest)
• Send meetings/physical visits to have conversations of aligned interests | 6-8 weeks | identify and reach out to 8-10 individuals conducting research relevant to our products, in order to begin establishing collaboration and social proof our products (add validity in industry networks) | experiment | high | Market Penetration |
| Sep/21 | Itch | >10 | Server testing and live testing | HMW make sure the Priority App can handle enough users at the same time without causing long loading times on the platform? | Checking the performance of the server on which the platform is located whilst there is a heavy load of users will allow us to understand our scaling capacity, we are then understood to what extent our platform can support before additional server provisioning is needed. | • Attempt distributed load tests on AWS.
• Attempt live testing with actual users. | Minimum transactions/ actions per second without server underperformance > 1000 | 4 weeks | undertake server testing and live testing, in order to improve the product/service (app) | experiment | high | Market Penetration |
| Sep/21 | Itch | >10 | Gain our own first mover advantage | HMW leverage our strengths to overcome not having the first mover advantage? | Have an original idea to test market not yet discovered by our competitors | • Research untapped markets
• research competitive areas
• check compliance in area with promising initial results
• complete initial customer approach to gain feedback | new area found, compliance is achievable, add more resources to discover more key data | 4 weeks | research competitors and broader market for where our strengths are missing in others, in order to strengthen this element - be more competitive | experiment | low-med | Market Penetration |
| Sep/21 | Itch | >10 | Merchant Application Analysis | HMW figure out the best way to target and onboard 500 merchants in the greater Manchester region within the next 3 months? | By researching which potential merchants already use a BNPiL service, we can determine whether our product acceptance rate will be higher than those who don't have BNPiL. | • Gather a list of merchants that we can target based on our industry targeted markets (ie architects)
• Figure out which ones already accept BNPiL
• Analyse and see if there is a difference in merchant acceptance rate based on whether a merchant is already using BNPiL or not. | Majority coming from those who already take BNPiL or vice versa - understanding which side is going better results and choose that side if statistically significant. Otherwise target both. | 4 weeks | gather list of 500 local (manchester) merchants and find out if they take our main feature (buy now, pay later), in order to understand our market | experiment | med-high | Market Penetration |
| Sep/21 | Itch | >10 | Brand awareness and loyalty | How might we better understand user behaviour to create a unique value proposition to separate us from the rest of the competitive BNPiL industry? | In the digital age, there are so many options for consumers to buy online. Getting their attention and keeping it on our brand is definitely a challenge. This is why meeting consumer's needs and creating an experience that keeps them wanting more to build brand loyalty is more important than ever. | • Local customer need to return more often and for larger purchases. | One of the most prominent and well known challenge brands is Monzo. Founded in 2015, it has developed a mutually beneficial customer relationship based on transparency and collaboration to build a bank with over 4.2 million customers. | Creating social media content to create more consistent awareness + customer loyalty | experiment | low | Market Penetration | |
| Sep/21 | Itch | >10 | User behaviour analysis | How might we better understand user behaviour to create a unique value proposition to separate us from the rest of the competitive BNPiL industry? | We need to find ways to understand our customer wants and needs better and what they want from us that they cannot get from competitors. | • Undertake focus groups with target demographics
• Online surveys e.g. poll on Instagram story
• Market research to find a gap in the market, what people want but Monzo or Clearpay do not offer. | • Complete X amount of surveys and focus groups & compile data
• Have a Unique Value Proposition | 6 weeks | undertake surveys on Instagram and focus groups in order to understand what people want but that our competitors do not offer | experiment | med | Market Penetration |
| Sep/21 | Itch | >10 | App Downloads | HMW reach 10,000 app downloads? | The aim is to reach 10,000 app downloads in the Greater | • Trial different marketing avenues. | This will be defined by collecting the information on how and | 6 weeks | trial one campaign through different marketing avenues in | experiment | med-high | Market |

