

# **Growth** at Intercom



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**Intercom** is a single  
communications platform for  
your entire company to talk to  
its customers

> **6000 paying** customers.

**5x revenue growth** in 2014.

On track for **4x this year.**

**120 employees**

+90 in last 18 months.



**Growth hacking is bullshit.**

Tactics without strategy.

Success is supported by bad science.

**Why?**

A **growth hacker** is someone  
who's true north is growth.

- Sean Ellis

A startup is a company  
**designed** to grow fast.

- Paul Graham

**Engineering...**

... grow the company

# Engineering...

... applies science to build  
products...

... grow the company

**Marketing...**

... grow the company

# Marketing...

... communicates the value of  
a product, service or brand ...

... grow the company

**Growth hacking...**

... grow the company

**Growth hacking...**

?

... grow the company

Growth hacking **only defines an outcome.**

Marketing, engineering, design,  
sales all have a **framing of the  
problem.**

Their framing of the problem is  
their **tool for solving the  
problem.**



PMs, designers, and engineers  
**supporting and shaping go-to-**  
**market** strategy.

Distinct function, reports to CEO.

We're building the software  
storefront and sales people for  
Intercom.

10 people currently, growing to  
22 people by EOY.

**Big investment** for Intercom.

**What do we actually do?**

# 1. Signup

Always evaluate:

What do **successful vs. unsuccessful accounts** look like?



Intercom

For engineers For business people

GETTING STARTED USING INTERCOM

## Try everything for free with a 30 second install

RAILS DJANGO ASP.NET CAKEPHP RUBY PYTHON PHP OTHER

### Hang out with us in our install chatroom

- 1 Paste this code before `</body>` on every page where your users are logged in.

```
<script id="IntercomSettingsScriptTag">
  window.intercomSettings = {
    // TODO: The current logged in user's email address.
    email: "john.doe@example.com",
    // TODO: The current logged in user's sign-up date as a Unix timestamp.
    created_at: 1234567890,
    app_id: "695540dca663df760aa0bf3935534901f00b2fd3"
  };
</script>
<script>(function(){var w=window;var ic=w.Intercom;if(typeof ic==="function"){ic('reattach_activator');ic('update',intercomSettings);}else{var d=document;var i=function(){i.c(arguments)};i.q=[];i.c=function(args){i.q.push(args)};w.Intercom=i;function l(){var s=d.createElement('script');s.type='text/javascript';s.async=true;s.src='https://api.intercom.io/api/js/library.js';var x=d.getElementsByTagName('script')[0];x.parentNode.insertBefore(s,x);}l();}</script>
```

- 2 Review the `TODO` comments and edit the code if necessary.
- 3 Finally, activate your app by **logging in to your development environment**.

⌚ Waiting for activation...

