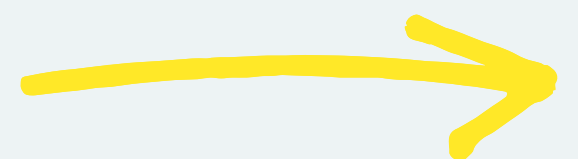




Eugene Segal

30 Learnings  
from OpenView's  
2023 SaaS  
Benchamrks  
Report




# Who is it for?

Growth Product and Non-Growth Product teams who leverage experimentation.

Both PMs, Designers, Analytics, Engineers, and Marketing

Why should I care?



Easy.

Learn from my mistakes at  
Miro so you can set yourself  
and your team up for success.

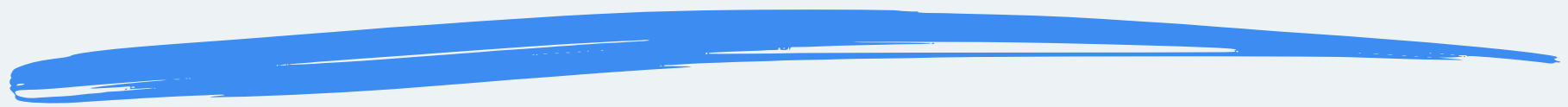
# What is there?



The guide is divided into five sections:

1. Target Metrics (5 lessons)
2. Experimentation Portfolio (10 lessons)
3. Team (3 lessons)
4. Leadership Buy-In (2 lessons)
5. Bonus Tips (10 lessons)

*Share it with your team!*



*Experimentation is a team sport; you and your team are playing it together.*



*Let's Start*



# The target metric

1.

Your target metric represents a complex action.

Break the metric down!

Otherwise, with a single experiment,  
you won't be able to move it.

In Miro's case, the core actions revolve  
around collaboration.

Not a walk in the park.

# The target metric

2.

Your target metric is lagging.

The impact on the metric can be observed only in  $X$  weeks.

Activation (for example).

Focus on leading indicators!

But only those that you proved to be correlated with the target metric.

Don't cheat,





# The target metric

3.

Your target metric is a business metric not aligned with the users' problem.

Iterate on the target metric!

Be aware; you will need strong leadership buy-in to make this happen.

# The target metric

4.

Your experiments cannibalize other teams' target metrics.

Calculate the impact on a higher-level business metric (Engaged Users, ARR, etc.)!

Groom your relationships to work such cases effectively.

# The target metric

5.

Your success is perceived only as  
impact on the target metric.

Change your success criteria!  
Success = High value and actionable  
learnings, whether the hypotheses  
were proved or disproved.

# The experimentation portfolio

6.

You are running only 'quick win' experiments.

Mix it up with big bets!  
Otherwise, you limit your impact,  
leading to a long-term lack of  
leadership buy-in.

# The experimentation portfolio

7.

You are running big bets backed by low-confidence hypotheses.

Sequence the experiments!

Run small experiments to validate your bigger hypotheses.

# The experimentation portfolio

8.

You are spread on too many opportunities and jumping around.

Focus and iterate!

Experiments rarely work on the first attempt. Post-analysis and iteration are key to making it work.

# The experimentation portfolio

9.

You experiment everything.

Not everything should be an  
experiment!

If cost > return and/or potential  
learnings are of low value, don't  
experiment. Experimentation culture  
doesn't obsolete logic and sense.

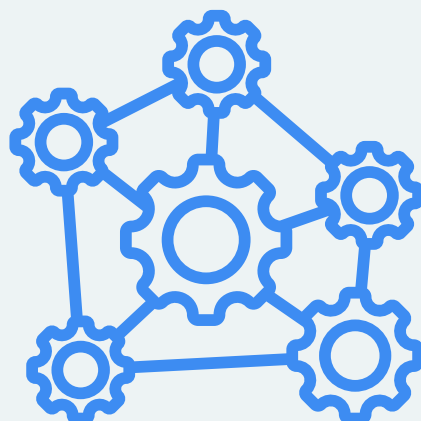
# The experimentation portfolio

10.

You are looking for the magic framework to prioritize experiments.

Don't overcomplicate it!

Considering the impact, confidence, cost/complexity, and sequence should be sufficient.





# The experimentation portfolio

II.

You are an estimation optimist.


Although people are skeptics in life,  
they become optimists when it comes  
to estimations.

Discount your experiments!  
Genuinely evaluate your hypotheses  
confidence.

# The experimentation portfolio

12.

You set OKRs on the number of experiments or the experiments' success rate.

Stop!  It diverts the team from focusing on impact and learning. Unless you are just setting up the team and want to get some quick wins going, don't do it.


# The experimentation portfolio

13.

The growth forecast (and OKRs) is not aligned with the estimated team experimentation portfolio impact.

Go back to the drawing board!

Both in terms of forecast and expectations from your team.

Work through the gap before signing the Q off. Otherwise 

# The experimentation portfolio

14.

You slack on post-analysis.