OPTIMISATION / EXPERIMENT

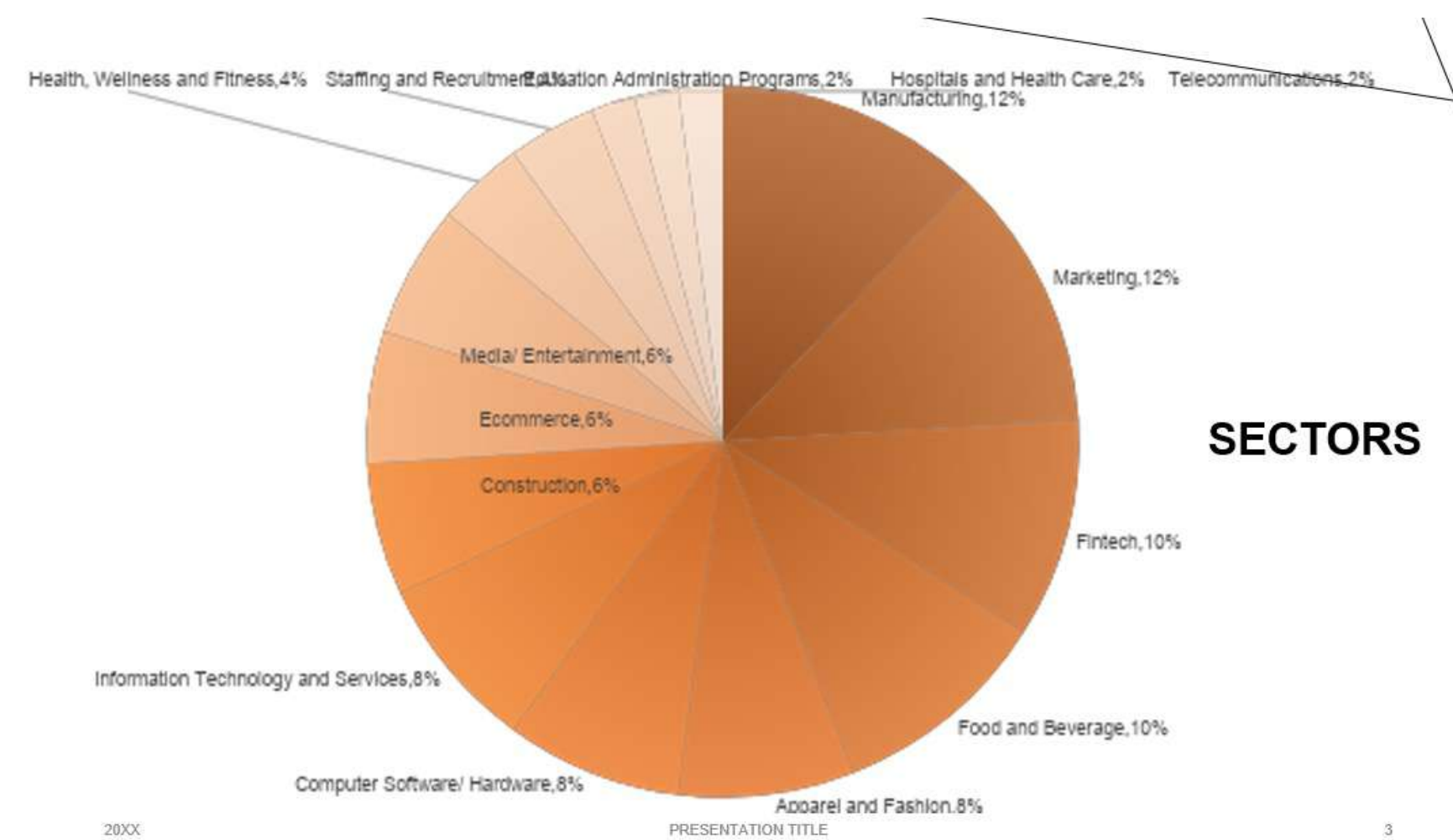
Out of 216 growth ideas 74 were optimisations & 138 were experiments.
4 were not defined enough to fit into either.

Here is how they spread across quality

| | HIGH | MED-HIGH | MED | LOW-MED | LOW |
|--|------|----------|-----|---------|-----|
| | 2 | 17 | | | |
| | 25 | 51 | | | |
| | - | - | | | |

Types / Methods of Market Facing Experiments

| Method | Explanation | # |
|----------------------------|--|----|
| ★ PROTOTYPE / MAFIA OFFER | A sample trial to validate idea | 13 |
| SOLUTION TRIAL | To solve a certain problem / address an issue | 12 |
| TRAFFIC CAMPAIGN | PPC or other web traffic campaign | 3 |
| ★ FAKE / PAINTED DOOR TEST | Real world test of a new feature to ascertain conversion metrics | 3 |
| LANDING PAGE | Web page for call to action/ conversion | 4 |
| ★ SPLIT-TEST | a/b test. Compare two versions of a solution | 6 |
| COMPETITOR USABILITY | Data collection and analysis of competitors | 9 |
| ★ CUSTOMER INTERVIEW | Getting feedback from customers | 20 |
| UX LOCALISATION | Localising a product/service to a specific region. E.g. language | 3 |
| PRIMARY RESEARCH | Gathering new data | 16 |
| BUILD RELATIONSHIPS | Making or using contacts in their industry | 22 |
| MARKETING | Advertising or using marketing methods not described in adjacent table | 28 |



24 Experiment Types

What do they look like?

1. **Split Testing**
2. **MOM-Test Customer Interviews**
3. **Prototype / Mafia Offer**
4. **Fake Door Trial**
5. **Secondary Source Research**
6. **Traffic / Social Media Campaign**
7. **Competitor Usability**
8. **UX personalisation**
9. **Partner & Supplier interviews**
10. **Expert interviews**
11. **A day in the life**
12. **Discovery survey**
13. **Discussion forums**
14. **Feature Stub**
15. **Email campaign**
16. **Pop Up Store**
17. **Storyboard / Brochure**
18. **Explainer video**
19. **Clickable prototype**
20. **Single feature MVP**
21. **Process change**
22. **Simple landing page**
23. **Concierge Trial**
24. **Wizard of Oz**

The top experiment types that scaling companies gravitate to

1. **Split Testing**
2. **MOM-Test Customer Interviews**
3. **Prototype / Mafia Offer**
4. Fake Door Trial
5. Secondary Source Research
6. Traffic Campaign
7. Competitor Usability
8. UX personalisation



SaaS Startup

✦ Email campaign

✦ Explainer Video

HMW ... drive 50% more registrations from our mailing list?

