Growing a Human-Scale Consumer Service

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Twitter Growth
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Agenda

- Growth-oriented development ethos
- Initial conditions to consider
- Defining the core objective(s)
- User state model
- Fundamental dynamics
- Tooling for growth
Growth-oriented development ethos

Data-Informed Product Development

Some general principles:

• Not everything of value can be measured (much of the value we create can not be measured)
• If something can be measured, it should be (measuring the measurable is better than speculating about it)
• Many decisions will involve weighing metrics vs other values (and that's OK)
Initial conditions to consider

- Patient-zero scenario
- Critical mass
- Scale vs. value
- Juice vs. essence
- Timing of growth efforts
Defining the core objectives

• Basic units of value for the business
  • Users
  • Actions
  • Data
  • Revenue
Model #1: user states

- Define “accumulator” states
- Define what a high value user is (we call them core)
- Identify purely transitory states (New & Resurrected)
- Valuable “slices” by country and device
## Fundamental dynamics

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speed &amp; Reliability</td>
<td>Each of these can be captured in 1-3 metrics</td>
</tr>
<tr>
<td>Top of Funnel</td>
<td>Clarify which lever(s) each project is expected to impact</td>
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<tr>
<td>Activation Rate</td>
<td>Build capability to understand the impact of an effort on each lever</td>
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<tr>
<td>Churn Rate</td>
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<tr>
<td>Engagement</td>
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Tooling for growth

- Fast/flexible data pipeline
- Modeling to understand high order bits
- Understanding background noise
- A/B testing framework
- Connecting tests to short-run metrics
- Connecting data across devices
Questions?

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