GrowthHackers

The State of Growth

REPORT 2022

A full report on how teams grow with experimentation

Partners:

BREAKOUT GROWTH

GROWTH BLAZERS

Product Led Hub.

Summary

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Introduction

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THE STATE OF GROWTH REPORT 2022

The State of Growth

The State of Growth is in its third edition, this time digging deeper into the culture, process, and results achieved with business experimentation.

Rigorous testing of ideas is at the very core of business growth, and we asked 236 businesses to share with us the ins and outs of their testing.

This research was conducted via survey from January to April of 2022, and distributed to GrowthHackers Community members, and through our partners GrowthBlazers, Growth Lab, and Breakout Growth.

Access on **growthhackers.com/the-state-of-growth-2022**

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What you will find

- **People and Culture**
- **Objectives and Metrics**
- **Growth Process**
- **Results and Success**

Created by

GrowthHackers

Partners

BREAKOUT GROWTH

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Product Led Hub.

What is Growth?

Before we dig into the results of our survey, we would like to first clarify what growth hacking is. In a nutshell, growth hacking is a methodology focused on unlocking business growth through an experimentation framework.

While the details of how it is implemented vary somewhat from company to company, the core elements of the method, as described in Hacking Growth (Sean Ellis and Morgan Brown) are:

- The creation of a **cross-functional** team or multiple teams, breaking down departmental silos and combining talents;
- The use of data analytics to gain **insights into user behavior** and preferences;
- The **rapid generation and testing of ideas**, and the use of rigorous metrics to evaluate and then **act on those results.**

- IS NOT just a marketing function
- IS NOT a loner growth hacker's job
- IS NOT based on back-door tactics to cheat existing platforms
- IS NOT the search for one magical hack for instant sucess

A rigorous process of testing ideas

Hacking Growth Book
Sean Ellis and Morgan Brown

"A core mandate for growth teams is to find every last bit of growth potential through a laserlike focus on continuous testing of lots of tweaks to a product, its features, the messaging to users, as well as the means by which they're acquired, retained, and generate revenue."

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People and Culture

In this section of our report, we explore how growth teams are structured, the main skills and challenges of growth professionals, and how the culture of experimentation is present in the working environment of our respondents.

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Team Size

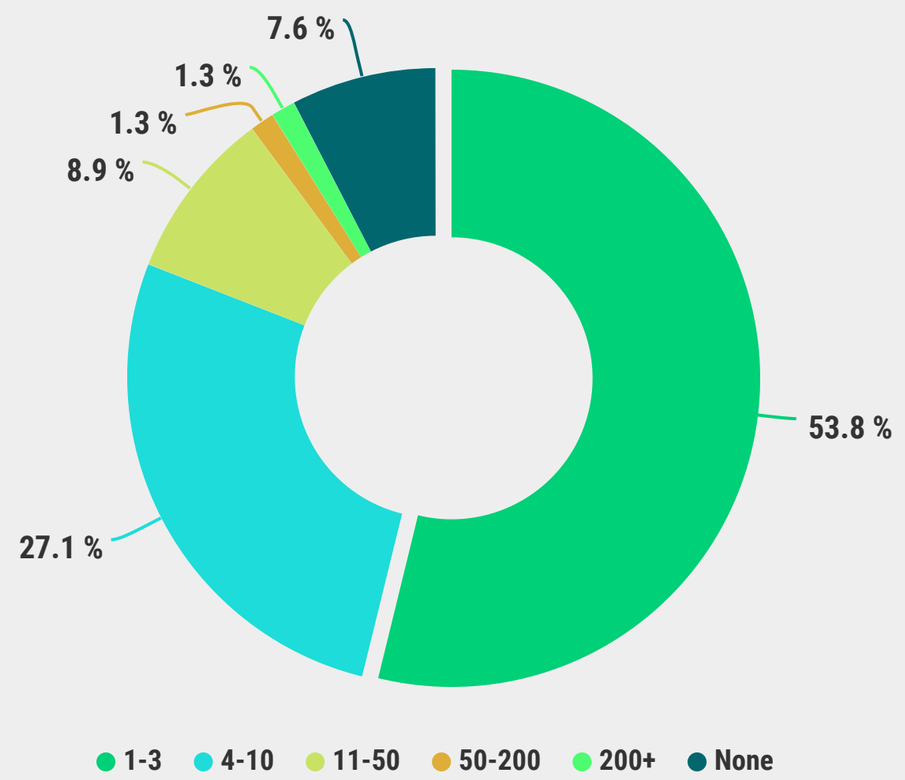
The majority of teams dedicated to experimentation are compact.

More than half (53,8%) is composed of 1-3 people only, while 27% have 4-10 professionals. Experimentation squads with 50+ members are only 2,5% of the total respondents.

This scenario doesn't change much even when we compare small and medium businesses: 75% of companies with up to 10 employees have experimentation teams of up to 3 people, while 72% of companies between 201 and 1000 employees have up to 10 people on their experimentation teams.

Only organizations with over 1000 employees have a more significant number of professionals working on experimentation roles: 31.25% have between 11 and 50 people on their teams.

Experimentation team size



81% Of experimentation teams have up to 10 people working on them.

2,5% Of respondents work in experimentation squads with 50+ members.

Team Structure

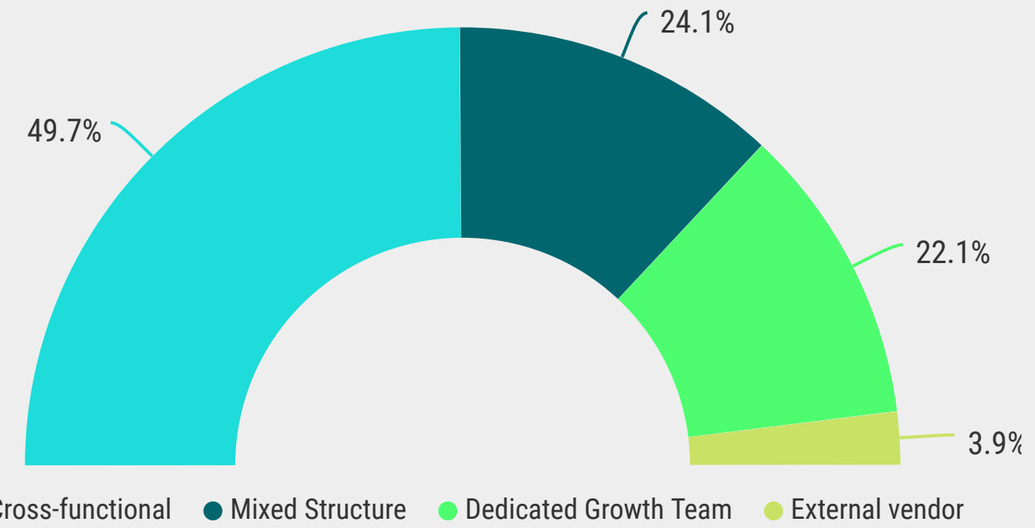
Not every company can have a full-time dedication to growth-related tasks.

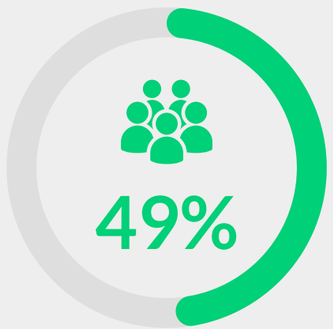
Cross-functional teams - where people from different areas allocate only part of their time to growth - are the most common reality for almost half of the respondents (49,75%).

Another 24% say their work environment consists of a mixed structure, where some professionals are dedicated solely to growth and some only partially, having to share their time between tasks from other areas of the business.

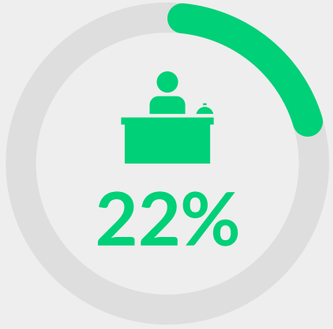
Only 22% of the companies have a dedicated growth team, and 3,9% have an external agency or consultant to lead their growth processes.

Team Structure





of growth teams are cross-functional



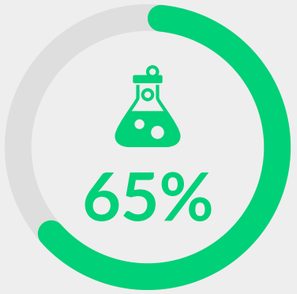
of companies have a dedicated growth team

Perception of Importance

We asked the respondents to rate from 1 to 5 how important experimentation is to the company in their opinion, and 35% of them considered it to be very important, rating 5, while 30% rated 4 out of 5. Around 14% rated 1-2.

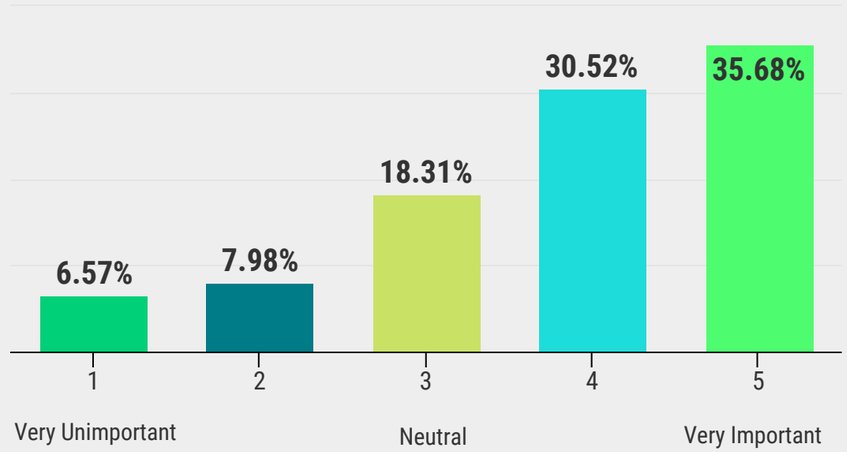
Professionals from Real Estate, Agency / Consultancy, Logistics, Manufacturing, and Utilities were the ones who most considered experimentation to be important for their businesses, all rating an average of 4 and above.

Meanwhile, the Public Sector rated the experimentation process the least important: its average was 2.

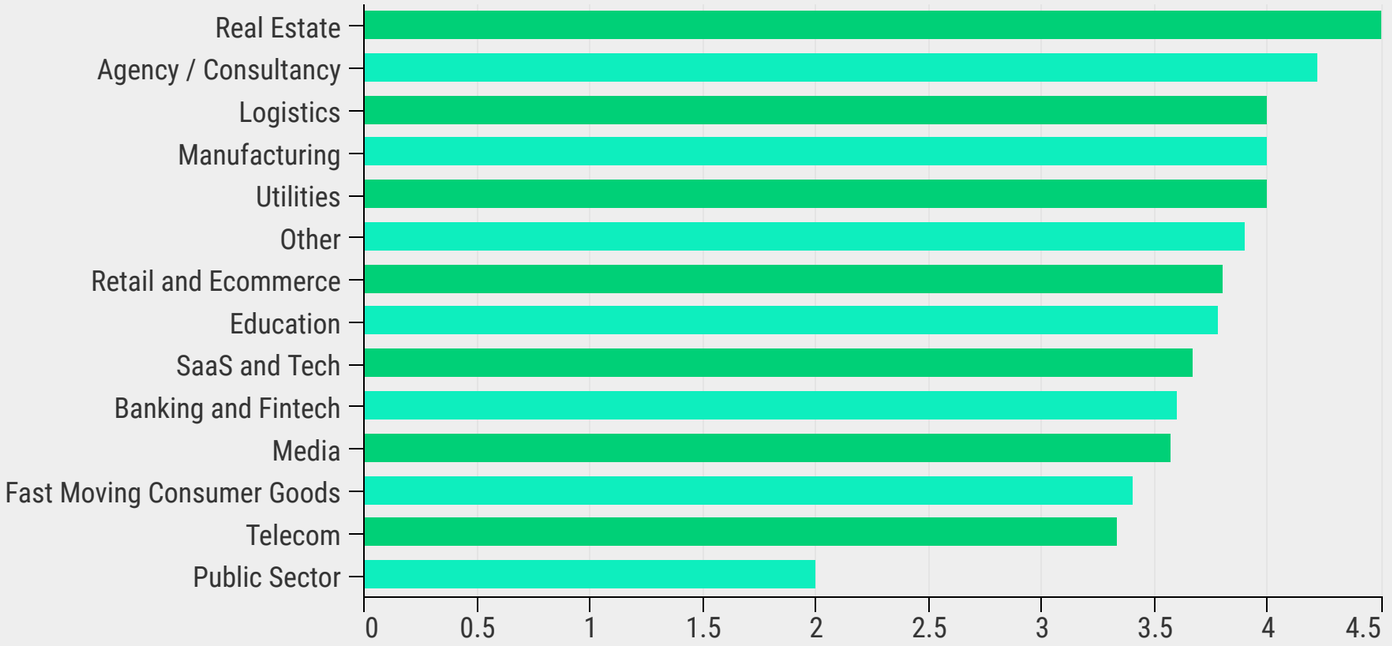


of respondents consider experimentation to be important or very important to their company

How important is experimentation to the company, in your opinion?



Average Rating of Importance Per Industry

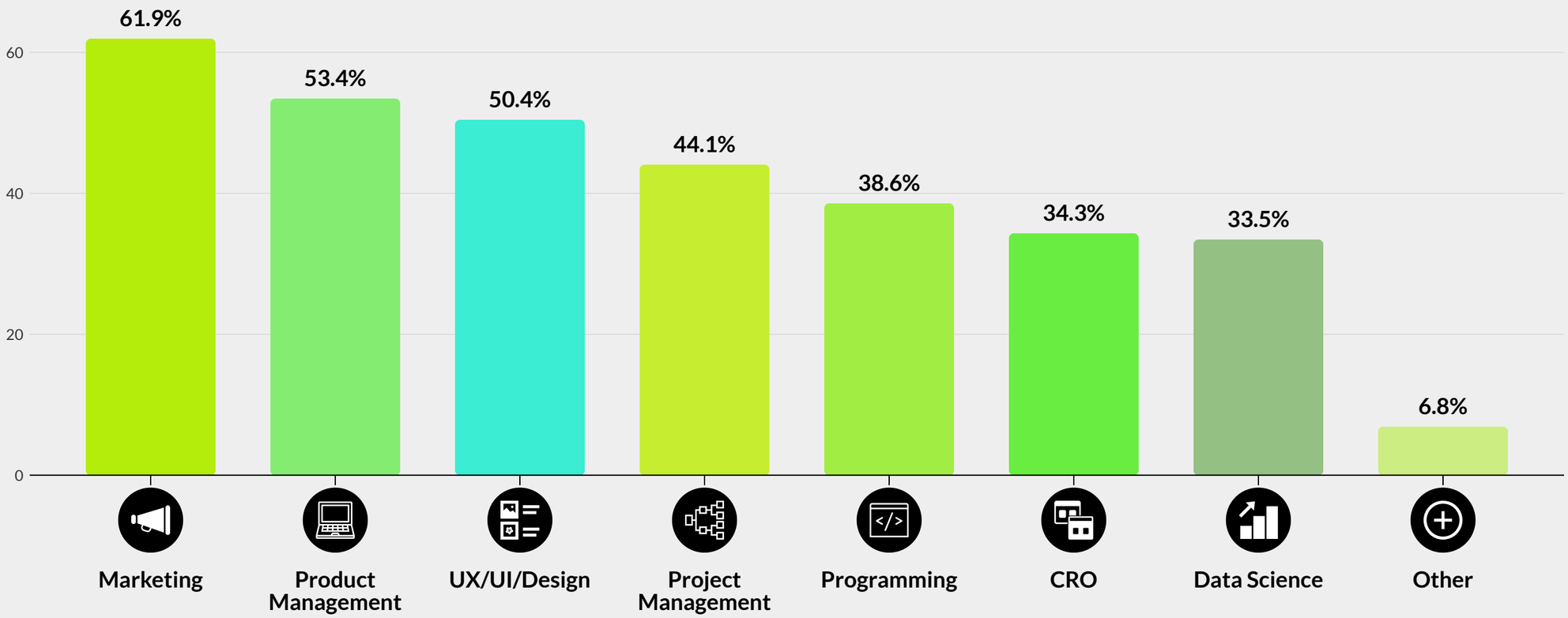


Skills and Training

To understand how growth teams are composed and function, we have asked **what skills they have among their members.**

Almost 62% of respondents indicated Marketing, followed by Product Management (53%), UX/UI/Design (50%), Project Management (44%), Development/Programmer (38%), CRO (34%), and Data Science (33%).