Assumption / Hypothesis

Upsell webinars are working, but not well attended enough.

If we segment our mailing list to three personas and target content at them with a super easy ask / micro-commitment then we should see an uplift in reg's

Experiment name

Compelling content to capture

Length

6 weeks

Action Steps

1. Break our list (c.3000) into A. FANS recurring buyers, B. WARM LEADS (<6m), and C. COLD CONTACTS (<12m)
2. Create specific 45 sec explainer video & CTA for each group
3. Mail out and monitor click throughs / signups

Learning / Success Measure

20-50% uplift in registrations (average 18 per campaign)

TECH BLUE CHIP

★ Mom Test Customer Interview

★ Mafia Offer

★ Split Test

HMW ... launch a 'kit and space' subscription per user offer?

Assumption / Hypothesis

The mid-market is ready for a true hybrid working, IT & Facilities subscription-based model

If we develop a first level offer and 'MOM-test' potential pricing structures with six warm buyers, then we could learn optimal launch pricing and convince one of them to do a pilot

Experiment name

Get a pilot over the line

Length

8 weeks

Action Steps

1. Consolidate the offer (4 weeks)
2. Run customer interviews - pricing focus
3. Refine and package
4. Look to engage for a pilot

Learning / Success Measure

We have a first version offer, tested from 8 complete interviews and have one pilot agreed to go

**One thing that
could make a dent /
drive progress**

**Not a full solution to
your entire problem /
achieve your goal**

HMW...
~~~~~  
~~~~~...?

Experiment Name

Explanation/Hypothesis

Action Steps

-
-
-

Success Criteria

Experiment length

**All experiments start with a
theory or hypothesis you
want to test**



We believe X...

**If we do Y then we
should see Z**



We believe US is our highest potential next market.

If we can secure 1 retail partner in NY then we can expand from that footprint



**Our assumption is that IT managers
want visibility into their fleet**

If we split test two dashboard variants
with 10 users **then we'll** prioritise our
roadmap, build our value prop **AND**
sell a pilot!



So...



WHERE WE'RE GOING...

HMW ... drive 50% more registrations from our mailing list?



Assumption / Hypothesis

Upsell webinars are working, but not well attended enough.

If we segment our mailing list to three personas and target content at them with a super easy ask / micro-commitment then we should see an uplift in reg's

Experiment name

Compelling content to capture

Length

6 weeks

Action Steps

1. Break our list (c.3000) into A. FANS recurring buyers, B. WARM LEADS (<6m), and C. COLD CONTACTS (<12m)
2. Create specific 45 sec explainer video & CTA for each group
3. Mail out and monitor click throughs / signups

Learning / Success Measure

20-50% uplift in registrations (average 18 per campaign)

Guidance on writing a good one

- 1. Get a sharp hypothesis (if we, then we) and the plan will look after itself**
- 2. Focus on testing something in the market... engage (potential) customers!**
- 3. If struggling with 6wk limit, ask "what could a smaller / first slice of this look like?"**

So you're going to...

1. Take your HMW

2. Write a hypothesis

3. Suggest what actions would get you started with an experiment

4. Define specifically the result / learning you're looking to achieve

5. Set the timeframe & Name it!

HMW ... drive 50% more registrations from our mailing list?

Assumption / Hypothesis

Webinars are working, but not well attended enough.

If we segment our mailing list to three personas and target content at them with a super easy ask / micro-commitment then we should see an uplift in reg's

Experiment name

Compelling content to capture

Length

6 weeks

Action Steps

1. Break our list (c.300) into A. FANS recurring buyers, B. WARM LEADS (<6m), and C. COLD CONTACTS (<12m)
2. Create specific 45 sec explainer video & CTA for each group
3. Mail out and monitor click throughs / signups

Learning / Success Measure

20-50% uplift in registrations (average 20 per campaign)



Share and Read

- a) Silently read through each others GE's
- b) Add questions / ideas as post-its

TOGETHER ALONE

5m



Experiment Name
Compelling content to capture

Explanation Hypothesis
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

Action Steps

1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

Success Criteria
20-50% uplift in registrations (average 20 per campaign)

Experiment length
6 weeks

~~~~~

~~~~~

Experiment Name
Compelling content to capture

Explanation Hypothesis
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

Action Steps

1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

Success Criteria
20-50% uplift in registrations (average 20 per campaign)

Experiment length
6 weeks

~~~~~

~~~~~

~~~~~

**Experiment Name**  
Compelling content to capture

**Explanation Hypothesis**  
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

**Action Steps**

1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

**Success Criteria**  
20-50% uplift in registrations (average 20 per campaign)

**Experiment length**  
6 weeks