Brrr... Now I am getting angry!

Post-analysis is the most important part of experimentation. The quality of post-analysis determines the teams' success! For that, teams should be adequately staffed.

A Dedicated Product Analyst!

# The experimentation portfolio

15.

Your experiments' priorities are driven  
by infrastructure debt.

Can't properly segment or have  
clashing experiments. Make a business  
case to prioritize experimentation  
infrastructure work!

Your infra must evolve in tandem with  
your teams' experimentation skills.

# The Team

16.

Your team setup is incomplete  
(baby team).

APED is your MVP!

PMs should not 'do it all'.

A - Analytics

P - Product

E - Engineering

D - Design

# The Team

17.

Your team setup is incomplete  
(mature team).

For mature teams, aim for  
(AMPED+R) team structure!

A - Analyst

M - Marketing

P - Product

E - Engineering

D - Design

+ R - Research

# The Team

18.

You have a hiring quality gap!

Hiring for growth teams is different from hiring non-growth product teams.

This applies to both Product, Design, Engineering, and Analytics.

How different?

Reach out, and I will share.



# The leadership buy in

19.

You have an executive buy-in problem

Experimentation is not less people  
business than numbers business!

Over-communicate research insights,  
experiments learnings, your process  
and experiments sequence, and spin up  
cross-company ideations sessions.

# The leadership buy in

20.

You have a cross-company  
stakeholders' buy-in problem

Make teams around you successful!

Enable other teams with your learnings. Help cross-functional team to achieve their OKRs. The best recipe for LOVE is mutual success.

*10 bonus tips*

## Bonus tips

21.

Reforge is mandatory but not sufficient.

Reforge thinking should guide your thinking. However, it's not a magic bullet to solve all your problems. Don't do something that doesn't make sense to you just because Reforge says so.



## Bonus tips

22.

(Growth team) Twelve months experimentation roadmap is not a thing.

Detailed long-term roadmaps contradict Growth DNA. Three months of experiments portfolio planning should be your roof shot time horizon.



## Bonus tips

23.

The Bayesian approach is not a curse word.

Don't limit your experimentation stack!

There are pros and cons to the Bayesian approach.

Bayesian is flexible, especially for small improvements, and valuable when running many experiments.

Be smart about it!



## Bonus tips

24.

Monitor running experiments, don't just leave them run alone and sad.

Monitor, not for concluding the experiments early on but to detect potential errors and save time.

Both PMs, Analytics, and Engineers should monitor running experiments.

Each has an angle.



## Bonus tips

25.

Gradually push the limits on the complexity of experiments you run.

Focus on optimizing the time it takes to set the experiments up and decreasing the error level.

Experimenting with business model changes is the hardest!





## Bonus tips

26.

Seasonality and poor traffic should not be your go-to excuse for not hitting targets.

Those should be already embedded in the forecast.



## Bonus tips

27.

Research is gold, but don't research  
for the sake of research.

First, leverage existing company-wide  
research outcomes.

Research is a \$ investment.

Procrastination by Research is a thing.



## Bonus tips

28.

Always know what's next.

You should always be ready to answer what you plan to do next per each different future outcome of an experiment.



## Bonus tips

29.

PM / Analytics relationships tends to be overlooked.

Nothing can break the trust between PMs and Product Analytics folks more than PMs finding (not on a one-time basis) mistakes in PA's work.



## Bonus tips

30.

Experimentation is awesome.

The learnings you bring to the table can fundamentally change the company's strategy and influence other team roadmaps and decisions.



Growth Product is my  
Jam.

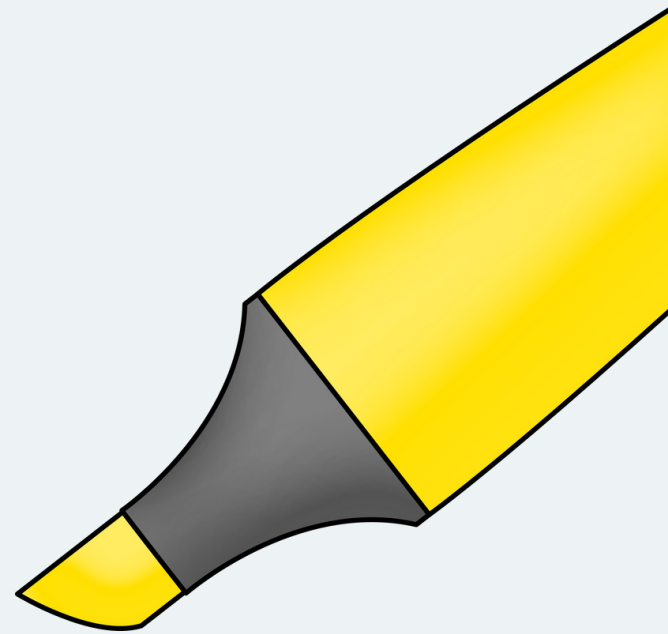
Reach out

if your company PLG  
Motion needs some love



Thank you!

Found the guide  
valuable?



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