

From scattered tasks to a clear growth plan.

A working guide for your first remote Growth / Marketing Manager role. Practical exercises, a worked case and five reusable tools.

The outcome

By the end, you will have a funnel baseline, an audit with evidence, three weekly priorities, one experiment brief and a stakeholder update. Use your own authorised data or the practice case in this guide.

Time	Do this	Leave with
15 min	Map one customer journey (page 3).	A funnel with defined stages.
20 min	Check data and inspect the journey (pages 4-5).	One supported problem + unknowns.
15 min	Use the two bonus worksheets.	An audit and a realistic weekly plan.
25 min	Complete the brief and test plan (pages 6-7).	An actionable experiment proposal.
15 min	Write your weekly update (page 8).	A decision-ready message.

All case numbers in this kit are fictional teaching examples. They are not Avie's client results or a promise of job placement.
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Know what to deliver each week.

Align on the outcome, then diagnose, test and learn. Change the timing to match the team's access and capacity.

Week	Actions	Reviewable output
1 / Understand	Meet the business owner. Agree customer, goal, first value, decision owner and access. Walk the journey on mobile.	One-page brief; funnel map; access list with owner and due date.
2 / Diagnose	Reconcile dashboard counts with source records. Complete the bonus audit. Review drop-off evidence.	Baseline by cohort/date; three verified gaps; one agreed bottleneck.
3 / Test	Use the priority planner. Write one experiment, check dependencies and QA tracking before launch.	Approved brief; working success event; launch record.
4 / Learn	Report counts, rates and uncertainty. Decide whether to stop, extend or iterate.	One weekly update; decision log; next 30-day priorities.

Ask these before choosing channels

What business outcome matters this quarter? What counts as activation? What has already been tried? Who approves copy, spend and product work? What capacity is available? Where do final decisions live?

Message you can adapt

“By Friday I will share a funnel baseline and three verified gaps. I need analytics access and a product walkthrough by Wednesday. If access is delayed, I will mark the baseline as provisional and use the time for the journey audit.”

Cheap signups can hide costly growth.

Practice case: a subscription app. The same eligible signup cohort is followed for 30 days; seven-day activation is measured within that cohort.

Stage / definition	Count	Calculation
Paid acquisition spend	USD 2,000	Paid-media cost only
Eligible new signups	400	Cost per signup = $2,000 / 400 = \text{USD } 5$
Activated: first project created within 7 days	80	Activation = $80 / 400 = 20\%$
New paying customers within 30 days	20	Signup-to-paid = $20 / 400 = 5\%$
Paid-media CAC	USD 100	$2,000 / 20$; excludes salary and tools

What you can and cannot conclude

320 signups did not activate within seven days. That makes onboarding worth investigating. It does not prove onboarding is the cause: audience quality, product errors or the activation definition may explain the gap.

Your 15-minute exercise

Draw the journey for one product: source → signup → first value → purchase → repeat. For each stage, write the event definition, count, cohort, time window and data source. Circle every missing definition before calculating conversion.

Metric trap: do not divide this month's new paid customers by this month's signups if they come from different cohorts. For lead generation, replace "activated" with an agreed qualified-lead definition.

Find evidence before writing a solution.

Use the Growth Audit Checklist to turn an observation into a specific follow-up task.

Signal	Check next	Decision it supports
Counts do not match	Compare sample signup/activation records with event IDs, dates and deduplication rules.	Fix measurement before judging performance.
Most users stop on mobile	Test the flow on a real mobile device; inspect errors and step counts by device.	Investigate a mobile blocker.
Drop-off varies by acquisition source	Compare activation for matched, mature signup cohorts by source.	Review targeting/message fit.
Users reach setup but do not finish	Review support themes and permitted session evidence; ask users what blocked first value.	Test clarity or setup effort.

Worked observation - fictional

In a review of 10 permitted mobile sessions, 6 users leave the setup screen without creating a project. Three mention that the next step is unclear. This is a small qualitative clue, not a population conversion estimate.

Turn it into an action

Record: "Setup clarity may block first value." Evidence: session notes + interview notes. Unknown: whether this pattern holds across sources/devices. Next action: validate step counts and review five more sessions. Owner: growth lead. Due: Friday.

Audit status: Pass = checked with evidence; Needs work = verified gap; Unknown = not checked or no access; N/A = not relevant. Never turn "Unknown" into a failure claim.

Choose work that fits this week.

Use the Weekly Priority Planner. Agree evidence and dependencies before committing to a list of tasks.

Candidate	Why / dependency	Hours / choice
Verify activation event	Reporting cannot be trusted until this is checked. Needs product-record access.	2 h / priority 1
Review onboarding friction	Session/interview clues; needs permitted evidence and product partner.	3 h / priority 2
Draft setup checklist test	Depends on diagnosis and design approval. Prepare, do not launch yet.	4 h / priority 3
Start a new paid channel	No evidence it addresses the current bottleneck.	6 h / defer

Capacity calculation

Example: 20 working hours - 6 hours recurring meetings/support - 3 hours buffer = 11 hours available. Selected work = 2 + 3 + 4 = 9 hours. Two hours remain for follow-up. These are planning estimates, not productivity targets.

Define done and unblock early

“Verify event” is done when five source records match event IDs and dates and the QA note is saved. If product access is blocked, assign an access owner and move the task; do not count it as complete.