~~~~~

~~~~~



# Discuss

Discuss and clarify anything that needs more diving into

10m



**Experiment Name**  
Compelling content to capture

**Explanation Hypothesis**  
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

**Action Steps**

1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

**Success Criteria**  
20-50% uplift in registrations (average 20 per campaign)

**Experiment length**  
6 weeks

NNNNN

NNNNN

**Experiment Name**  
Compelling content to capture

**Explanation Hypothesis**  
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

**Action Steps**

1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

**Success Criteria**  
20-50% uplift in registrations (average 20 per campaign)

**Experiment length**  
6 weeks

NNNNN

NNNNN

NNNNN

**Experiment Name**  
Compelling content to capture

**Explanation Hypothesis**  
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

**Action Steps**

1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

**Success Criteria**  
20-50% uplift in registrations (average 20 per campaign)

**Experiment length**  
6 weeks

NNNNN

NNNNN







MILLIONAIRE









**Together,  
Alone!**





# Read and Write

- a) Silently read through each others GE's
- b) Add questions / ideas as post-its

TOGETHER ALONE

5m



**Experiment Name**  
Compelling content to capture

**Explanation Hypothesis**  
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

**Action Steps**  
1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)  
2. Shape hooks, content & specific ask for each segment  
3. Mail out and monitor click throughs

**Success Criteria**  
20-50% uplift in registrations (average 20 per campaign)

**Experiment length**  
6 weeks

~~~~~

~~~~~

**Experiment Name**  
Compelling content to capture

**Explanation Hypothesis**  
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

**Action Steps**  
1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)  
2. Shape hooks, content & specific ask for each segment  
3. Mail out and monitor click throughs

**Success Criteria**  
20-50% uplift in registrations (average 20 per campaign)

**Experiment length**  
6 weeks

~~~~~

~~~~~

~~~~~

Experiment Name
Compelling content to capture

Explanation Hypothesis
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

Action Steps
1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

Success Criteria
20-50% uplift in registrations (average 20 per campaign)

Experiment length
6 weeks

~~~~~

~~~~~


Discuss

a) Discuss and clarify anything that needs more diving into

10m



Experiment Name
Compelling content to capture

Explanation Hypothesis
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

Action Steps

1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

Success Criteria
20-50% uplift in registrations (average 20 per campaign)

Experiment length
6 weeks

NNNNN

NNNNN

Experiment Name
Compelling content to capture

Explanation Hypothesis
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

Action Steps

1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

Success Criteria
20-50% uplift in registrations (average 20 per campaign)

Experiment length
6 weeks

NNNNN

NNNNN

NNNNN

Experiment Name
Compelling content to capture

Explanation Hypothesis
If we segment our list to three personas, target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks

Action Steps

1. Break our list (c.300) into A. recurring, B. warm (<6m), and C. cool (<12m)
2. Shape hooks, content & specific ask for each segment
3. Mail out and monitor click throughs

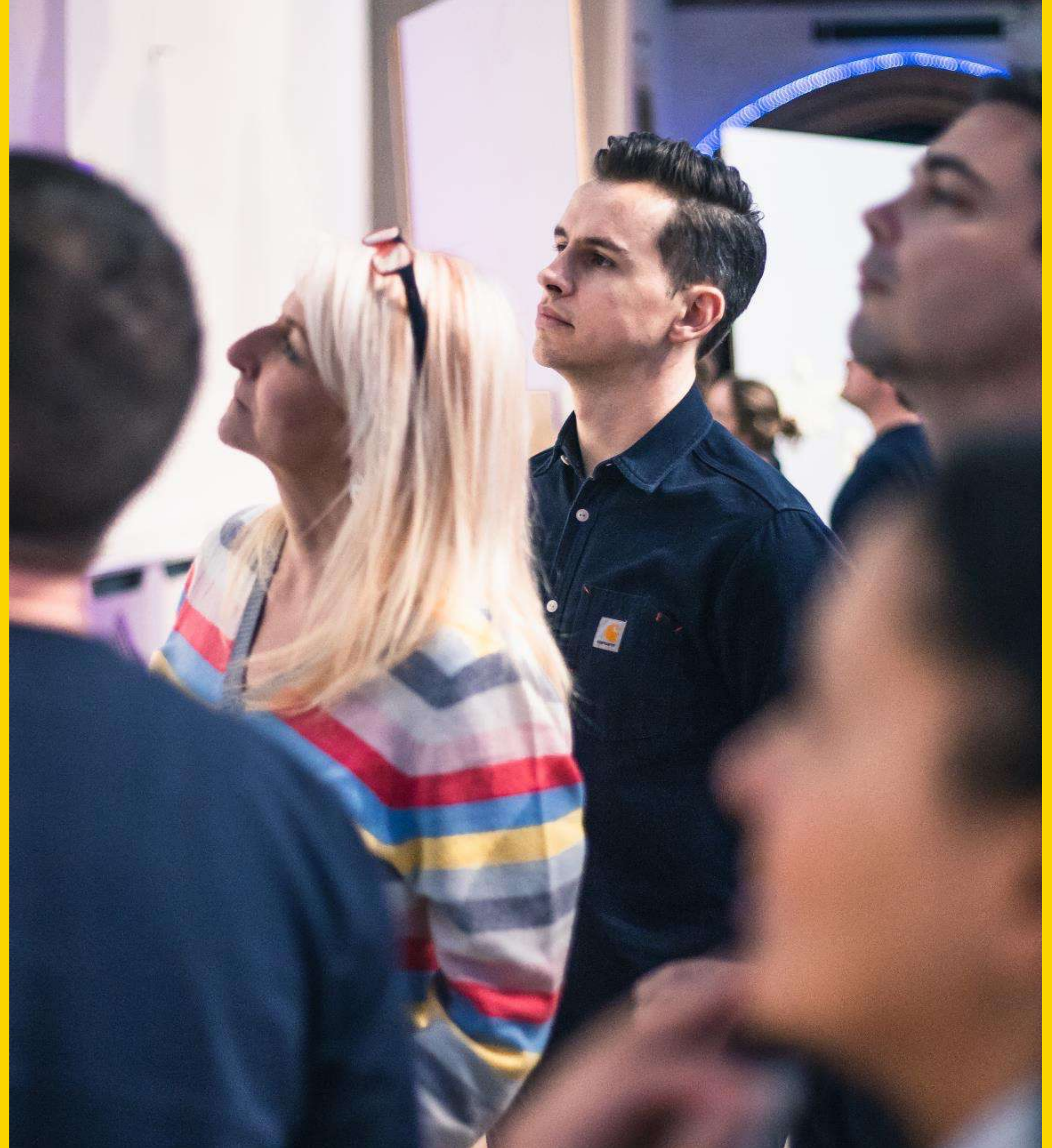
Success Criteria
20-50% uplift in registrations (average 20 per campaign)

