

Finding Growth

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Part 1 – Foundation

Chapter 1 – Why Growth is Often Misunderstood

Imagine a Monday morning. A marketing team gathers to discuss growth. Last month's numbers are projected on the screen. Someone points out that conversions in the advertising account have dipped and suggests allocating more budget there. Another team member wants to build a new email flow, arguing that open rates can definitely be improved. A third person heard at a conference that short-form video is the next big thing and wants to dive in. The meeting ends the way so many meetings end: with three action items, three owners, and a satisfying feeling of productivity.

Three months later, conversions have indeed crept up slightly, and open rates have risen. Everyone delivered exactly what was agreed upon. And yet, revenue has remained virtually flat. Nobody can pinpoint why. The team measures, the team optimizes, the team stays in motion, and yet growth remains elusive. This scenario is no exception. It is the rule rather than the exception, and it explains why this book begins where it begins.

Nearly every organization works with data today. We test, measure, and optimize continuously. Terms like data-driven decision-making and growth marketing are thrown around daily in meetings. That seems entirely logical, as markets are changing at an unprecedented pace and the impact of our business decisions is more directly visible than ever before.

Yet in daily practice, there is often a massive gap between what organizations think they are doing and what they are actually doing. That difference is almost never due to a lack of motivation or ambition among employees. It primarily stems from the fact that growth marketing is understood and applied in fundamentally different ways. The problem is not in the intention, nor in the effort. It lies in the frame of reference from which people operate. To bridge that gap once and for all, it is essential to first understand where this confusion comes from.

When professionals first hear about growth marketing in depth, their initial reaction is surprisingly often one of recognition. People quickly claim that they have essentially been doing this for years. They view it merely as a trendy new buzzword for digital testing or standard conversion rate optimization. Others immediately distance themselves, assuming the methodology is exclusively suited for large tech companies or entirely unnecessary for their specific market situation.

Both reactions are completely logical from a psychological perspective. Certain elements, such as running experiments and tracking sales channels, have existed for decades within classical marketing. It is natural for organizations and marketers to recognize these components in their daily work. However, what is systematically missed in that rushed recognition is the profound insight that growth marketing is certainly not a loose collection of standalone activities. The true core of the discipline lies precisely in the systematic way in which all those individual activities connect and continuously reinforce one another. If you only look at the