Team Skills

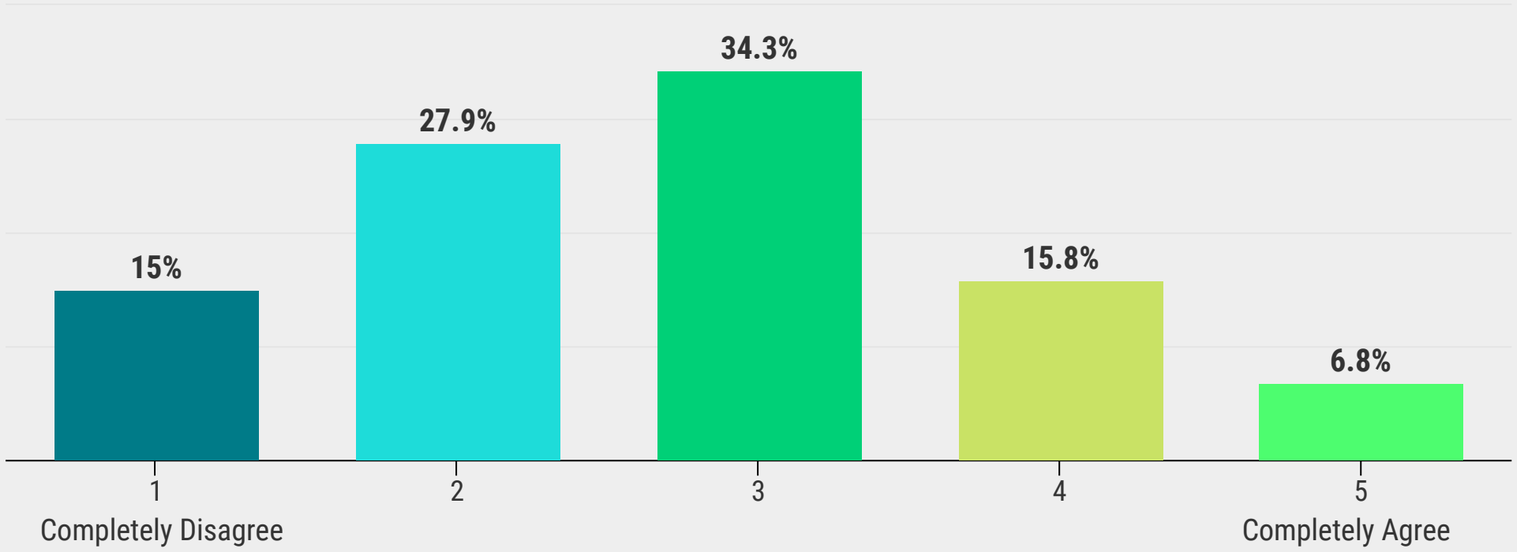


Skills and Training

Respondents were also questioned about if they feel their growth teams receive appropriate **training on the skills required for a successful experimentation program**, to which they rated an average of 2.7 out of 5, with 77% of them agreeing at some level that their companies do not provide enough training.

Professionals from Manufacturing, Real Estate, and Agency / Consultancy were the ones who most considered they receive appropriate skill training, all rating an average of 3.2 and above. Meanwhile, Public Sector and Telecom were the industries that rated their training the lowest: their average was 2 and 2.3, respectively.

Do you feel your team receives appropriate training?



Challenges

We have asked respondents to order the main challenges they face in their experimentation initiatives from the most to the least important ones, in their own personal opinion.

The options that were ranked the highest importance on average were ‘Prioritizing what to test', followed by ‘Having ideas backed on data’, ‘Analyzing experiments data’, ‘Keeping testing consistency’, and ‘Getting a company-wide adoption and understanding’.

'Prioritizing what to test' was ranked the highest on average regardless of company size, with slightly higher importance in companies with up to 10 employees (avg, 3.32). 'Having ideas backed by data' was also a little more important to companies of that size (avg 3.34). By contrast, the larger organization ranked 'Company-wide adoption and understanding' and 'C-Level Support' higher in importance.

The challenges ranked as least important were ‘Centralizing information from multiple sources/tools/sheets/docs’ and ‘Standardizing the process across the board, with both rankings lower among smaller organizations.

What are the main challenges in your experimentation program?

#1	Prioritizing what to test	Avg. Position 3.52
#2	Having ideas backed on data	Avg. Position 3.65
#3	Analyzing experiments data	Avg. Position 4.37
#4	Keeping testing consistency	4.7
#5	Company-wide adoption and understanding	5.09
#6	Reporting on results	5.2
#7	Team training	6.14
#8	Securing budget	6.36
#9	C-level support	7.04
#10	Keeping track of multiple experiments	8.51
#11	Standardizing the process	8.7
#12	Centralizing Information from multiple sources	8.96

Failing x Learnings

The business culture in most companies is slowly shifting towards a bigger acceptance of the issues that come with an experimentation process.

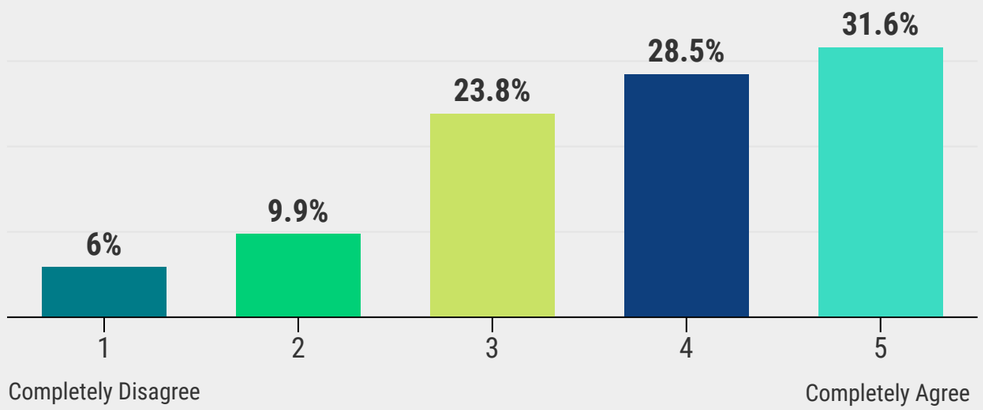
When we look at the test success rate indicated by respondents from the angle of what didn't work, we can see that 65% of respondents admitted to having a test failure rate higher than 50%.

Tests not validating a hypothesis are an inevitable part of the process, and businesses that embrace experimentation should accept that not all experiments will work.

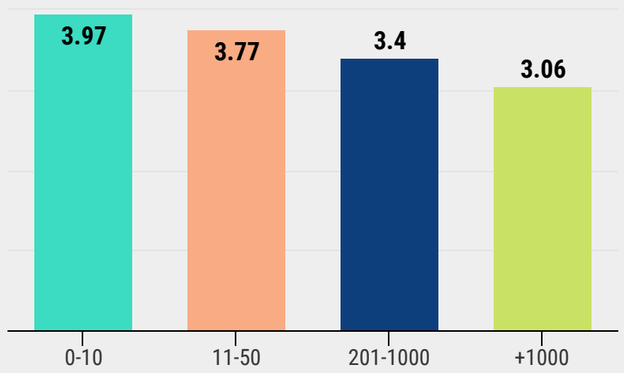
The majority of respondents (60%) fully or partially agree that the company they work for understands that failures are part of the process, while 16% disagreed completely or partially.

This shows that the cultural shift of valuing learning regardless of validating a test hypothesis still has room for improvement, especially among larger companies, where the average score of the agreement was lower.

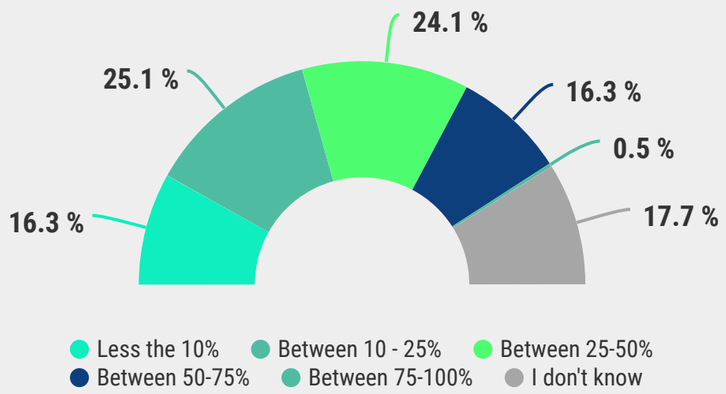
Our business culture understands that having failures is part of the process



Average rating per company size



Test Success Rate



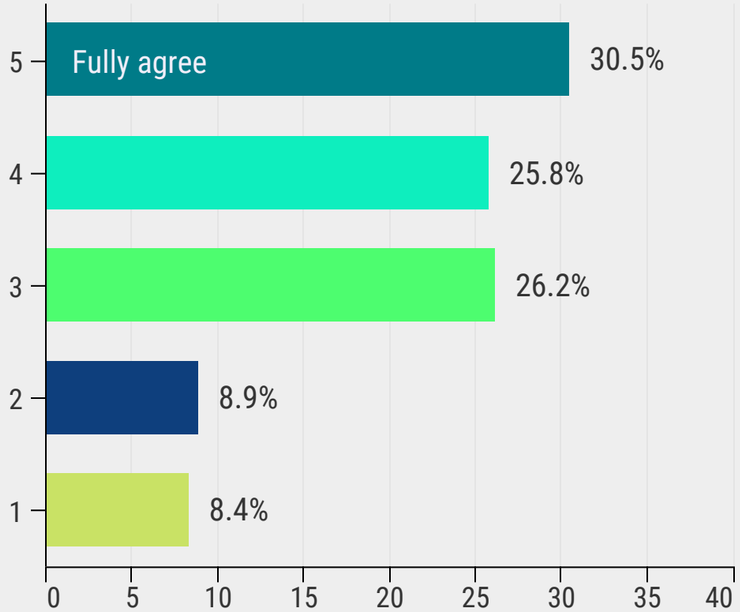
C-Level Support

Having **support for growth and experimentation** from the higher-ups is essential to the flow of the process.

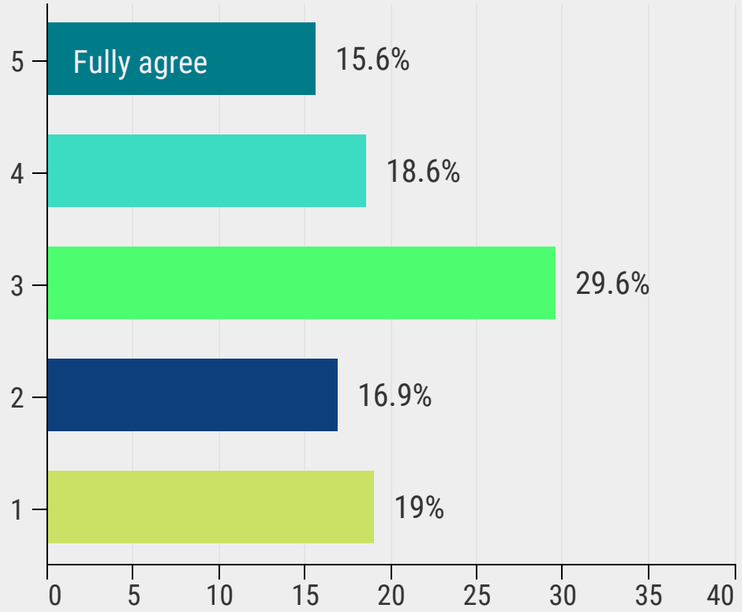
The majority of respondents (56%) agreed that they have the support of an upper management/ hero/ champion for the experimentation initiatives, while 17% disagreed at some level.

When asked if the experimentation program would not be jeopardized if the hero/champion left, the respondents were not very confident. Only 34% believe the project would not be compromised, and 36% said the experimentation's efforts would indeed be put at risk.

We have the support of an upper management/ hero/ champion to our experimentation initiatives



If our champion left, our experimentation program would not be jeopardized



56%

of respondents have the support of an upper management/ hero for the experimentation initiatives

36%

of experimentation projects would be jeopardized if the upper management/ hero left the company.

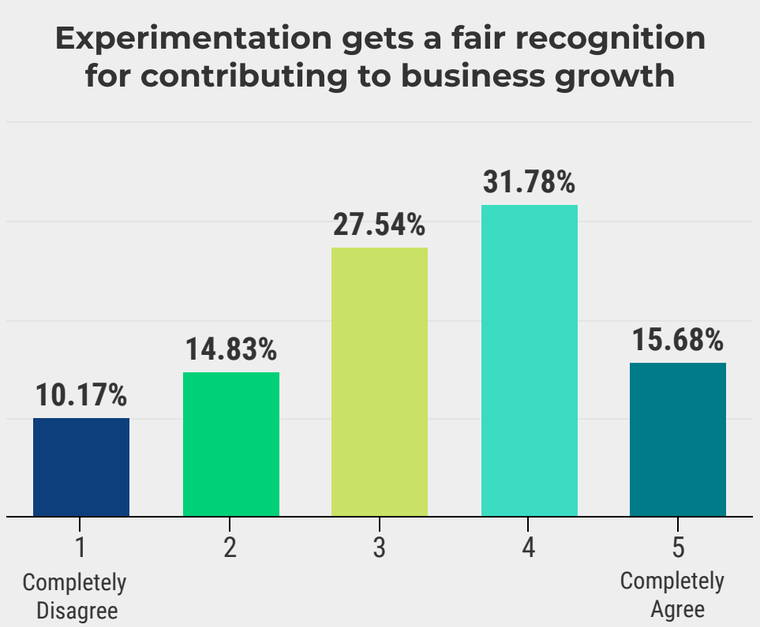
Recognition

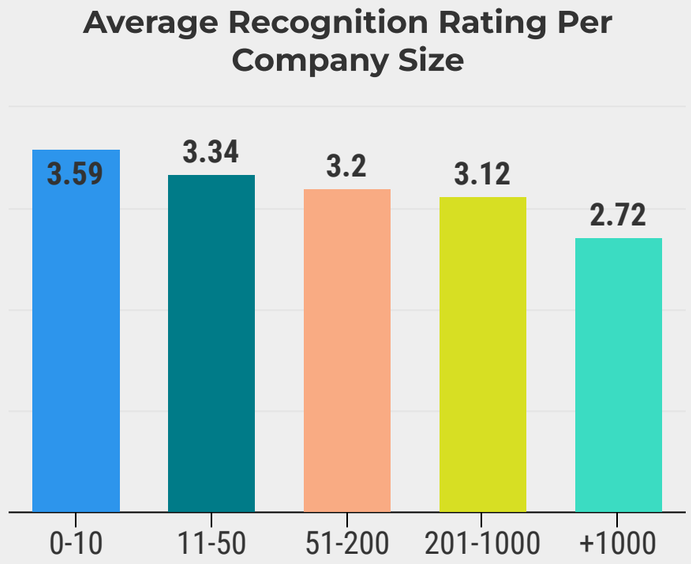
We have asked respondents to rate their agreement to the statement "Experimentation gets a fair recognition for contributing to business growth".