Experiment length
6 weeks

NNNNN

NNNNN

Clarify & Commit



0

Sprint Question / Lens

1

Goals &
Grid

2

The Boat

3

Lightning
Demos

4

Growth
Experiments

5

**Clarify &
Commit**

Sprint Question

Which 3-6wk experiments would most help us **accelerate progress with** international customers?

4

Plan

1. Assign an owner
2. Agree the first couple of actions to get started
3. Get a date and time in the diary to review progress.

Experiment

Who's Leading

First Actions

When do we check progress?

| Experiment | Who's Leading | First Actions | When do we check progress? |
|------------|---------------|---------------|----------------------------|
| | | | |

0

Sprint Question / Lens

1

**Goals &
Grid**

2

**The Boat &
HMW**

3

**Lightning
Demos**

4

**Growth
Experiments**

5

**Clarify &
Commit**

Taking it all back





**Sessions like this
can be great...**



BUT

**...Implementation
is hard!!!**

Three critical questions we can't leave without answering

Who's gonna co-ordinate experiments being done?

What EXACTLY does getting going look like?

When will we review and iterate from what we learn?



Someone who...

1. Cares

2. Is organized

**3. The team will support in
making things happen**



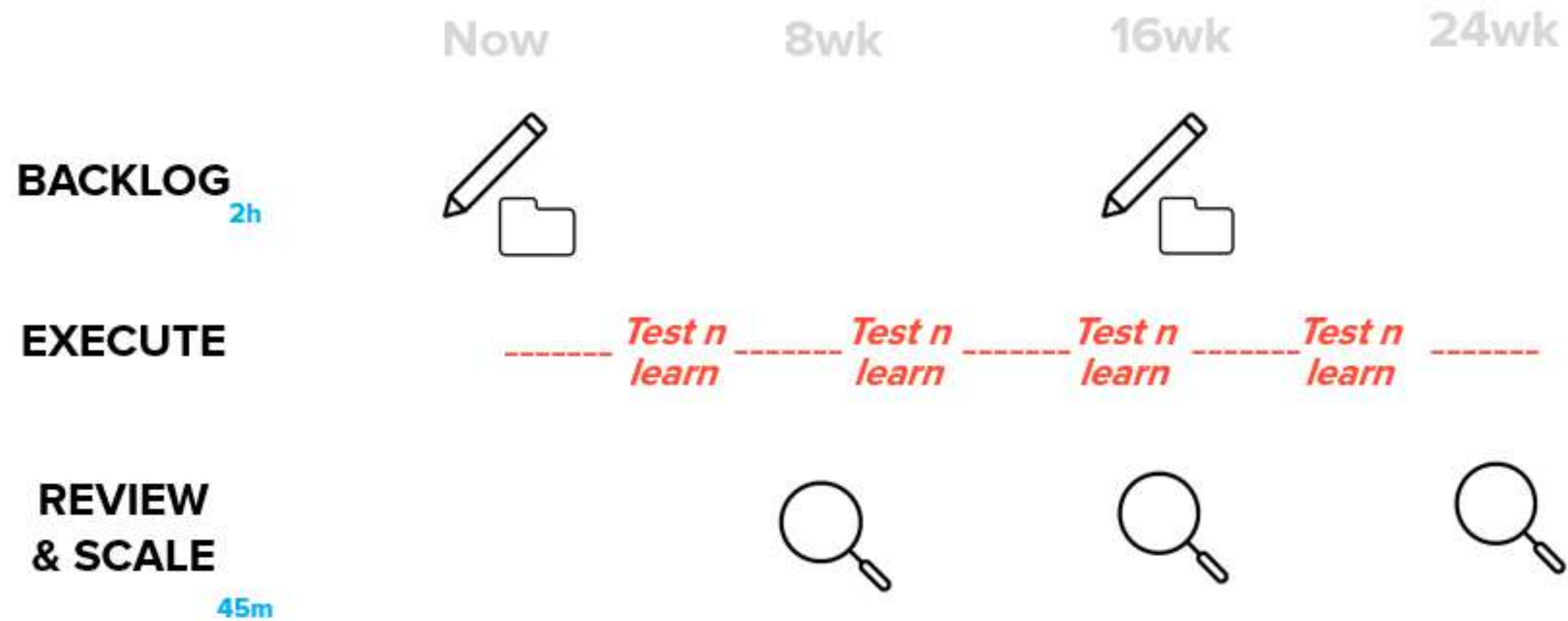
Getting started TOMORROW

What's the phone call that needs to be made?

... the meeting that needs to be booked?

... the software that needs to be purchased?

What we REALLY want...



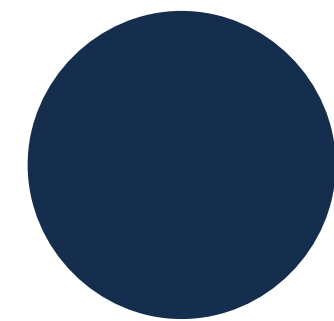
3



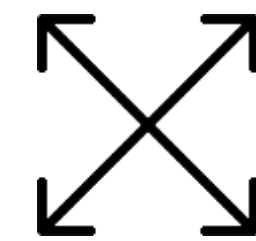
45m

Review every 8 weeks

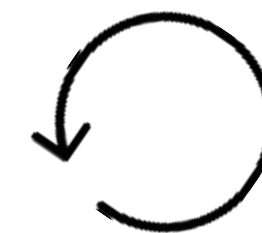
- **What's happened?**
- **What have we learned?**



Which experiments do we...



