
Hello, hello Insiders. And yes, you are on the Inside today because today's Saturday and I'm cutting a podcast episode. What the heck am I thinking? But yeah, buckle up, it's Q and A time. And the question is, why are growth teams becoming so popular and isn't it supposed to be under the marketing function growth? Shouldn't it be a marketing function? But you have these companies building out specific growth teams.

So, like I said, today is Saturday and I was just outside building and modifying some raspberry trellises in my backyard. Yeah, I know what you're thinking, okay. But, yeah, I like that sorta thing. It's totally fun, especially when I don't know what I'm doing but I totally want it to be perfect at the end of the project. So for you perfectionists out there, you'll know what I'm talking about.

As I'm building these Martha: Stewart-style trellises, because they've gotta be more than just functional, right, I was thinking about how much fun it's gonna be to come out and pick my fresh organic raspberries for my shakes and smoothies. My kids just love them, right. Heck, you don't even need to put them in a shake and smoothie. They just gobble them up. The trellis is going to triple my yield and so because these are ever bearing raspberries, I'm gonna have raspberries pretty much all year long as they bear twice per year.

But at any rate, I was thinking, as I was building out these raspberry trellises, how things grow and then I started thinking about how it pertains to business. And I knew that I wanted to answer a question on growth and them. The idea came to me so I had to come in and cut this episode on a Saturday, so here we go.

So before I dive into that question of growth teams, right, I'm gonna ask you a question as a listener. I could ask, what kinda trellis or growth framework have you built or are you planning to build for your business? Now, you could be a consultant, a business owner, a CMO, a VP of marketing, CEO, product VP, VP of growth, entrepreneur, I don't really care because the question remains the same always. Do you have a trellis, a growth framework to increase your yield? And if so, how well built is it? Who do you have on the team building it and managing it? I would really love to know, so reach out to me.

Now, the short answer to the question of why growth teams are being built out and becoming more and more popular, I have four ideas, maybe five. So number one, growth teams exist primarily to move numbers, bottom line. Whether that's finding innovative ways to reduce cost to reach a consumer or optimize a lean nurturing program to increase conversions, every single action is tied to the top and the bottom line, making more money, right. I love that.

And the way growth members move numbers is by building out a growth framework which consists of enhancing the team, the processes, the platforms. These are just to name a few. And once they build out that framework they test it repeatedly like mad

scientists to figure out how to optimize it. And, by the way, the framework is based on highly detailed buyer insights and, like I said, data.

So number two, growth teams are highly technical. So because we live in a highly technical world, you've got to have highly technical people working on problems, right. And the problem of growth is the oldest conundrum out there for any business, right. So these growth team members are there to bridge the gap between engineering and marketing.

So instead of marketing waiting on engineering to make all the changes and ideas essentially going stale, and I've seen this time and time again, growth team members can easily bridge that gap because of their technical jobs. You know, they can make changes on the fly based on real time buyer feedback and insights based on the data that they've been collecting and analyzing. And that's cool and that's why there's been an explosion of software providers who create tools and platform, by the way, for the marketer who isn't technically savvy. Because trying to find growth team members that are technically savvy and creative, wow, they're hard to come by.

So point number three, we live in a world of hyper specialization, so on one side that's what the market demands. Generalists have always been told that you can't just go deep enough to solve the problems fast enough today, where a specialist can get it done much more efficiently much more quickly. Growth team members on the other hand are typically very entrepreneurial and very versatile. So that kinda flies in the face of some of the more recent hyper specialization.

Yes, engineers are specialized, right. You can't just get a general engineer so I get that. You can have a very specific engineer developing out specific programs or platforms but what I'm seeing out there is that typically great growth team members are very, very versatile.

So my fourth point, those who orchestrate growth teams build out a framework of growth. I mentioned it in the first point but the framework is integrated and holistic as part of the product or service, and it's highly data driven. So instead of channel and tactic chasing and doing campaigns based on gut feel, a growth member looks at the entire marketing funnel from the top to the bottom. And what I mean is that they look at the entire buying experience and then they look at how to make it better from the first contact to the ongoing dialogue after the sale.

So, for example, growth team members look at post sale as an opportunity to create an ongoing dialogue and to create experiences that bring that user back again and again. So it's not over after that sale and every buyer's point of contact is really an opportunity to analyze and then optimize from a data-driven mindset. So those are my points of why we're seeing this growth.

So let me give you one more example of a growth team member as my final point. Lastly, there's a new term that I've heard bandied about out there and it's a new member of the growth team called a retentioneer. So it's obviously a combination of retention and engineer so retention engineering, retentioneer whose focus is to make the product or service so sticky that it brings back users and consumers over and over again and reduce what is called the churn rate in business terms. And that's the rate at which users cancel the service or subscription.

So we've all done this whether it's cancelling your cable service, your monthly pest control or that monthly software **saspy** that you're paying, right, software as a service. So let's say you're on **[inaudible][00:06:15]** and you decide to cancel. And it used to be called the cancellation rate, they call it the churn rate, how fast these customers are cancelling the service so they can get an idea of trends.

So while growth hackers look at growth as a challenge to find new users and gain adoption, these retentioneers focus on how to keep them active. They have to be comfortable with deep statistical analysis and modeling as well as being creative to find out which signals are becoming more and more predictive, so again, analyzing the trends.

So in essence these retentioneers are tasked with finding that aha moment for every single buyer persona out there and then replicating that moment over and over again. So this is a highly tactical role and I think that this role could even be used to help reduce the churn with employee turnover. I'd love to see somebody blog on that. Maybe I'll do it.