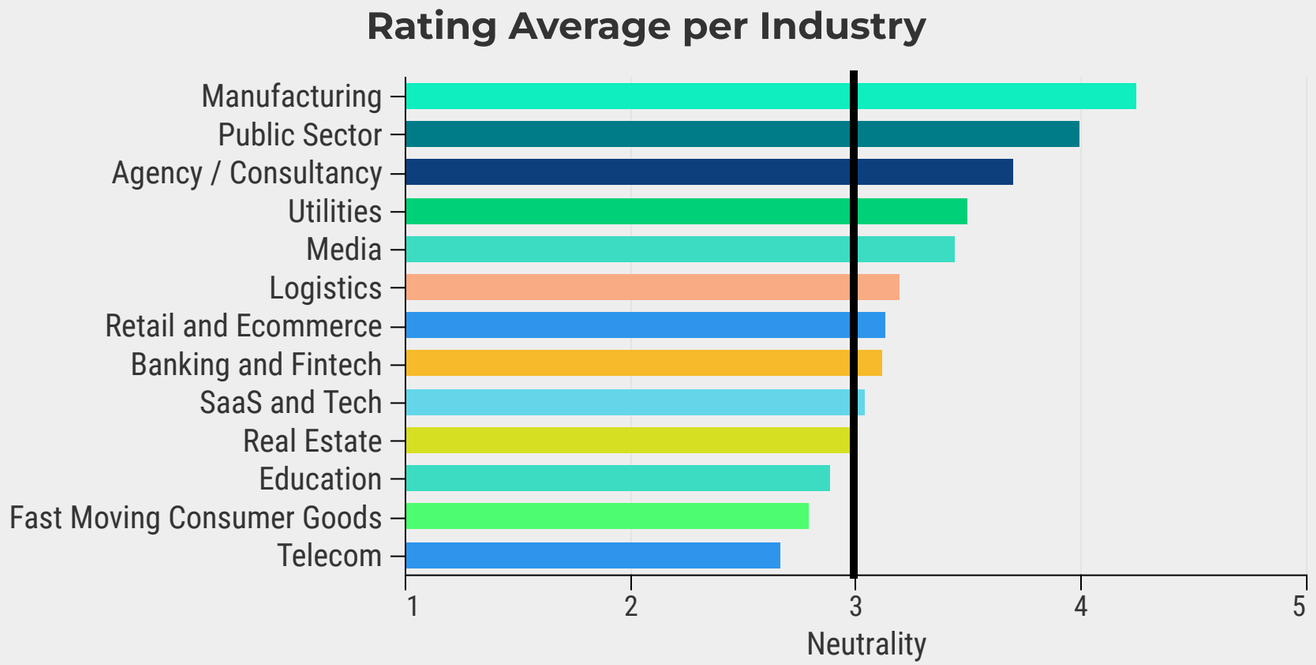
Almost half of the respondents (47%) agreed that **experimentation gets a fair recognition for contributing to business growth**, while 25% still feel that experimentation is not recognized by the companies they work for. Larger organizations tended to agree less than smaller companies about receiving fair recognition.

The highest ratings of agreement were given by companies in Manufacturing, Public Sector, Agencies, Utilities, and Media. Industries such as Education, FMCG, and Telecom tended to disagree.

47% **feel their companies recognize the contribution of experimentation to business growth.**







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Objectives and Metrics

In this section, we explore how growth teams set their objectives and KPIs, the most focused steps of the funnel, and the use of North Star Metrics.

Jessica R.
Growth Manager at a SaaS company

"Testing is encouraged but it still affects our overall KPIs which makes it hard to run tests when we have goals we need to hit."

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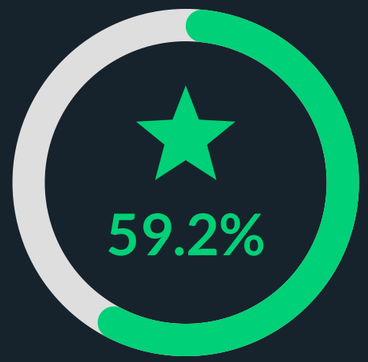
North Star Metric (NSM)

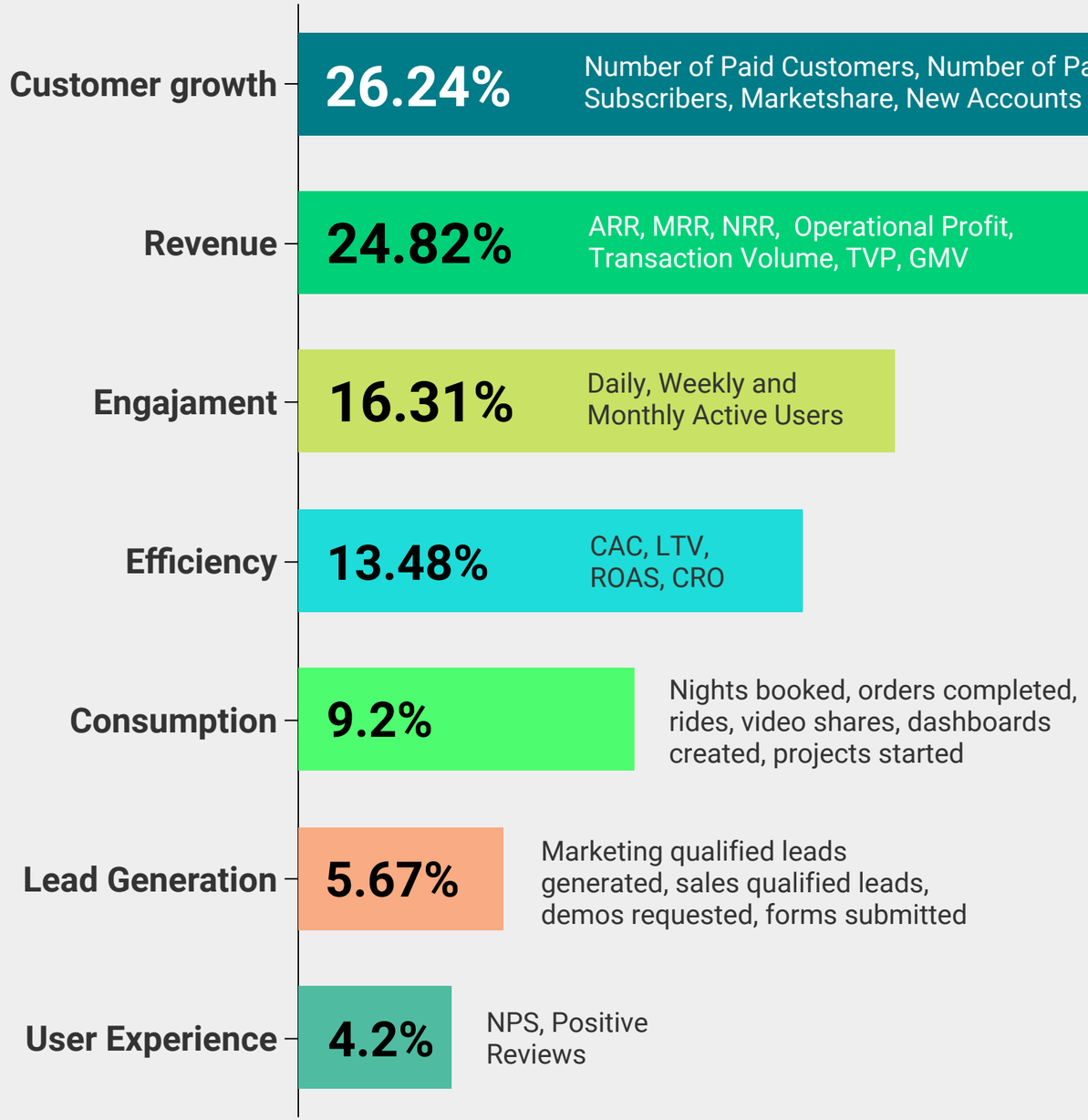
To understand how teams are setting their goals, we have started by asking them about whether or not they are set on a defined North Star Metric, or obsession metric, to help unite their team with a common goal that represents value delivered.

Adoption of an NSM had climbed from 46% in our 2021 research, to 59% in this year's edition. In this year's survey, 23% of respondents do not have a definition of their main metric that symbolizes growth, and 17% said they do not use the NSM concept.



have a defined NSM

Most Common NSM (All Industries)



North Star Metric (NSM)

We wanted to know more about NSM definitions from the group that claimed to have that metric already set.

We had an open question about what their North Star Metric was and we've grouped responses into categories to facilitate understanding.

The most common NSM were related to Customer Growth (26%), Revenue Growth (24.8%), Engagement (16%), and Efficiency (13%).

This indicates that companies are often choosing metrics related to internal results, but not quite connected to the North Star concept of measuring value delivered.

Sean Ellis
Founder at GrowthHackers and author of Hacking Growth

"I define a North Star Metric (NSM) as the single best metric for tracking accumulated user value for a product over a time period."

Most Common NSM

	1	2
SaaS & Tech	Revenue 31,9%	Customer Growth 21.2%
Agency/ Consultancy	Customer Growth 31.2%	Revenue 25%
Banking & FinTech	Customer Growth 30.7%	Efficiency 23%
Retail & E-commerce	Efficiency 30.7%	Revenue 22%
Media	Customer Growth 55%	Revenue 22%
Education	User Experience 33%	Revenue 16%

Objectives and KPIs

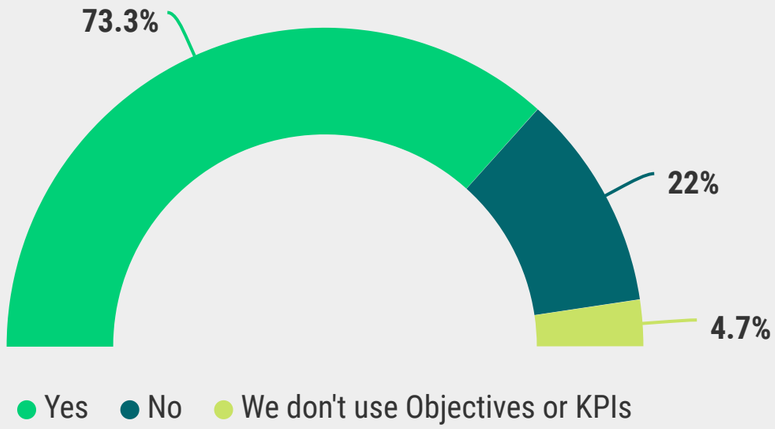
The concept of **objectives and KPIs** has a high adoption rate, with 73% of growth teams claiming to have set clear objectives and KPIs. They are **more often assigned by area** (32% of responses), followed by growth lever (26.7%), and by stage of the funnel (11.9%). One team covers all objectives in 22.8% of the sample.

Not surprisingly, **one team covering all objectives was the most common setup (30.9%) for companies with up to 10 employees**, while a **by-area distribution was the most common choice for other size ranges**, except for 201-1000 employees, where the objective distribution by growth lever was prevalent (40%).

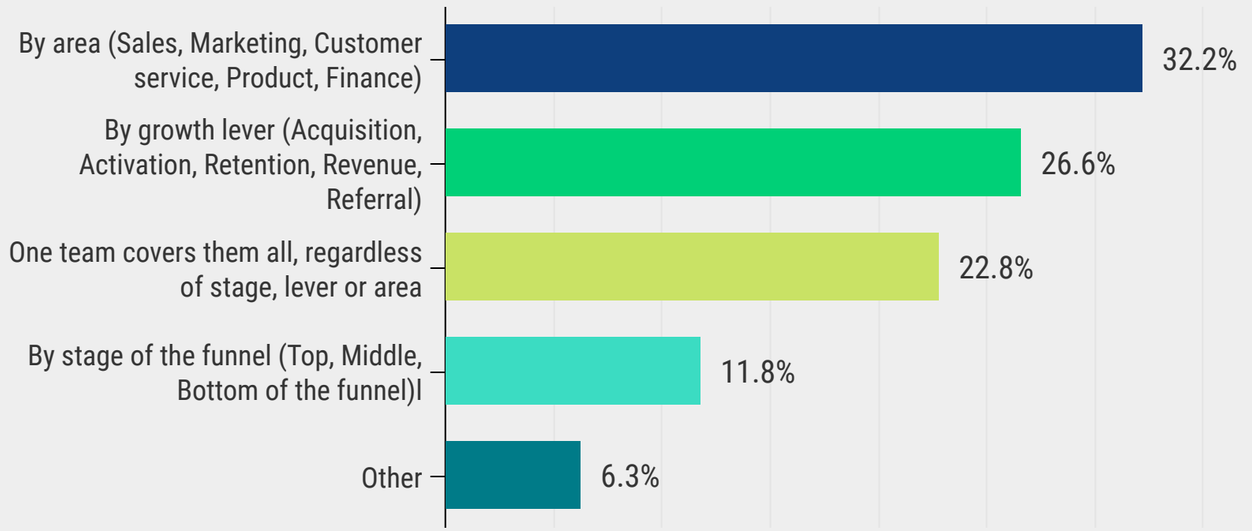
Teams who are new to an experimentation process (less than 6 months) tended to have one team in charge of all growth objectives (31%) or to assign goals by growth levers (28%).

The most common objectives distribution for companies experimenting from 6 months up to 5 years were by area and by growth lever. **Companies experimenting for more the 5 years tended to distribute goals by organizational area (39%)** or to have one team in charge of all growth objectives and KPIs (30.4%).

Does your growth team have clear Objectives and KPIs?



How are objectives assigned?



Focus

We have asked respondents what lever has been their main focus during the last 12 months. More than half have pointed out their main focus was on Acquisition (52%), followed by Activation (17.8%) and Revenue (17.4%).