Scale / Double down

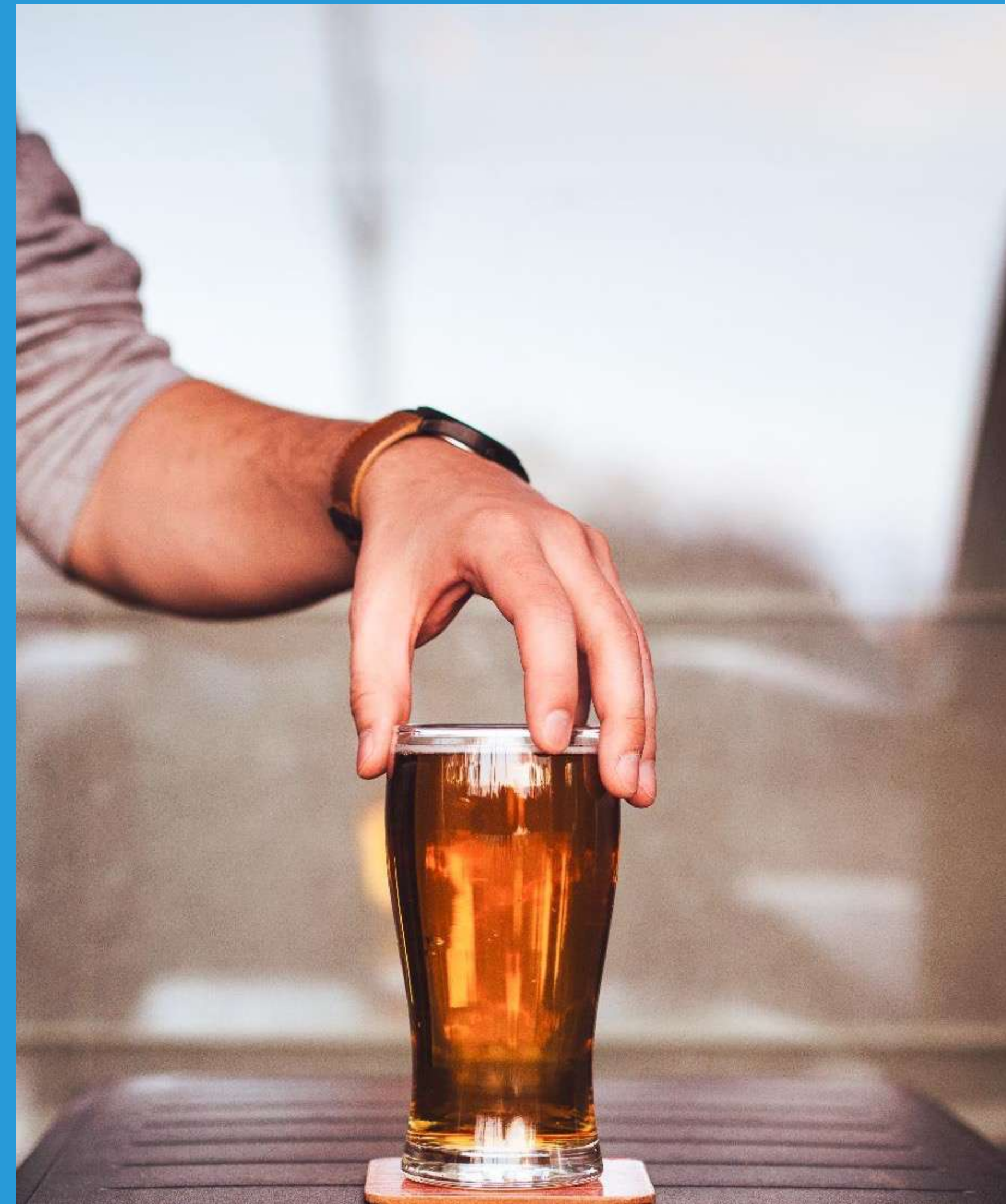


Restart / Tweak



Shelve / Bin

**Celebrating completion...
even on failure**



Let's bring this into land



0

Sprint Question / Lens

1

**Goals &
Grid**

2

**The Boat &
HMW**

3

**Lightning
Demos**

4

**Growth
Experiments**