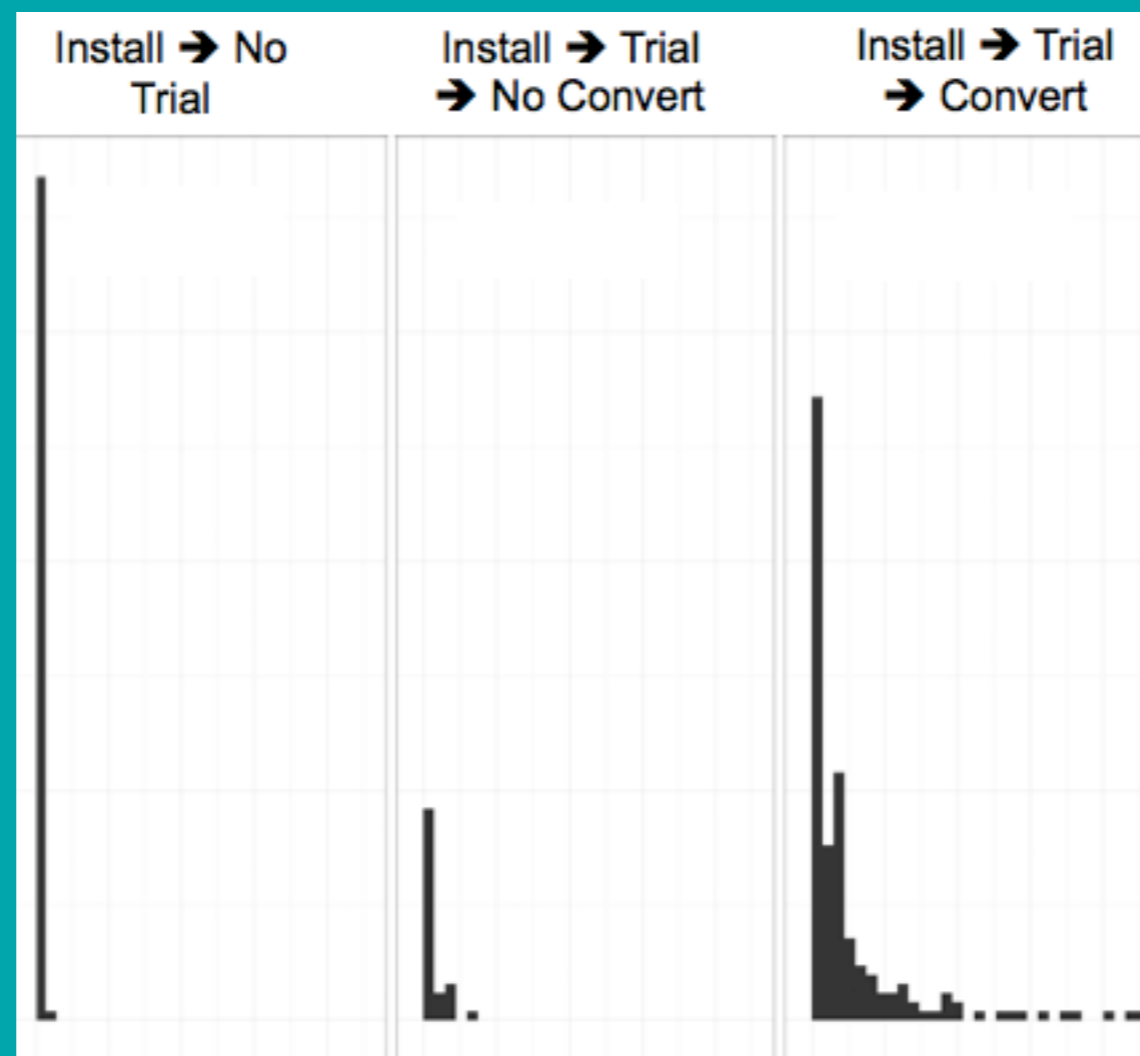
LEAD OF

ment,

PLAN	USER COUNT
Pro	18963
Pro	512
Pro	2419
Free	23080
Pro	8421
Free	2350
Free	170

e.g. Users added after 7 days

# accounts



# users

Big success for us with making  
easier to get data into Intercom.

**+30% in signups MtM**, continued  
forever since.

Balance between upfront work  
and richness of experience.

## 2. Onboarding

Analyze conversations for  
common problems.

Solve in a **rich, scalable way**  
**through software** vs. growing  
COGs.

People needed help with basic orientation in UI.

It's much easier to just explain  
your mechanisms, so that's why  
we all do it!

- Ryan Singer, Basecamp



People (14,845)

Companies (117)

Conversations (1/789)

Manual

Auto

All Users (14,653)

All Contacts (192)

New (4 users)

Active (399 users)

Slipping Away (10 users)

29 more...

Users

14,653 users

Message

Tag

Delete

Export

Import

Match all filters

USER DATA

NAME

EMAIL

USER ID

SIGNED UP

LAST SEEN

LAST CONTACTED

LAST HEARD FROM

WEB SESSIONS

COUNTRY

REGION

CITY

BROWSER

BROWSER VERSION

Auto Message...