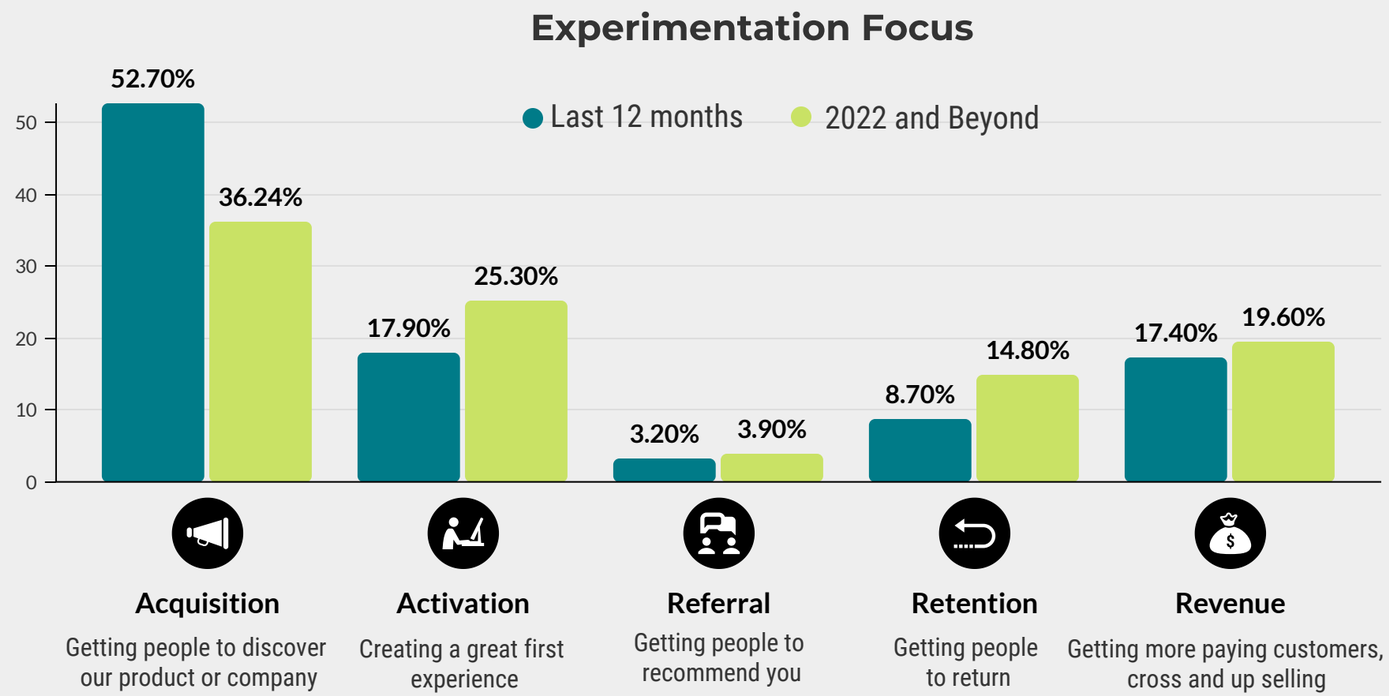
That scenario changes when answering what is their goal going forward into 2022 and beyond. The focus on acquisition drops to 36%, while other levers such as activation, retention, and revenue gain importance.

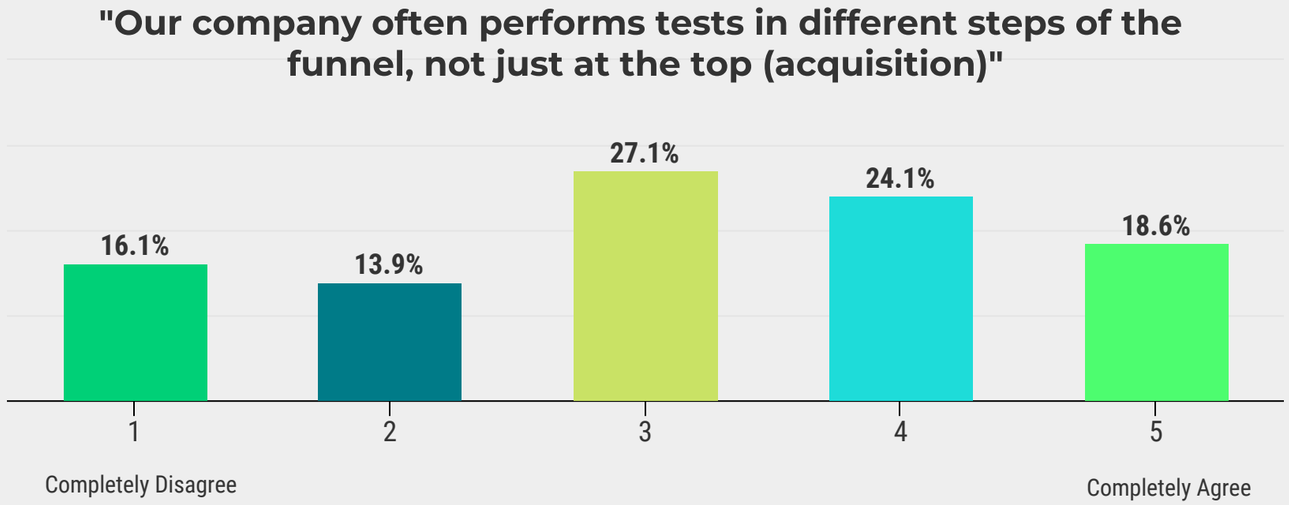
When asked to rate their agreement on whether they perform tests in different steps of the funnel frequently, 42% agreed at some level, while 16% fully disagreed.

52% **of respondents pointed out their main focus was on acquisition over the past 12 months.**

Kristen P.
Head of Growth in a Logistics Company

"My boss (Managing Director) doesn't understand how growth goes beyond sales and marketing into customer onboarding, customer experience, and product development (we're a B2B service). This creates friction and frustration between us about the scope of my role as Head of Growth as we can't align on the definition of "growth"."





Budget

When it comes to budget for experimentation, 30.95% report they had no increase this year in comparison to last year. Budgets are higher for 38% of responders and lower for 11.8%.

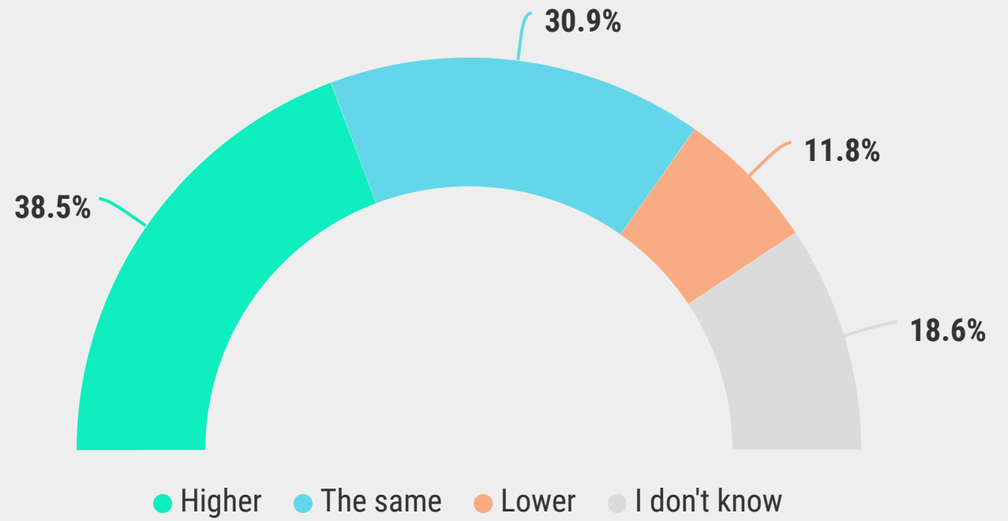
Industries that had more reports of having a higher budget are Agencies, Banking, Retail, and Tech.

Respondents from the Education and Media industries tended to maintain the same or have a lower budget.

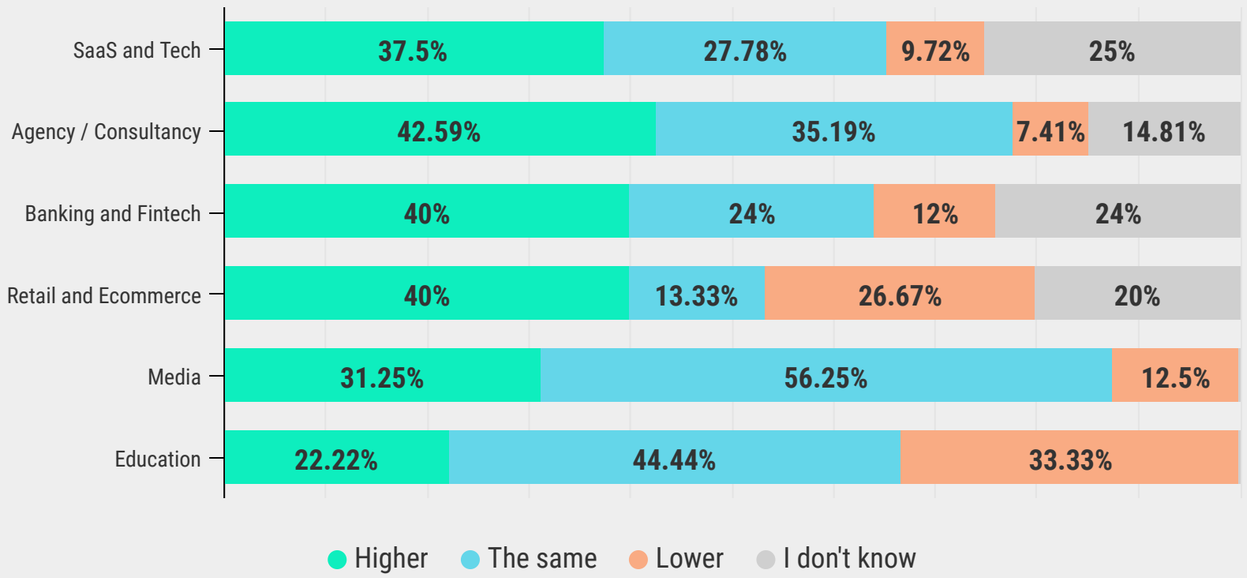
Gloiria S.
Lead Gen Specialist for a Consultancy

"Testing is difficult, when it comes to handling the limited budget for that. It's tempting to invest in things that are already working, and leave aside little to nothing for testing. That's a challenge."

Your budget for running experiments, in comparison with last year



Budget Variation Per Industry



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Process

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To understand how teams run their growth and experimentation operations, we have asked how they perform a series of activities, from insight gathering, ideation, prioritization, and execution of tests, up to analyzing and sharing test results.

Giulia
Marketing and Communications Manager in the Education Industry

"It's difficult, but once you have a method... it changes the company's life!"

Ideation

Almost 80% of respondents said that **anyone, independently of the department or function, can suggest ideas to be tested**, while 16% had ideas suggested exclusively by the growth team, and 3.8% have an external consultant suggesting ideas for experimentation.

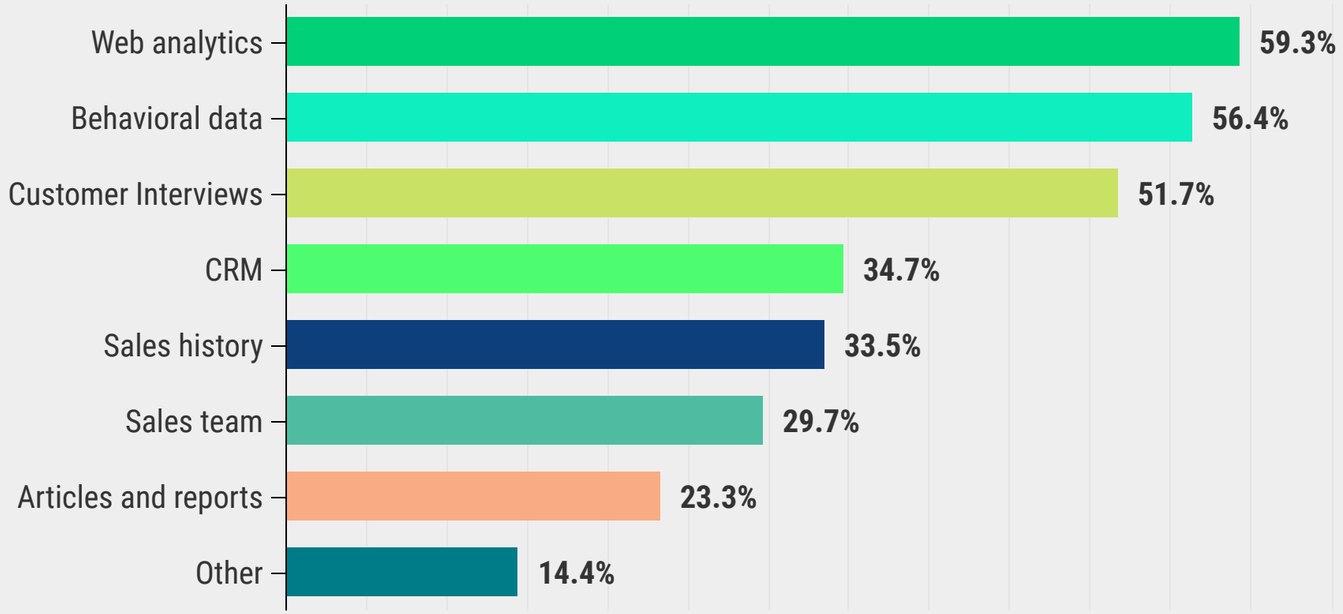
Teams are gathering **insights for their tests** mostly from web analytics (59%), behavioral data (56%), customer interviews (51.7%), and CRM (34%).

80% **of growth teams accept idea suggestions from any area in the company.**

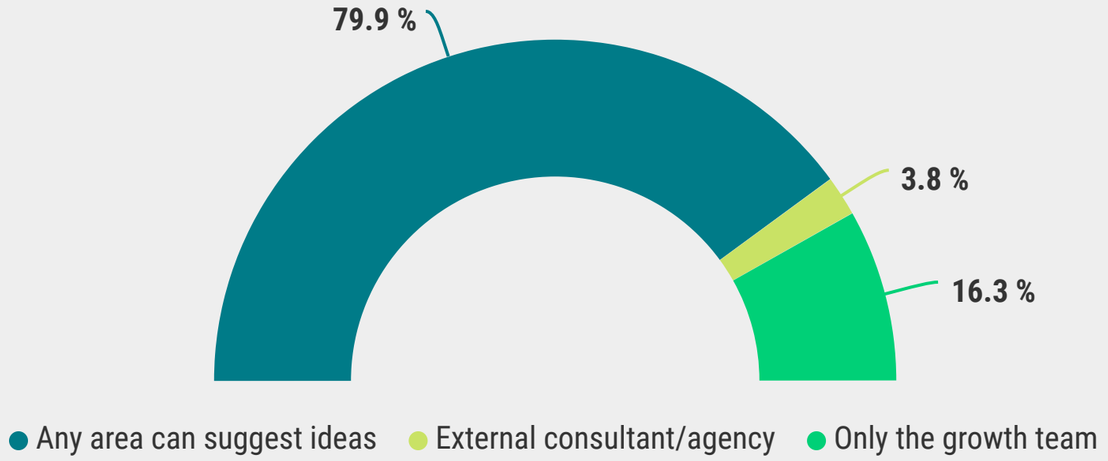
Rajat C.
Digital Marketing Manager

"Keeping up with crafting exceptional customer experiences and improving the customer journey through all of their channels, it's essential to keep up with experimentation across the targeted consumer groups and within the company as well. Then and only one can be able to serve their customers better and keep up with the ultimate GROWTH."

The most common sources of ideas for tests



Who is involved in idea suggestion?