5

**Clarify &
Commit**

Elevated questions

Intentional Experiments

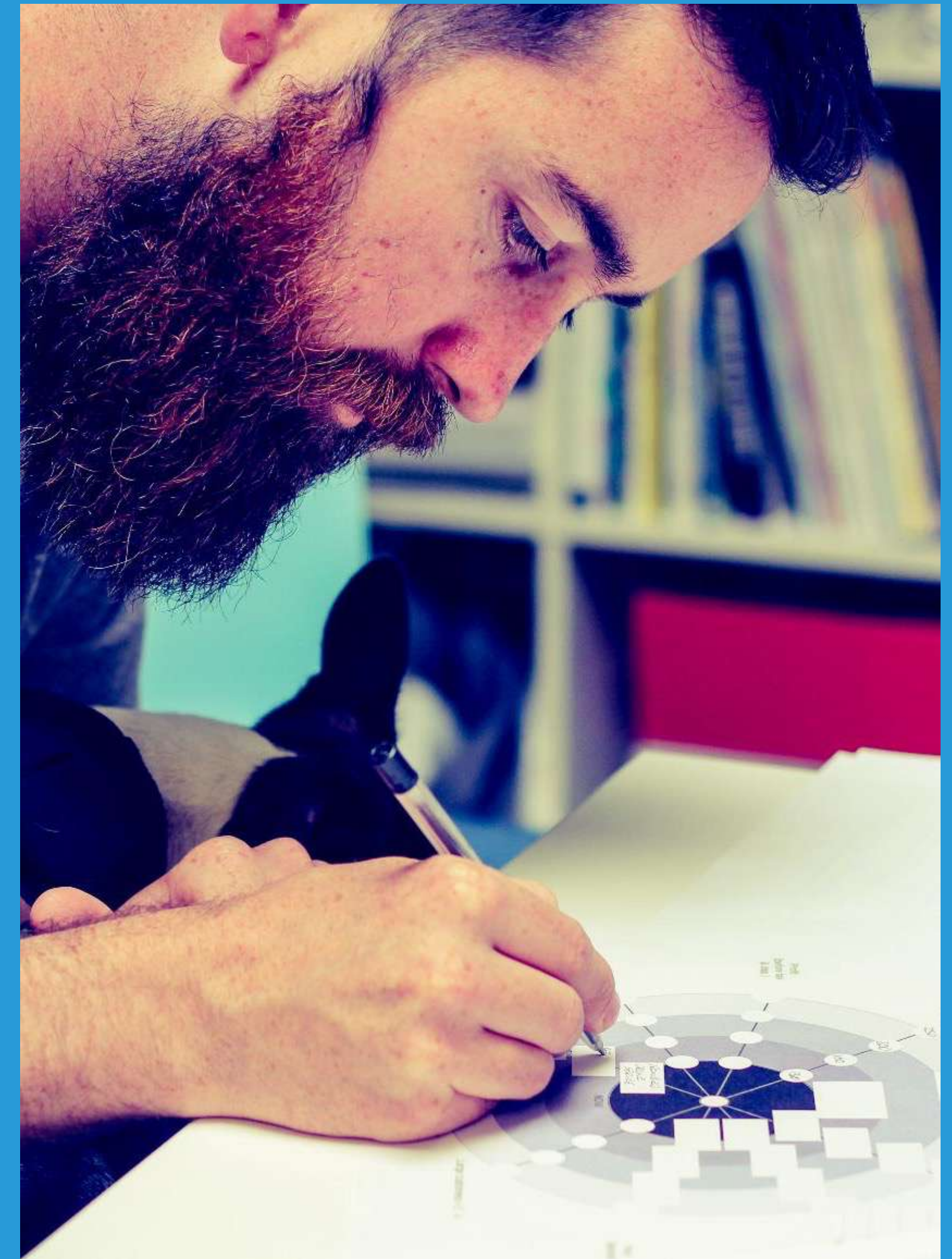
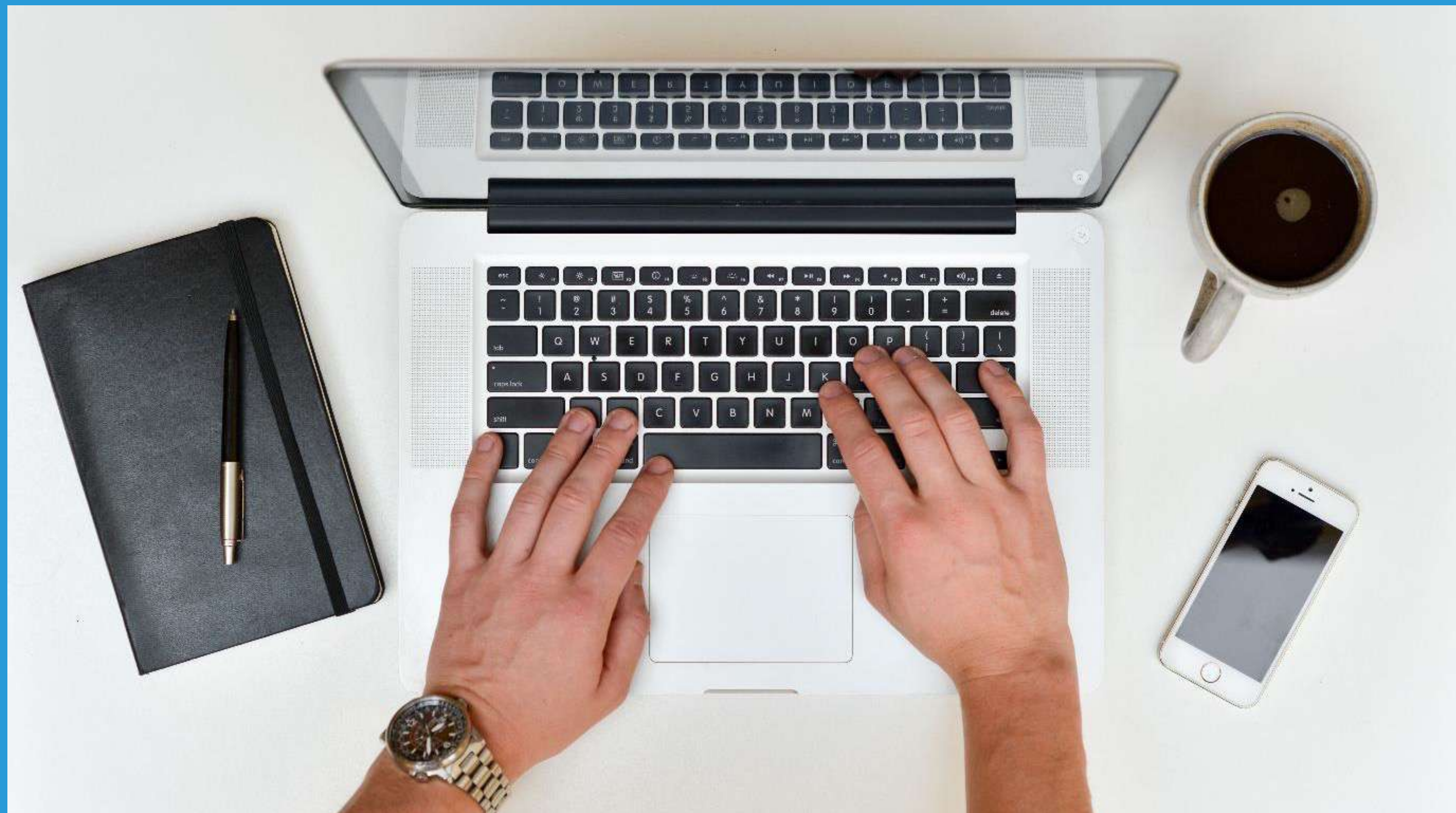
Rapid Progress





**Vision
always
outstrips
capacity**

You will get a resource pack with
ALL the slides



10 teams

297 post-its

182 slides

21 experiments

79 red dots

5 Growth Hub
partners

66 cupcakes



**GM Business Growth Hub
Workshop/Programme Feedback
Form**



Closing Thoughts

Ishan Duttar

Global Scale-Up Support

 GM Business
Growth Hub



rebecca@muchclearer.com



sean@muchclearer.com



Thank you