But there are a lot more reasons than what I just listed but all of these reasons point to a shift in how growth is getting done today and why growth teams are becoming more and more popular. And are these teams only for software-based companies or SAS companies? Heck, no. I would say definitely not. I only have time for one consulting client, by the way, right now. And I'm currently consulting with a service-based company. It's not a software company, it's a service-based company. And I'm helping them achieve this mindset shift, this culture shift and this growth team build out.

Now this is a small business to boot doing under 2 million in sales, but they wanna grow to 10, 20, 30 million sales in a very competitive landscape. And so is it hard? Oh, yeah, changing the way in which we think about starting, growing and then scaling a business? Wow, that's hard but it's changing quickly with our environment today. And the leaders out there are the ones that are already making this change and that have already made these changes and they're implementing different team structures and processes in how they grow. It's a big deal. So big that I blog about it, I write about it and I'm producing educational material around it. And I'm gonna have more and more guests on that are actively blazing the trail in this arena.

I'd also like to talk about that second question that I receive and that's, whether or not it should be a marketing function. You know, marketers are feeling like their turf is

becoming less and less and less, that it's getting stomped upon by these growth hackers and growth team members. But people still think today that marketing teams should focus on the top of the marketing funnel or better known as the lead generation portion of driving sales.

So marketers' jobs, according to the standard thought, should be to produce and generate more leads, that's it. Get more customers through the door and thank you very much. But I would disagree with that assumption today and I would strongly urge those in marketing, whoever you are, to evolve, adapt or perish, because marketing has changed and it's continuing to change. And maybe I could just briefly mention why it's changing in my opinion.

Number one, I would say that we as buyers are now in control more than we've ever been before. We have more options, more knowledge, we're more demanding. We wanna be able to make more informed decisions on the spot on any device. And we know that a competitor is always just a click away, right. So that's the first point.

Number two, we live in a highly technical world. We shop and buy over multiple devices. We use software nonstop. And because of the hardware and software adoption by the masses, the way in which we consume research and we buy our products has forced those that are creating it to become highly specialized, like I had mentioned.

So anyway, because of that adoption of technology it's obvious that the people that are creating it have gotta support it and the people that are using it have gotta understand it. So number three, because of the shift into more of a technical field and knowing that buyers are ultra picky about their buying experience, which I am by the way, the traditional idea of who is in charge of growth has changed from a creative one to more of a technical one. That's not to say that the creative people are getting completely moved aside. They're just blending into more of a technical role. And that's a great thing but it also creates a lot of confusion as to whether it's a marketing function or a growth function.

Now, if you were to sum up growth teams and why they're hot based on these facts, I think it boils down to be able to, number one, focus on moving the needle in the right direction, two, using entrepreneurial and out-of-the-box thinking and three, using data to make more informed decisions. And I guess number four, it's the speed of execution. So if you combine all those things you can execute so much more quickly.

And I know I'm moving fast because I wanna try to keep these under 15 to 20 minutes but for me I just want you to know I like the blend of what I call growth marketing. And it starts with a culture shift, a mindset shift and how you structure your team and processes. And I really do believe marketing departments can be rooted in growth. You just have to change that mindset and you gotta build a different trellis, a different framework.

So a listener told me the other day after listening to all the episodes, Buckley you should've called your show Growth in the Know. In a way she's right because it is all about growth, which means creating more revenue and profit for you. Now, you may be thinking still that the term marketing seems awfully broad, and you're right, it is. This show is very deliberate because if you really wanna grow your business and you want it to be sustainable, it's not a one-shot silver bullet based on a single tactic or a single software platform or a single growth hire.

You know, there are all these podcasts out there in a very, very narrow niche like how to get more leads through LinkedIn, for example. That's not this podcast. We're gonna talk about growth frameworks and how to actually built the niches into those growth frameworks to help you understand how the pieces of a very difficult growth and marketing puzzle all come together.

Now, last thing I wanna mention is those who live in the kinda scientific and mathematic community deal in the domain of the absolute. And that means that they have to be absolutely clear or have a valid equation for everything they do to make it work. And it may seem that data-driven marketing is becoming absolute but it's really not the case.

Beyond science and math the rest of the world, for the most part, still lives in the domain of the approximate, so one constant remains which is change. Yes, and with all the moving pieces of a changing marketing and growth landscape, and it's just a puzzle, consumers taste in preferences are constantly changing. And that's being driven by technology and the shifting in how we communicate and so on. It's easy to get lost and off track.

But there's one principle that all those tasks with growth should know. You don't have to get everything right. You have to get everything just right enough. Those with a growth mindset get this. They know how to get things just right enough to move the needle in the right direction. And then from there they test and optimize perpetually. There is no term called done. I happen to believe that all learning follows this one principle as well. We're always learning so we just gotta get it just right enough and then we test it and optimize it on a perpetual basis.

So wow, we've come a long way baby and it's exciting. Just remember, the better your framework the better your growth. You know, obviously I could've just nailed two 2 by 4s together, wrapped some bailing wire around the poles and called it a day and say, gall, I have a really cool raspberry trellis. But a great trellis is well thought out, well executed and it's built to last. Well, I hope that answers the question.

All right. That's a wrap, Insiders. So head on over to BeInTheKnow.co and join our growing community, follow me. Come along for the ride. I think it'll be cool and very

insightful. And I promise not to waste your time with useless information and constant promos. So that's it, Insiders. I'll catch you on the flipside.

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Duration: 14 minutes