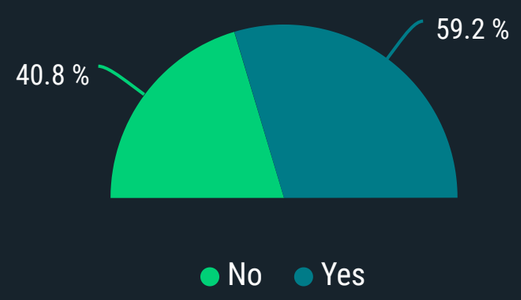


Ideation

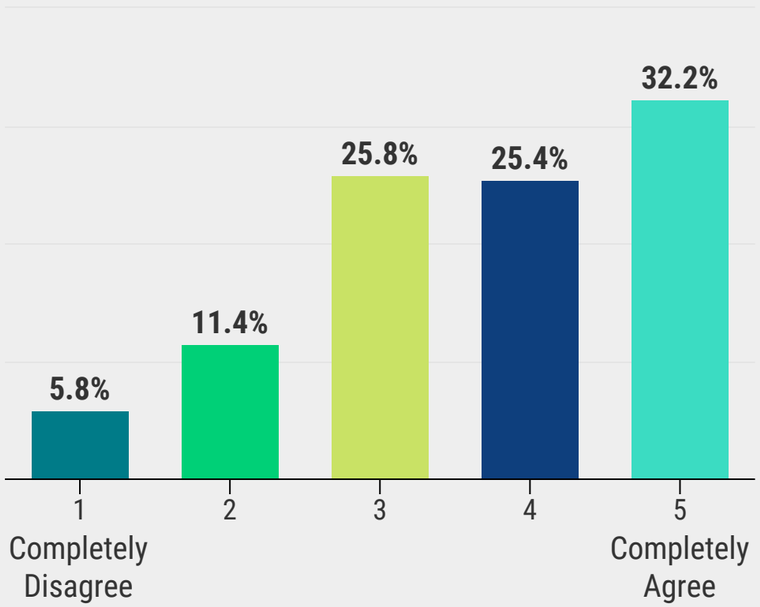
Over 40% of respondents said they do not keep a **backlog of ideas** anyone can access to find out what has been suggested in the past.

While 57% of respondents agree partially or totally that every experiment they run has a **clear hypothesis** and is **connected to a measurable KPI**, only 33% agree that the hypothesis of their experiments is always **based on accurate data**.

"We have an idea backlog anyone can access to find out what has been suggested in the past"



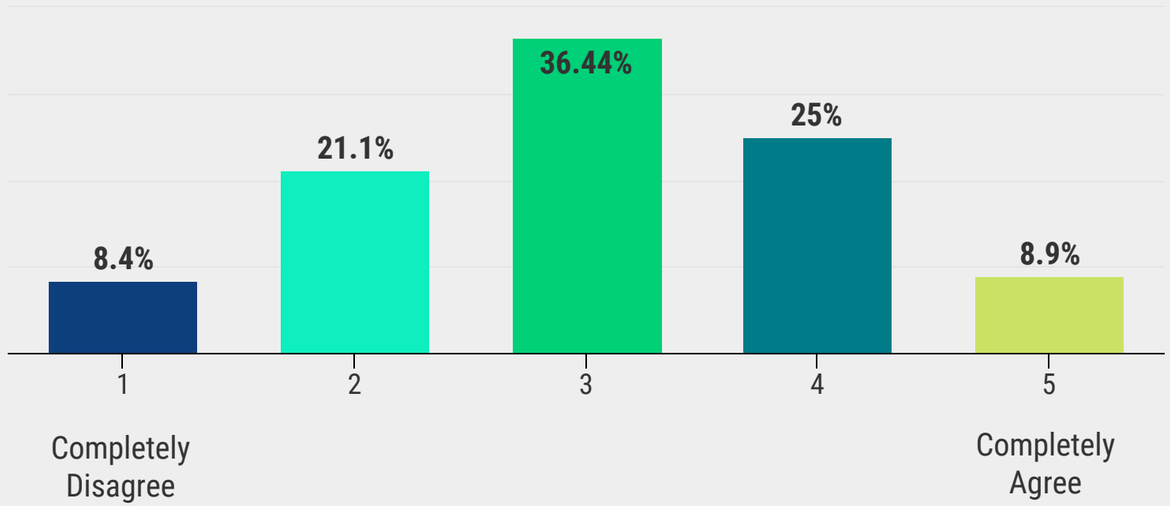
Every experiment has a clear hypothesis



57%

of respondents agree that the experiments they run have clear hypotheses and are connected to measurable KPIs

Our experiments hypotheses are always based on accurate data



Prioritizing

Of our pool of respondents, 33.5% do not use any particular **framework to prioritize their experiments**.

The most popular framework among respondents was the ICE (24% of all respondents), followed by Weighted Scoring Prioritization (16%) and RICE (8%).

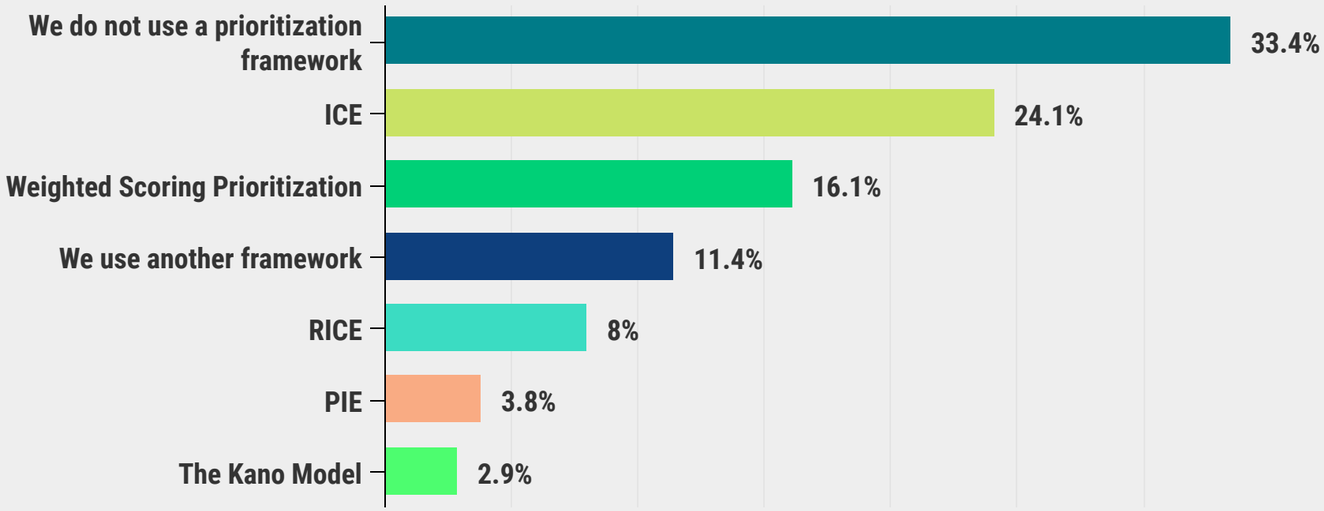
Of those who said that they had an established prioritization framework, 53% agreed partially or fully that they consistently prioritize experiments using the same framework, while 21% disagreed partially or fully.

Industries with the highest agreement to prioritization consistency were Real State (Avg. 4), Agency/Consultancies (Avg. 3.6), Manufacturing (Avg. 3.5), and the lowest were Telecom (2.5), Utilities (2.5), FMCG (2.4) and Public Sector (Avg 2).

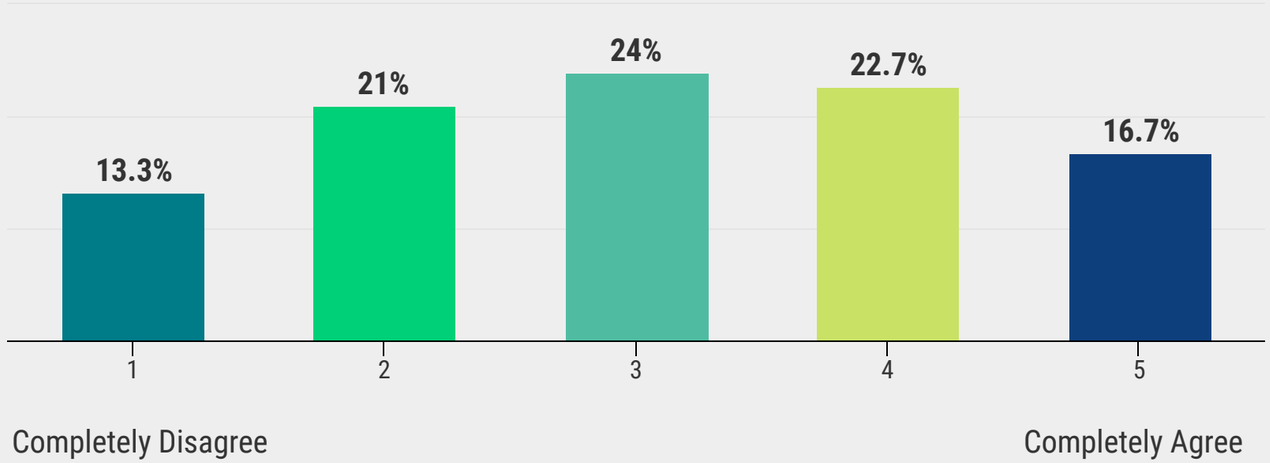
24%

of respondents use ICE Score (Impact, Confidence and Ease) to prioritize what to test

Use of Prioritization Frameworks



"We consistently prioritize experiments using the same framework"

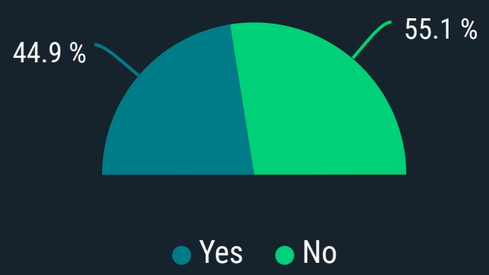


Execution and tools

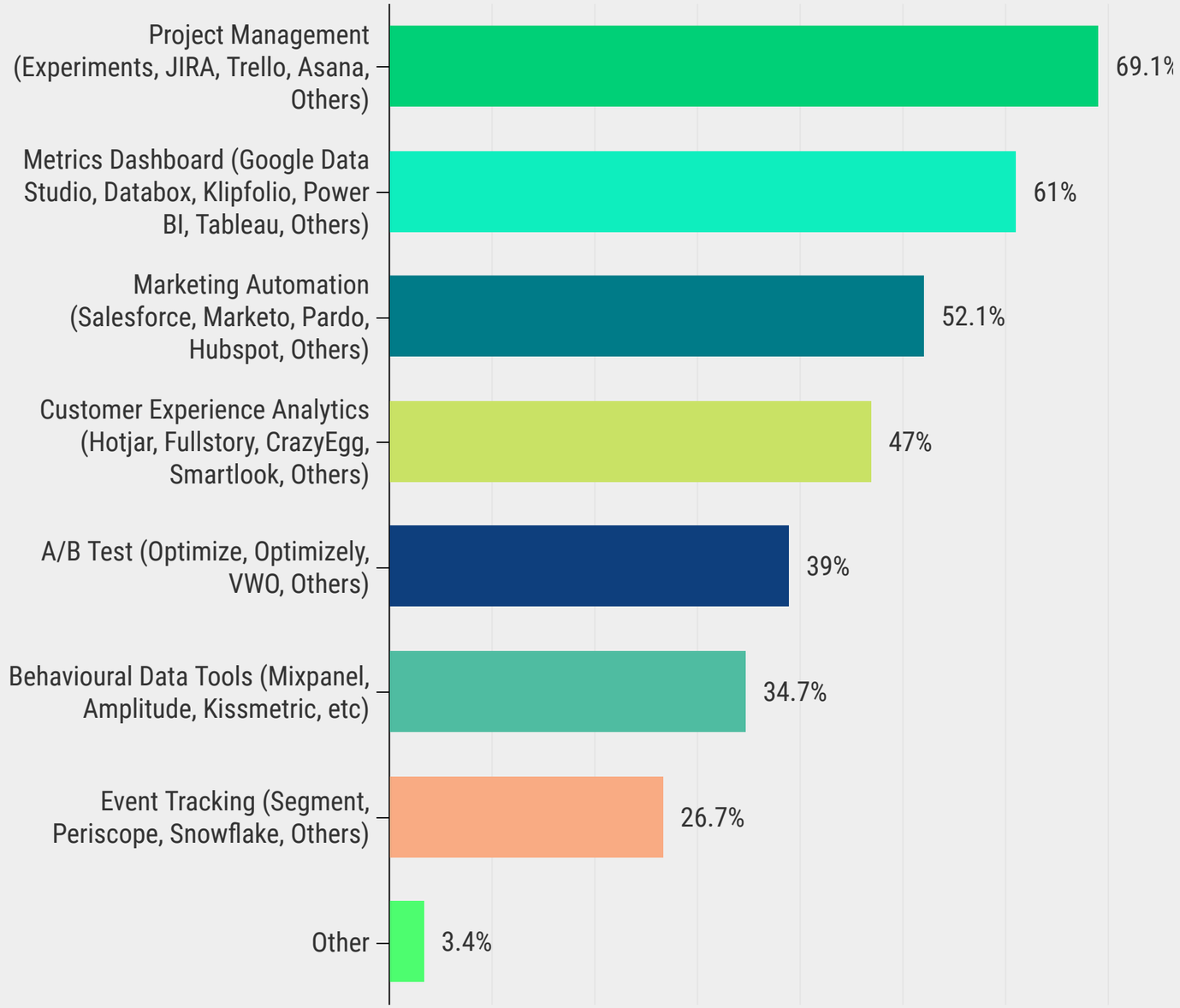
More than half of the respondents do not have access to a **tool/platform** centralizing all information related to experimentation.

When asked to point out what kinds of tools are being used by their team, the most common pick was Project Management tools (Experiments, Jira, Trello, Asana, Others) with 69% penetration in the research sample, followed by Metrics Dashboards (Google Data Studio, Databox, Power BI, Tableau, and others) with 61%, Marketing Automation (Salesforce, Marketo, Hubspot, others) with 52%, Customer Experience Analytics (Hotjar, Crazy Egg, FullStory, Others) with 47%, A/B testing (39%), Behavioral data (34%) and Event Tracking (26.7%).

"We have a tool / platform centralizing all information related to experimentation"



Most Common Tools



Resource Access

While teams continue to focus more on the top of the funnel, a possible explanation might be on lack or resources to go further down the customer journey and use resources from other teams.

In fact, only 29% agreed at some level that they have access to product and engineering resources to run tests at every customer touchpoint.

Tricia
Digital Sales Optimization Specialist at a Telecom Company

"We struggle with the lack of UX and Dev resources to carry out our tests and implement the winning variants to production. As a result, velocity is low."