NAME

EMAIL



Example tutorial user



Unknown



Ray Katz at Sabrina Shop and 1 other



contactmenow@rayk



Alex Burke at Sabrina Shop and 5 others



alex.burke@intercom



John Smith at Zevo Toys



jsmith@mailinator.co



galavanr+123@gmail



brili@hotmail.com



stuart@intercom.io



skyler@intercom.io



Adam at Sabrina Store and 1 other



adam@intercom.io



Anita



anita@intercom.io



Tim Buchanan at Baaarz.com and 1 other



contactmenow@timb



Darren Lee at Axis Chemical Co.



darren@intercom.io

3 of 10

Select 'Sessions'

We're going to build a filter to find your most active users.

Users who went through a tutorial, **3x as activated.**

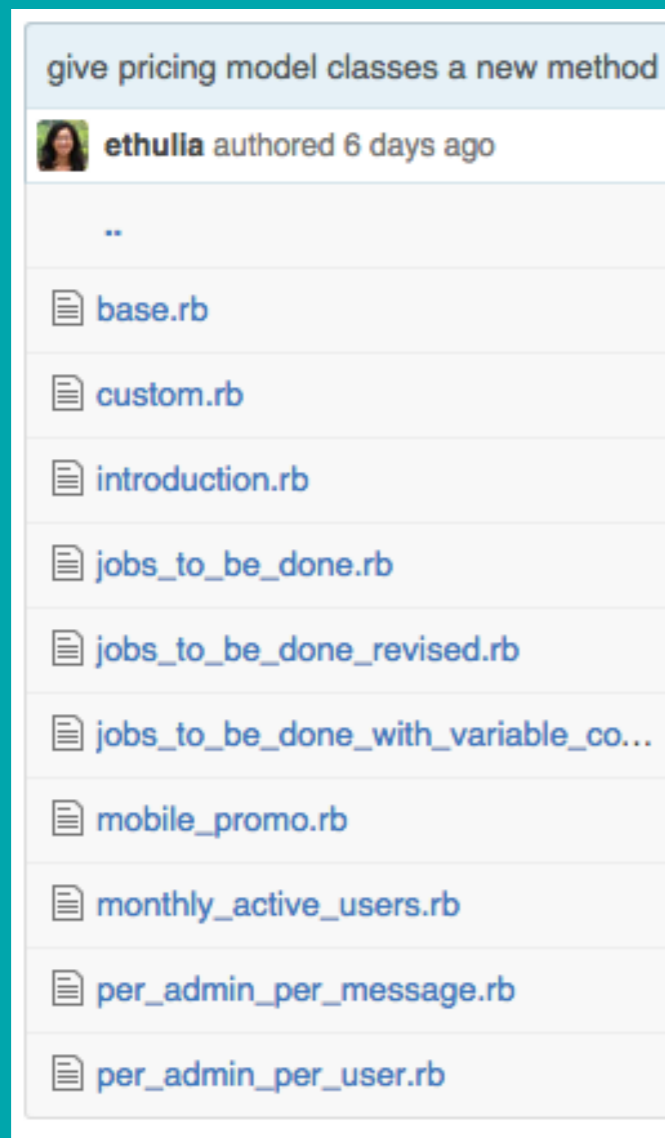
# 3. Pricing

Value-led.

# **Pricing on Purpose**

by Ronald J. Baker

Lots and lots and lots of  
iterations needed.



7 new models  
tried in 2014.

Only change for new customers.

For existing: **grandfather and  
don't announce.**

Tiny number of people will be  
mad. **It'll be fine.**



Tactics are **useless in isolation.**

You need a **strategy and an org**  
to support these tactics.

1. We are entrepreneurial and business minded **product people.**

(e.g. we have 4 former founders  
working as engineers / PMs.)

2. We are **design led at macro**  
and **metric led at micro.**



Intercom™

PACKAGES ^

CUSTOMERS

PRICING

LOG IN

## OBSERVE FREE

See who your customers are and what they do in your product

LEARN MORE

## ACQUIRE BETA

Talk to visitors on your website to help them become customers

LEARN MORE

## ENGAGE

Guide new signups to become fully-engaged, active customers

LEARN MORE

## LEARN

Get product feedback from the right customers at the right time

LEARN MORE

## SUPPORT

Streamline support for your team and your customers

LEARN MORE

3. **Quality** is paramount.



Build a strategy for **sustainable  
and systematic growth.**

It's **not too soon.**

**Thank you.**