Your exercise: list five candidate actions. Mark the evidence as verified, a clue or unknown. Estimate hours, add the dependency, then select at most three actions within capacity. Add an output and owner to each.

Write a brief the team can execute.

Completed practice example. Copy the editable blank version from the included Core Templates file.

Field	Worked example
Outcome	Improve seven-day activation; baseline 20%, target 25% (+5 percentage points). Target is illustrative.
Audience / eligibility	New signup cohort, excluding staff and test accounts; every user observed for the full seven days.
Problem / evidence	Setup clarity is a candidate issue. Small session/interview sample; validate step counts first.
Deliverables	One setup checklist variant; tracking QA note; activation comparison and decision memo.
Scope / exclusions	Setup screen only. No new acquisition channel, pricing change or whole-site redesign.
Owners / dependency	Growth: brief/report. Product: implementation. Design: review. Analytics: QA. Business owner: approval.
Timing	Launch only after approvals/QA. Record launch date, full observation window and agreed review date.
Decision required	Approve the scope and confirm product capacity before setting a launch commitment.

Useful wording

“Create one mobile setup checklist with three steps and a clear next action” is reviewable. Add the evidence, owner and completion criteria so a remote teammate can act without a second meeting.

Design a test you can learn from.

A desired improvement is not proof of a win. Agree the comparison and decision rule before collecting results.

Field	Worked example / what to decide
Hypothesis	A clearer setup checklist will help eligible signups create their first project because observed users were unsure what to do next.
Primary metric	Users creating their first project within 7 days / eligible signups in that group.
Comparison	Where feasible, randomly allocate eligible signups between current setup and checklist. Keep other changes stable; verify assignment.
Guardrails	Error rate, support complaints and 30-day purchase conversion. Purchase is reviewed later when cohorts mature.
Sample / runtime	Agree sample size for baseline and minimum useful effect before launch. Run through full observation windows and representative weekly cycles.
Decision rule	Adopt only if the pre-agreed evidence threshold is met and guardrails remain acceptable. Otherwise extend, revise or stop.
Record results	Counts and rates per group; assignment/QA issues; uncertainty; dates and exclusions.

Small-team option: if a reliable split test is not feasible, use a staged change plus interviews and cohort comparisons. Label it directional: seasonality and audience changes can explain before/after differences. Do not claim statistical significance.

Report the decision, not just the numbers.

Practice result: the sample below is deliberately small. The right output is a cautious next step.

Section	Completed update
Decision first	Continue learning; do not roll out as a proven winner yet.
Counts / metric	Control: 40 / 200 activated = 20%. Checklist: 48 / 200 = 24%. Difference: +4 percentage points. Each group has a full 7-day window.
Interpretation	The checklist looks promising, but this sample does not establish a reliable causal improvement. No significance claim is made.
Guardrails / limits	No new critical error observed in QA. Support and mature purchase outcomes still need review; do not call all guardrails clear.
Next action	Validate assignment/data quality and review the planned sample/runtime with analytics. Collect three user interviews about setup clarity.
Owner / deadline	Growth owns the analysis by Friday; product confirms technical QA by Wednesday.
Decision needed	Confirm whether the team can extend within the agreed plan; record approval and next review date.

Copy this update structure

Decision → period and eligible cohort → counts and rates → evidence and limitations → next action → owner/date → decision needed. Link to the source and brief; keep chat summaries short.

Two tools to use immediately.

The worksheets come as printable PDFs and editable HTML files. Open the HTML in a browser, fill it in, then print or save as PDF to keep your answers.

Bonus 1 / Growth Audit Checklist

18 concrete checks across business, measurement, UX, acquisition, CRM and retention. Each row asks for status and evidence. The action log turns your three most important findings into owner, deadline and completion criteria.

Bonus 2 / Weekly Priority Planner

A capacity worksheet, five-action backlog, three priority commitments and Friday review. It helps you say what fits, what is blocked and what is deferred. The worked example shows why a new paid channel is not this week's priority.

The three core templates

Growth Brief, Experiment Record and Weekly Update are included in an editable Markdown file. Copy them into Notion, Docs or your project tool. Keep one final decision log instead of leaving approvals scattered in chat.

Important save note

The editable HTML files do not send or store your answers automatically. Save a completed copy as PDF before closing. Use only information you are authorised to include; avoid customer identifiers in practice portfolios.

Show how you think through growth.

Create a small practice case you can explain in five minutes. Label fictional numbers, assumptions and public-data limitations clearly.

Your portfolio section	Include
Context	Product, customer, business goal and constraints.
Funnel / baseline	Defined stages, cohort and observation window; calculations you can defend.
Diagnosis	Evidence, unknowns and why you chose one problem.
Proposed test	Brief, hypothesis, comparison, guardrails and learning plan.
Weekly plan	Three priorities with outputs, owners and capacity.
Reflection	What would change your mind? What data would you need next?

Five-minute self-review

Can someone identify the next action without asking you? Are your denominators and dates explicit? Did you distinguish observation from explanation? Does the plan fit available capacity? Have you labelled untested results honestly?

This kit builds practical thinking and coordination habits; it does not cover every responsibility in every manager role. Read more at avievu.com/blog.

Personal learning and internal work use. You may adapt the worksheets; do not resell or redistribute this kit. Created by Avie Vu / v2.0.