Rodrigo
Growth PM at a SaaS company

"The most difficult thing for us is to be able to allocate the resources (my time and the engineers' time) to do the experiments. As it's nothing urgent and there's no one knocking to get it done, I tend to leave it behind"

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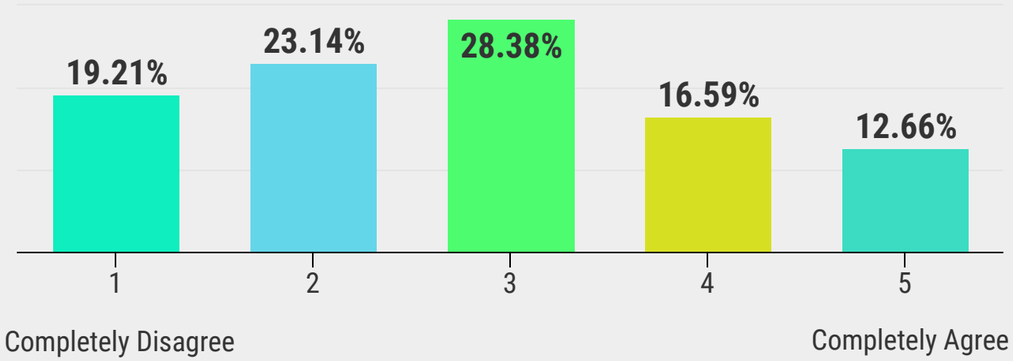
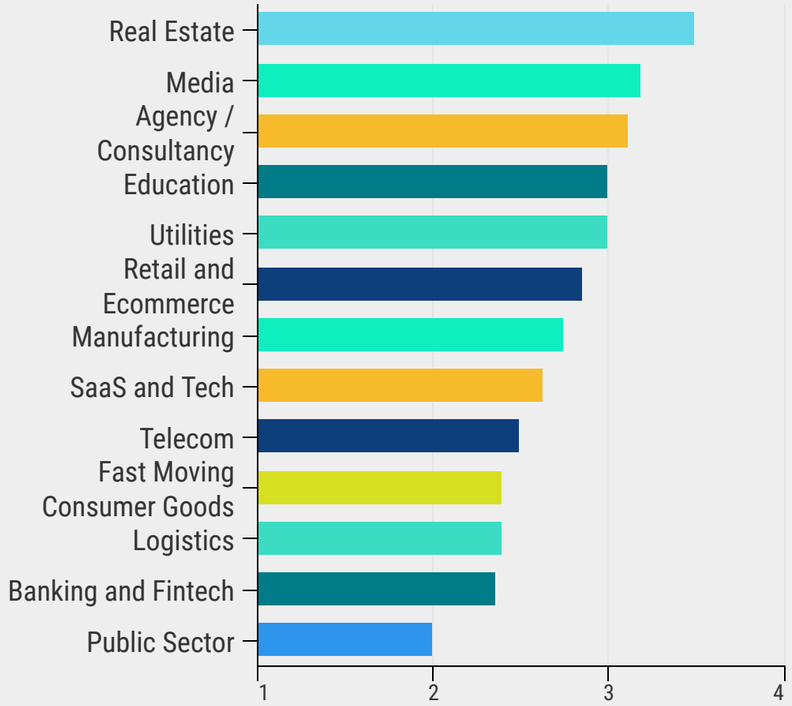
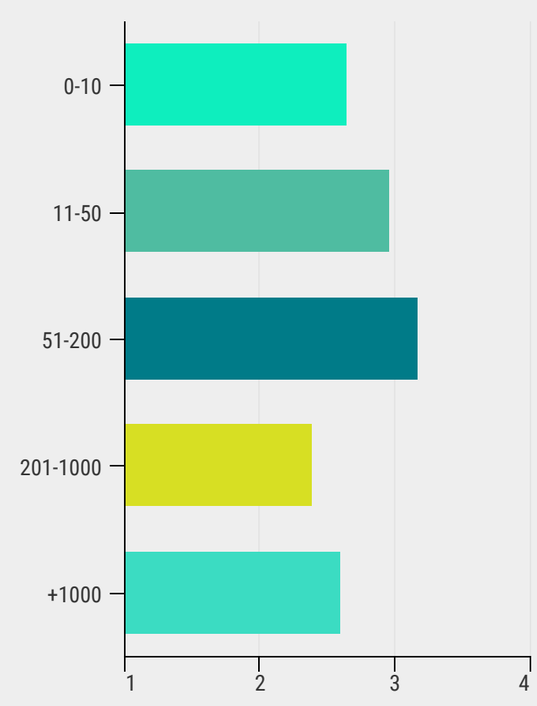
"Our team has access to product and engineering resources to run tests on every customer touchpoint"



Average Agreement per Industry



Agreement per Company Size



Learnings

Almost half of the respondents agreed on some level that the **learnings from their experiments are accessible and understandable company-wide**. Around 30% disagreed with that statement, showing that companies still have a long way to go to share learnings.

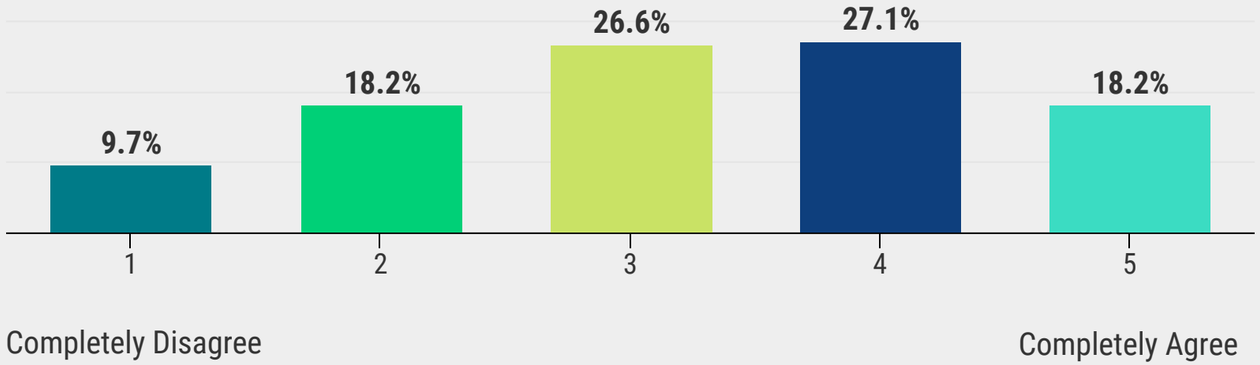
Although smaller companies (up to 50 employees) averaged a little higher in agreement with that statement (Avg. 3.3), averages were similar across other company sizes (Average 3 - 3.09), indicating that access to information from learnings affects similarly companies of all sizes.

As to **analyzing findings**, only 45% agreed at some level that experiments results are always analyzed by someone with data skills against the experiment hypothesis.

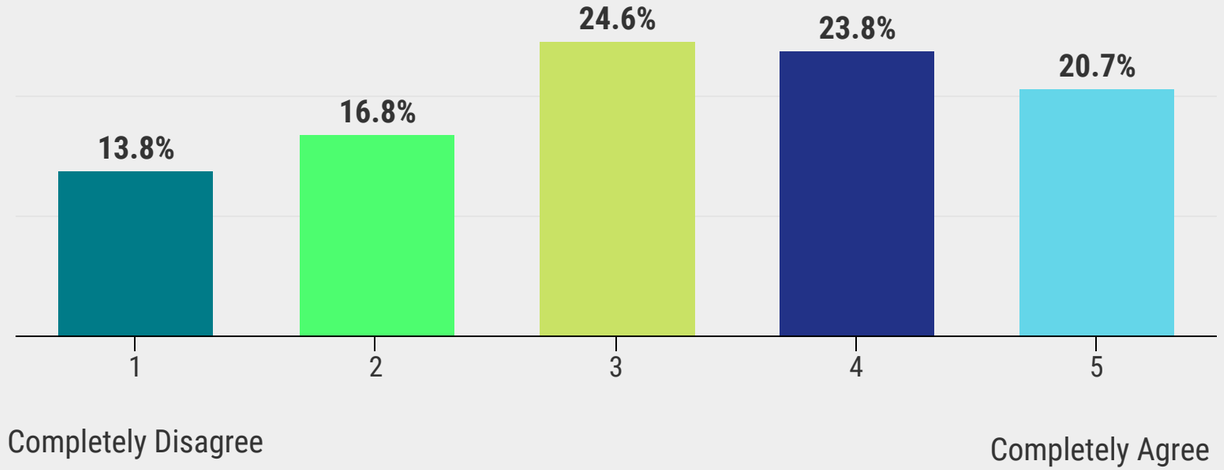
70%

of respondents are neutral or disagree when asked if they have access to product and engineering resources to run tests on every customer touch-point

"Learnings versus Experiments results are always analyzed by someone with data skills against the experiments hypothesis"



"Learnings acquired through experimentation are accessible and understandable company-wide"



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Goal Achievement

In this section, we will share results achieved by teams in terms of experiment success rate, North Star Metric, and Revenue goal achievement

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Experiments Success

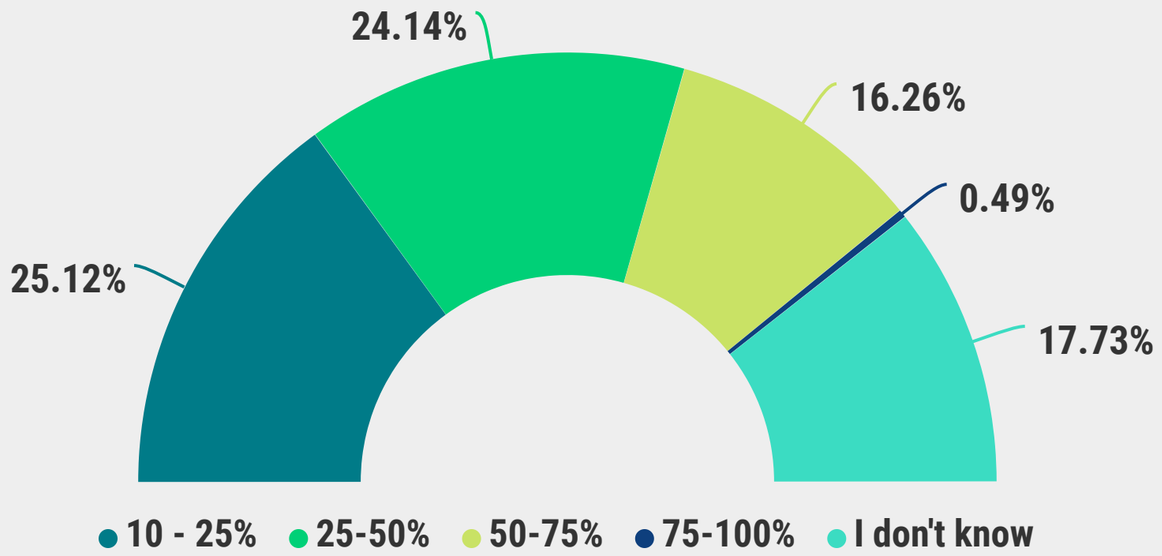
We have asked respondents how many of the tests they run are successful. In this instance, we **consider an experiment successful when the hypothesis for the experiment is validated in the experiment.**

Failing to confirm the test hypothesis in more than 50% of the tests performed was the rule for 65% of respondents.

Success rates above 50% were reported by only 17% of our sample, and a similar number of respondents did not have access to this information.

The reasons for not confirming the test hypothesis were not investigated in this study. The lack of information reported by part of the respondents suggests that they do not keep control of test success rates, or that this information is not available to everyone on the team.

Tests Success Rate



65%

of respondents reported a test failure rate over 50%.

17%

Did not know what % of their tests are successful

Learnings Fueling Ongoing Processes

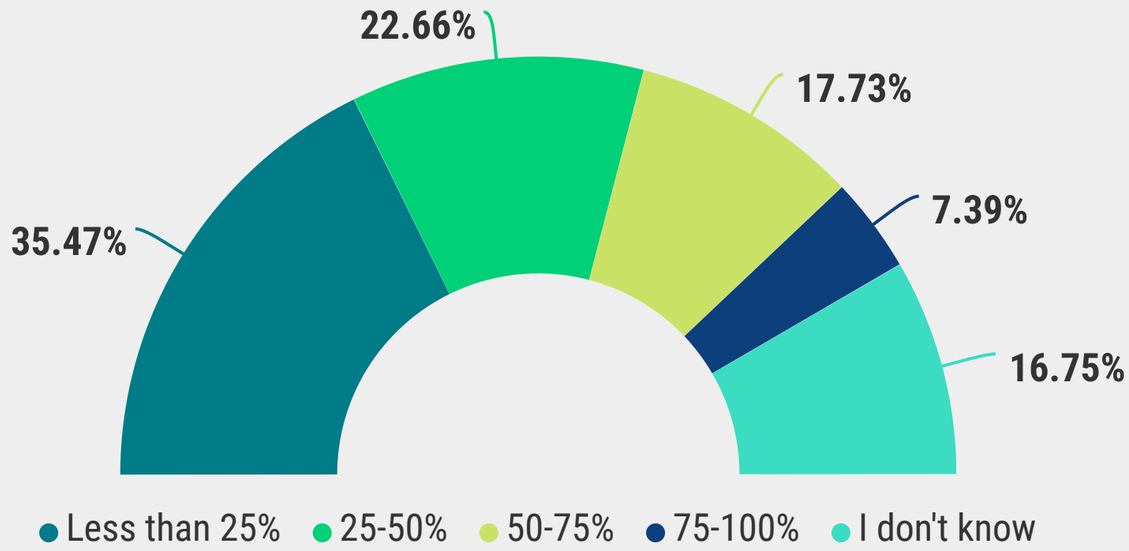
Experimentation is often key to validating ideas for new positioning, messaging, channel, product flows, and many other touchpoints that make up the customer journey.

In many instances, when a hypothesis is validated through experimentation, that leads to the creation of a process to make that one-off test into an ongoing part of the way you run things.

From our pool of respondents, 25.12% said that more than half of the successful experiments they ran became **ongoing processes deployed company-wide**.

Almost 60% of respondents saw less than half of their successful experiments become ongoing processes, showing that there is a lot of room for improvement when it comes to **incorporating learnings acquired through experimentation.**

From the experiments that worked, how many became an ongoing process deployed company-wide?



25%

of respondents were able to create ongoing processes based on at least half of their experiments

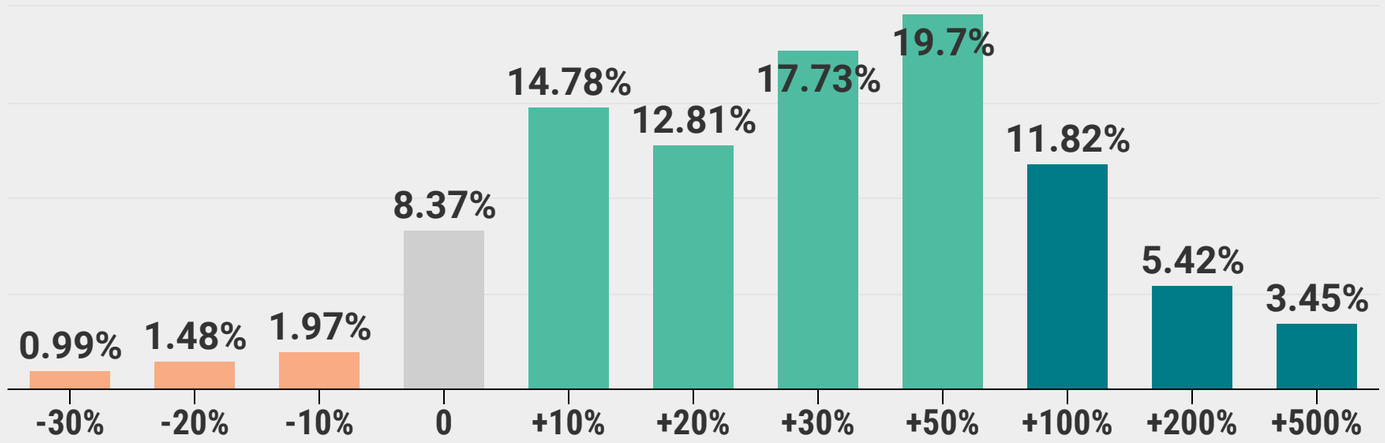
Revenue Growth Rate

Positive revenue growth rates were reported by 85.7% of this study's sample. Revenue hypergrowth of over 100% increase was reported by 20.6%.

Flat revenue growth was reported by 8.3% and negative growth by under 5%.

For this year's forecast, 94% expect positive growth, and 40% expect revenue growth above 50%.

Revenue Year Over Year Growth

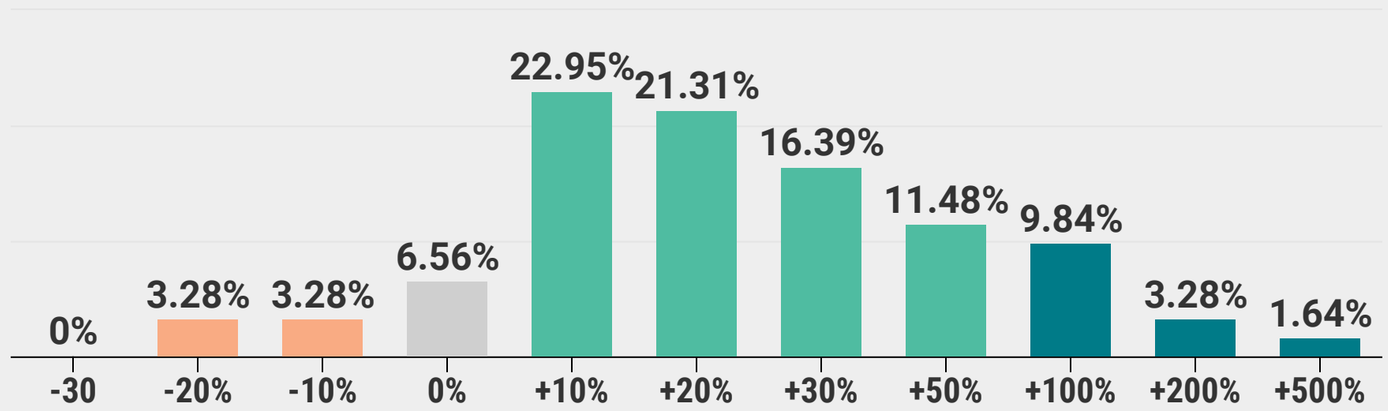


North Star Metric Growth Rate

From the pool of respondents that claimed to have set a North Star Metric and that are running experiments for more than a year, 86% reported having a positive NSM growth.

Hypergrowth with NSM shooting over 100% was reported by 14.7%. Flat or negative NSM growth was reported by 13%.

North Star Metric Year Over Year Growth



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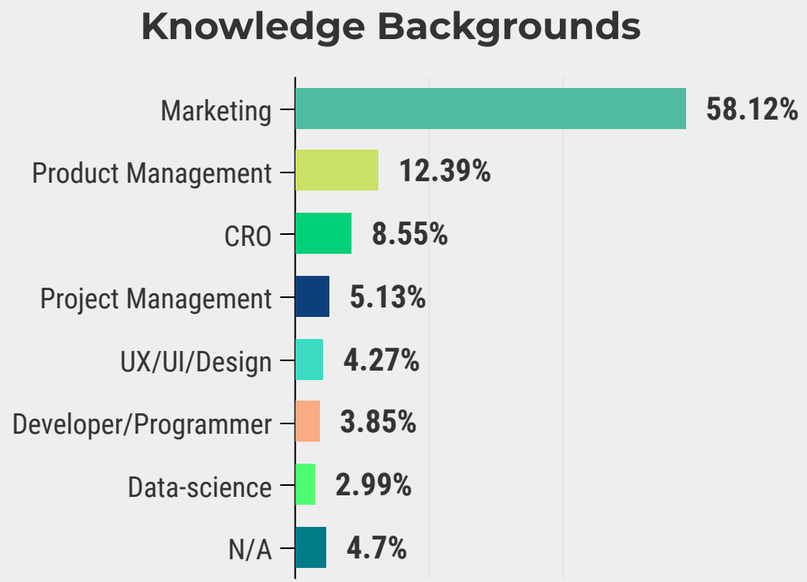
The State of Growth

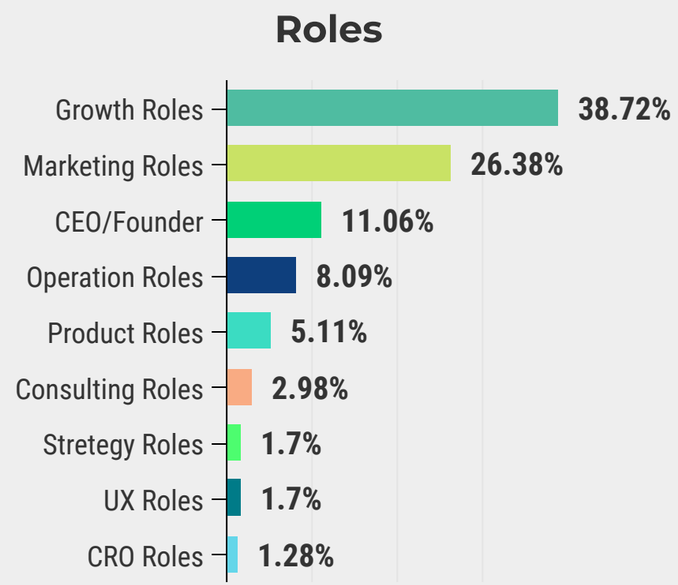
About the Respondents

In this section, we explore how growth teams set their objectives and KPIs, the most focused steps of the funnel, and the use of North Star Metrics

Background and Roles

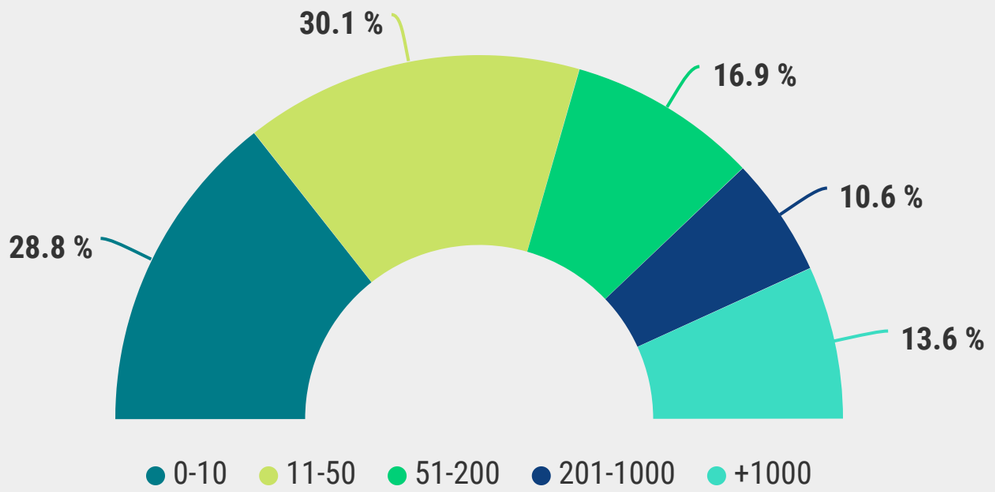
Most of our respondents indicated having a Marketing background (58.2%) followed by Product Management (12.4%), and CRO (8.55%). As to their job titles, 38.7% had the term "Growth" in their job title, followed by "Marketing" (26.3%), "CEO"/ "Founder" (11%), "Operations" (8%), and "Product Management" (5.2%).





Company Size

As to company size, we had 58.9% of respondents working in companies with up to 50 employees, 16.9% in companies ranging from 50-200 employees, 10.6% with 201-1000 employees, and 13.6% with more than a thousand employees in total.



75%

of companies with up to 10 employees have experimentation teams of up to 3 people

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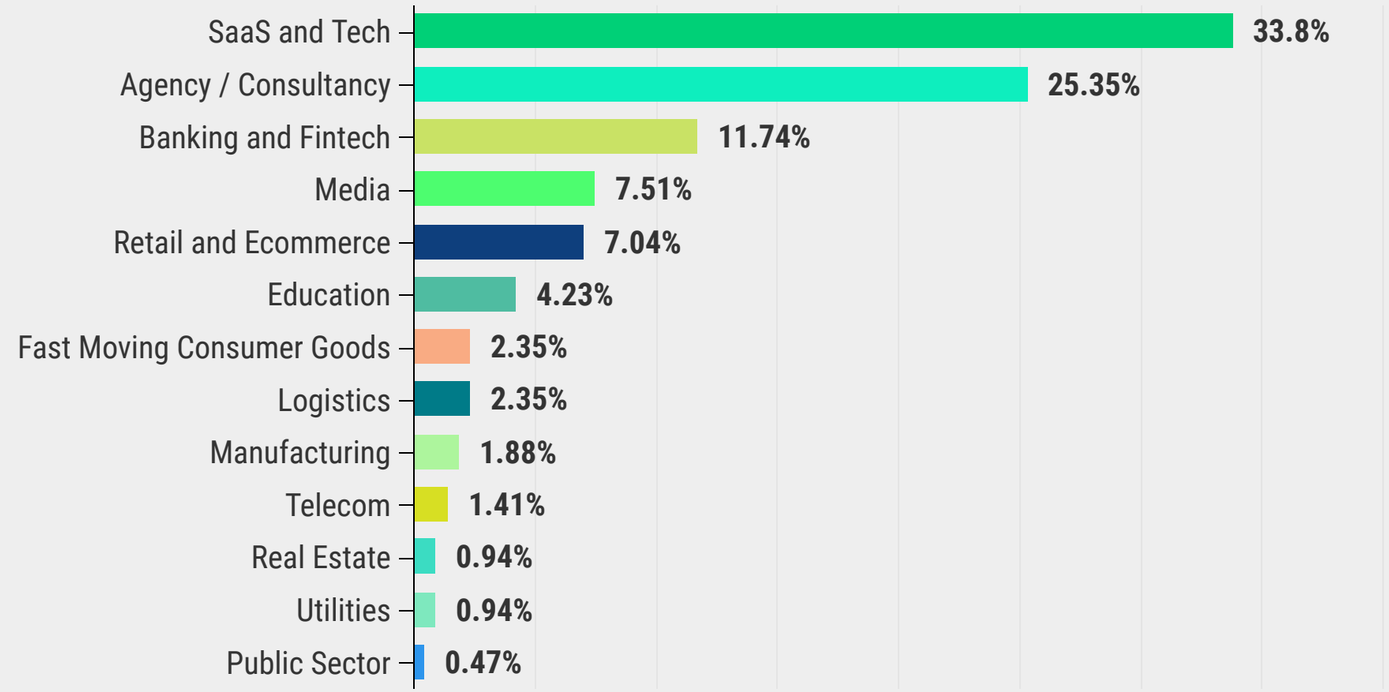
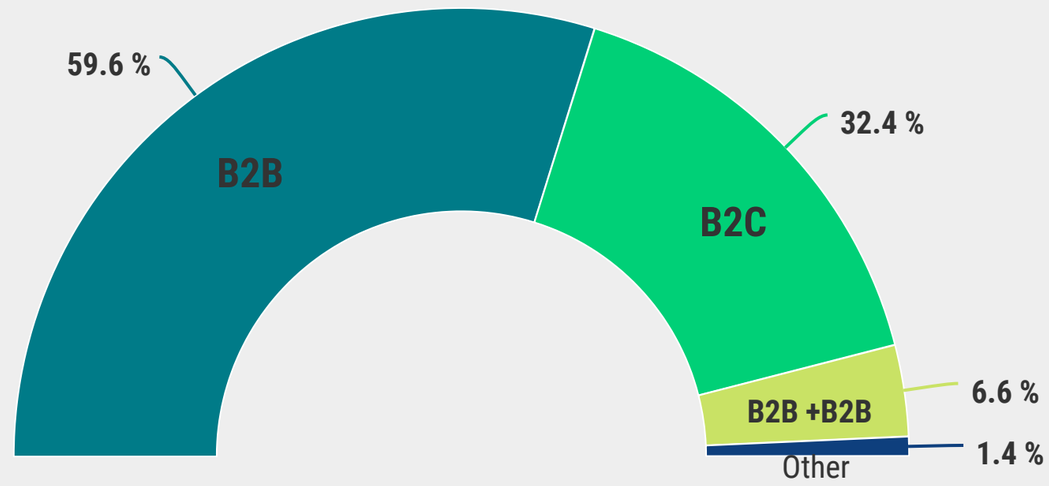
Industries

The more representative groups indicated they worked in SaaS and Tech companies (33.8%), followed by Agencies/ Consultancies (25.35%), Banking and Fintech (11.7%), Media (7.51%), Retail and E-Commerce (7%) and Education (4.2%).



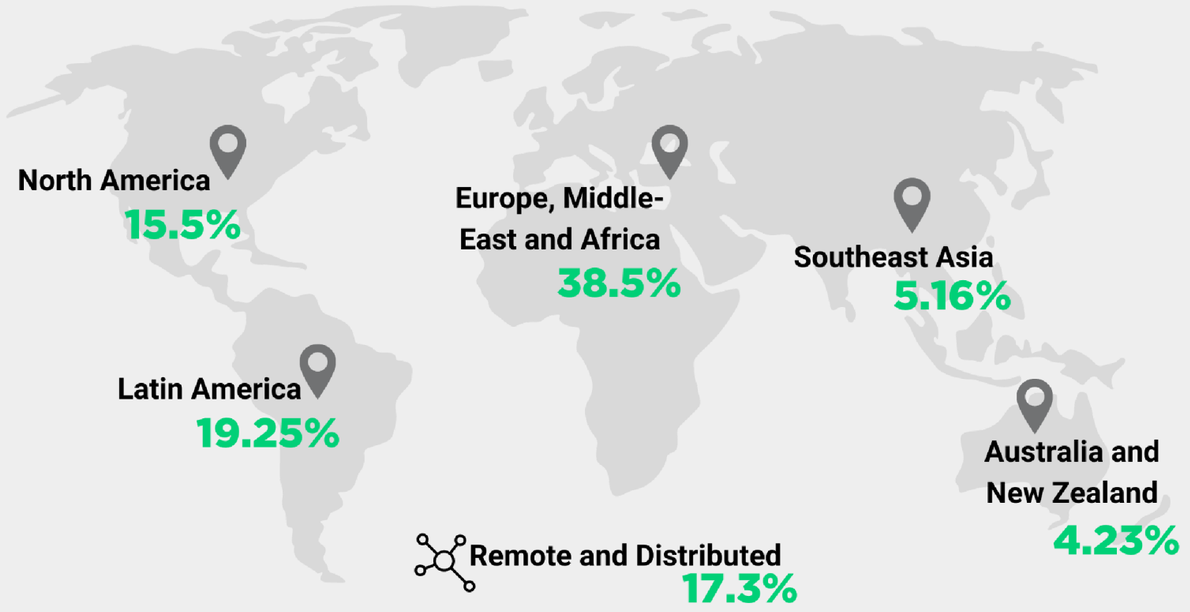
Segment

Most of our respondents indicated they targeted other companies (B2B - 59.6%), while 32% aimed directly at consumers (B2C), and 6.6% said they targeted both (B2B + B2C).



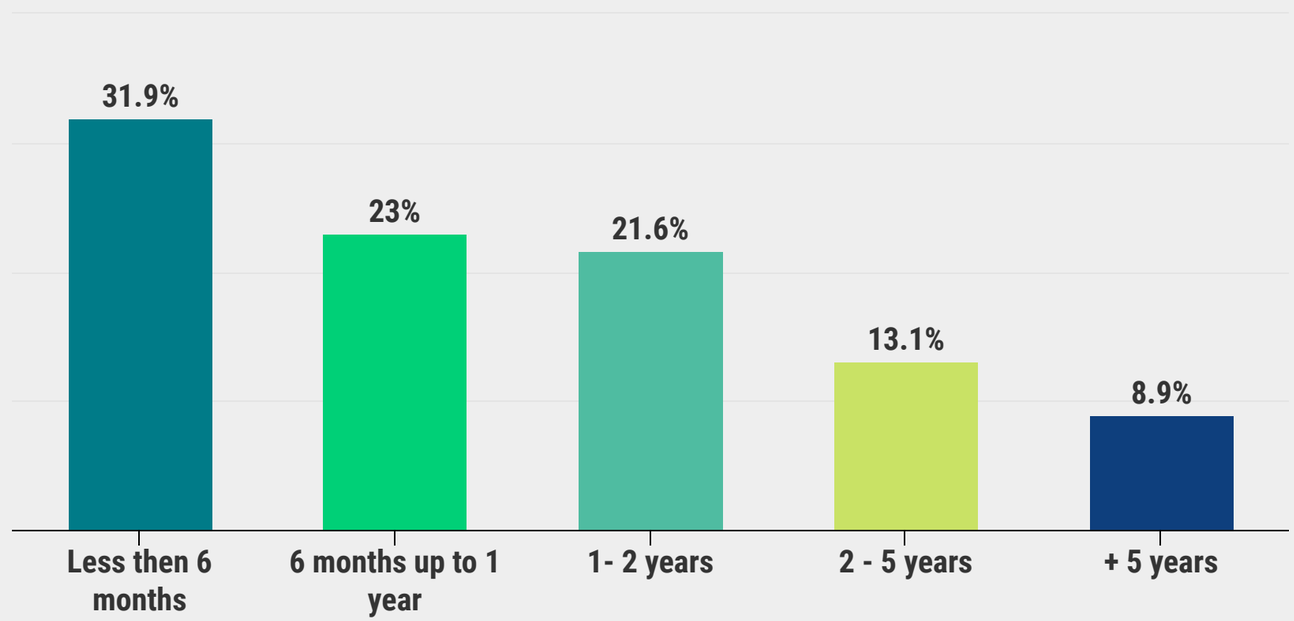
Location

The best-represented locations among respondents are Europe, the Middle East, and Africa (38.5%), followed by Latin America (19.3%), Remote, Distributes, and Multiple Locations (17.3%), and North America (15.5%).



Time Running Experiments

Teams working with experimentation who answered our survey tended to be running experiments for less time, with 54% running experiments for a year or less. Teams running experiments for more than 2 years represented 22% of the sample. Only 8,9% of respondents have more than 5 years of experience running growth experiments in their companies.



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The State of Growth

Moving Forward

What you can do next to further your knowledge, build your team and test more ideas

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Learn more about Growth

If you want to level up your skills and get certified, **Growth University** is the right place for you. There are currently 15+ featured courses where experts share their knowledge in growth, marketing, and product.

Access

Every year, we host **GrowthHackers Conference**, an event where growth leaders share their best insights. This year's edition will be on **September 20th**, at the San Francisco Jazz Center, and online. Save your spot!

Access

Connect

Want to gather insights and join discussions with other professionals? Then join **GrowthHackers Community,** a place to get inspired, and connect with other professionals to discuss business growth and learn more about it.

We are creating something special with GrowthHackers Community, our own unique space where we can:

- Create and share posts about business growth with the community, even if you don't have a blog or a page
- Attend virtual events
- Customize your experience to content that is more relevant to you
- Ask questions and join discussions
- Interact with other community members

Join us

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Key Findings

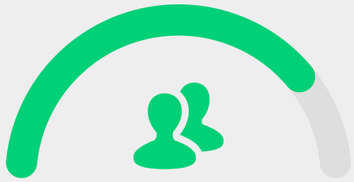
The main takeaways from The State of Growth 2022 report

The State of Growth

Key Findings

Experimentation teams are compact and cross-functional

Regardless of company size, and **cross-functional teams** - where people from different areas allocate only part of their time to growth - are the most common reality for almost half of the respondents.



81%

Of experimentation teams have up to 10 people working on them

49.7%

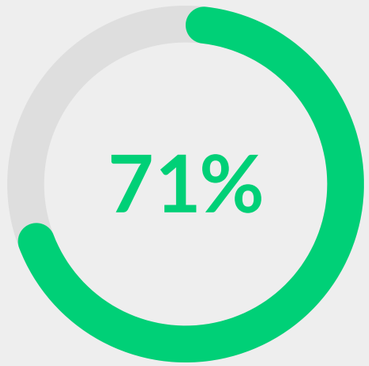
Of respondents work on cross-functional teams

Experimentation is considered important, but companies are not providing enough training

Half of the respondents agreed that the experimentation efforts get fair **recognition for contributing to business growth.** However, most believe that **companies don't provide enough training on the skills required for running an experimentation program**.

77%

of respondents feel that companies don't provide enough training on the skills required for experimentation



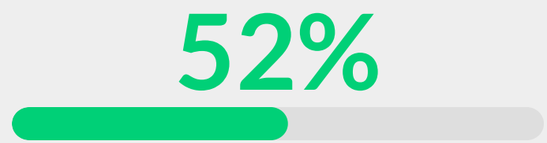
consider experimentation to be important to their companies

Key Findings

Most teams have defined a North Star Metric, and their main focus is Acquisition

The most common NSMs are related to Customer and Revenue Growth.

of teams have a defined NSM

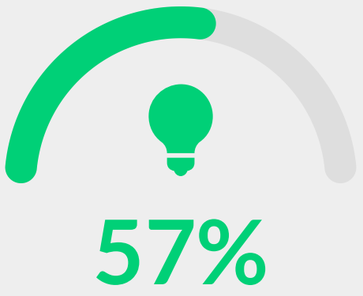


of respondents focus primarily on Acquisition

Most respondents agree partially or totally that every experiment they run has a clear hypothesis

and is connected to a measurable KPI, but only 33% said that the hypothesis of their experiments is always based on accurate data.

For prioritizing ideas, 30% do not have a prioritization framework, and for those who do, the most common is ICE Score.



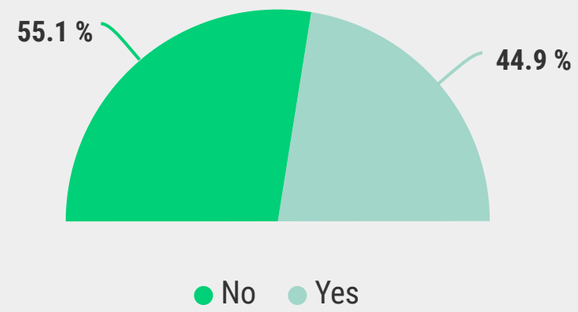
of experiments run have a clear hypothesis and are connected to a measurable KPI

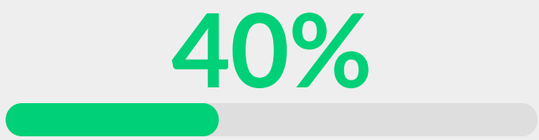
Key Findings

The majority of respondents do not have access to a tool/platform centralizing all information

related to experimentation, and many of them **do not keep a backlog of ideas anyone can access** to find out what has been suggested in the past, showing that companies still have a long way to go to share learnings.

"We have a tool / platform centralizing all information related to experimentation"



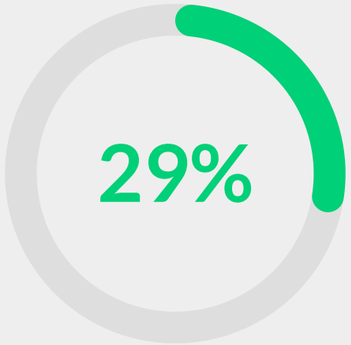


do not keep a backlog of ideas anyone can access

Teams are democratizing experiment ideation

and the most common **sources of insights are web analytics, behavioral data, and customer interviews**. However, only a small part agreed at some level that they have access to product and engineering resources to run tests at every customer touchpoint.

of respondents have democratized experiments ideation



have access to product and engineering resources to run tests

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Introducing Growth Software

The next generation of experimentation management tool

You can’t create a modern experimentation program with tools and systems designed for a past era.

Growth Software

Manage all your strategies under one roof

Centralize your processes, keep your backlog of ideas, prioritize your tests, hold growth meetings, build stakeholder reports, and retain and share learnings from each experiment in one place.

Give people the right tools, and they can change the Company

Connect the results of your tasks, experiments and understand their performance. No more logging into multiple separate tools or talking to different company areas to get information!

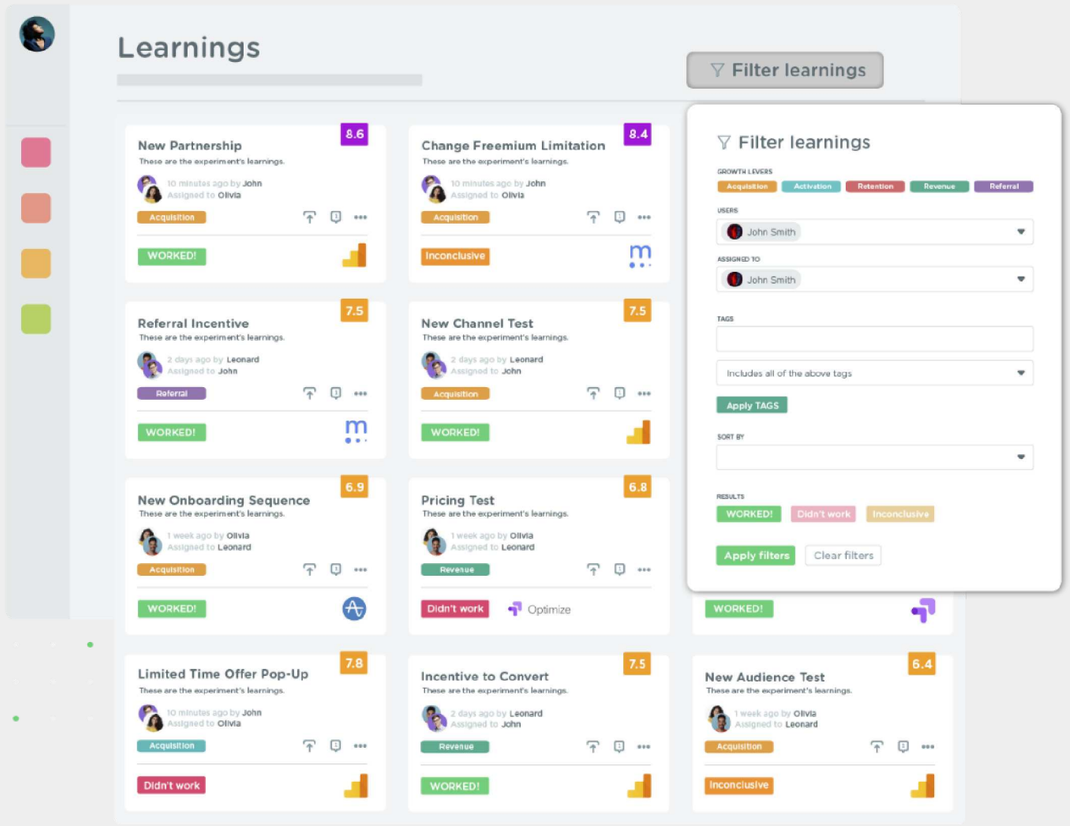
Streamline the management of experimentation processes to a much more fluid and efficient one. Get cadency and increase the quantity and the quality of your experiments.

Our solutions grow along with your challenges

You don't have to adapt to the software. **The software adapts to your company and your needs.**

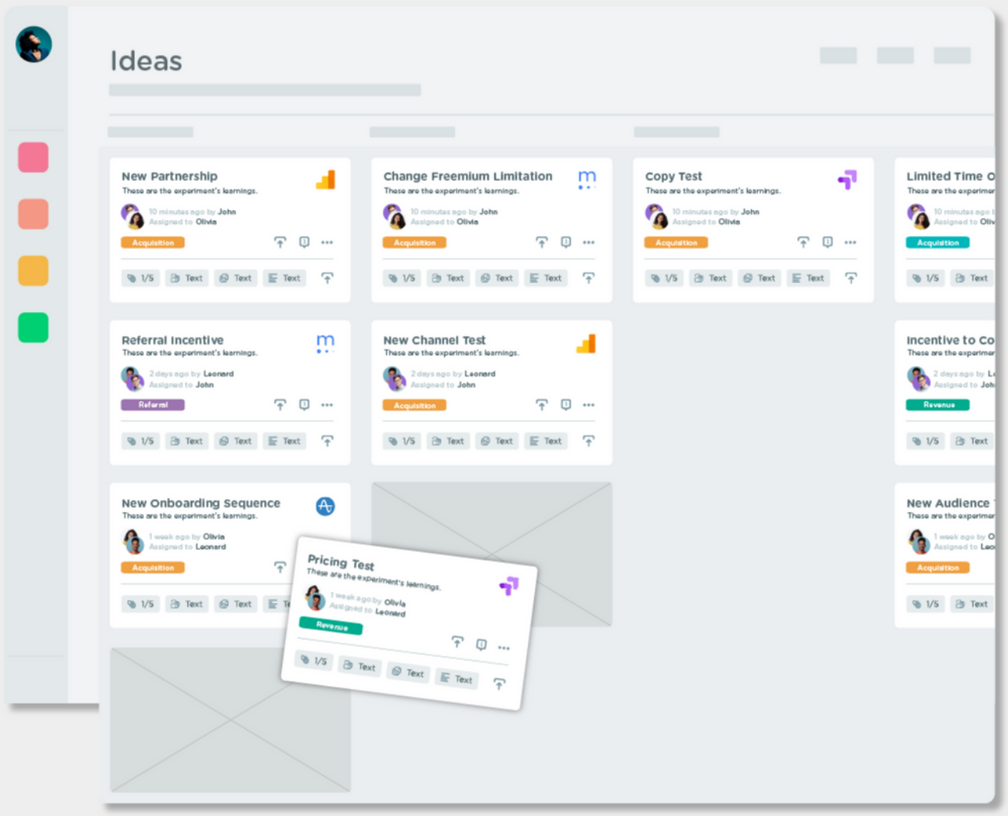
We also adapt to the needs of different industries, helping with their digital transformation, growth strategy, and content operation.

The Growth Software platform is unique! It is the result of 3 pillars



Growth Software was co-created with our community and customers

We heard the market, understood customers, and co-created with our community.



Our software is **user-first and has all the flexibility required**, especially for enterprises:

Individuals

They can understand the **impact of your tasks and their value on the organization**.

Teams

Teams can manage experiments and learnings systematically in **one place and simplify sharing information with stakeholders**.

Company

Growth Software **helps build a culture of experimentation** to create and refine its products, customer experiences, processes, and business models, thus, remaining competitive.

We help you to connect the dots to grow your business

Schedule a meeting

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The State of Growth

REPORT 2022

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Product Led Hub.