

Asana End of Episode 6 Summary (Sep 2012 - Jan 2013)

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Product

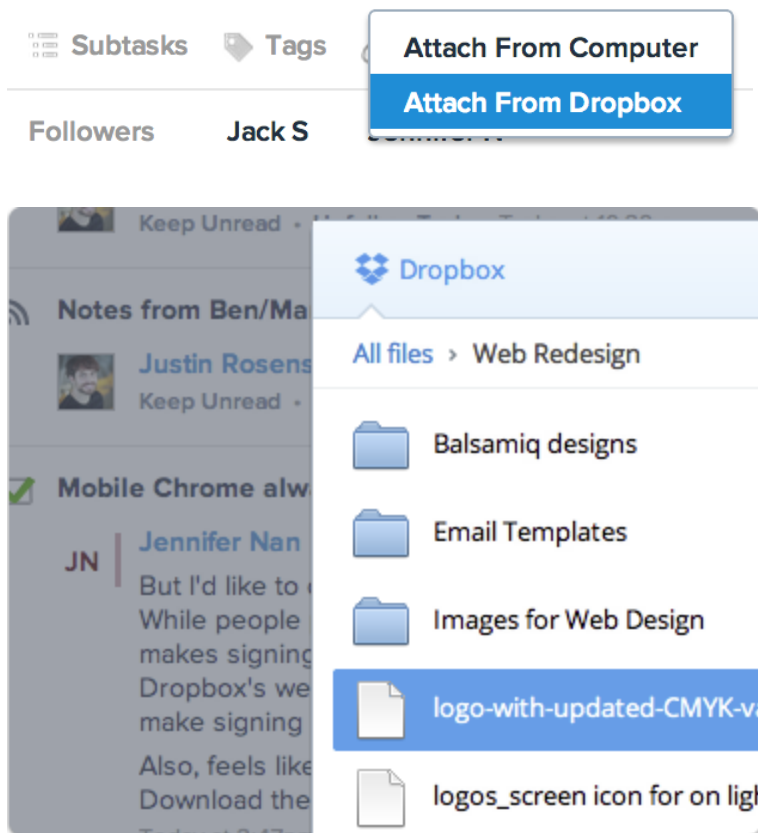
Launches

@WeAreVariable- Congrats for the collaboration!!! RT @asana: Our @dropbox integration is officially 100% live! Asana ♥ Dropbox: <http://bit.ly/SYkhRf>

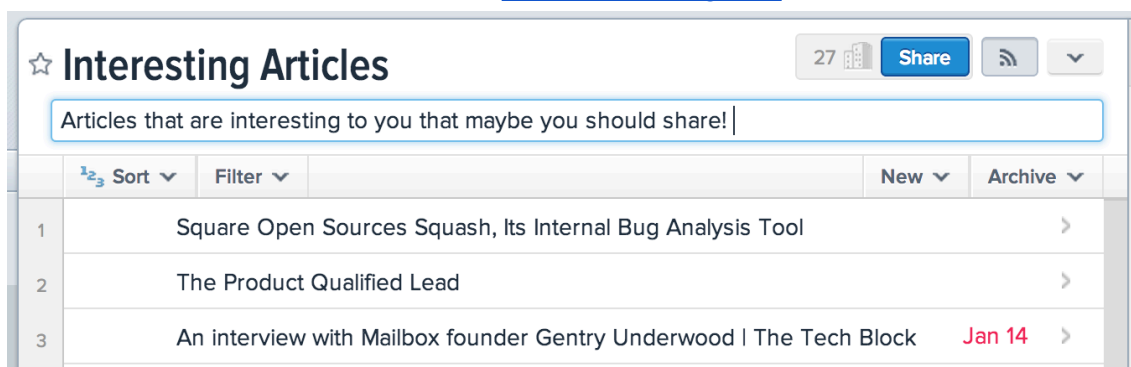
@alexbaldwin- @asana @Dropbox awww yeah, congrats guys! I'll be using this right now!

These are the product changes that weren't part of one of the larger programs. Make sure to also check out the [Mobile](#) and [NUXANA](#) improvements made this episode.

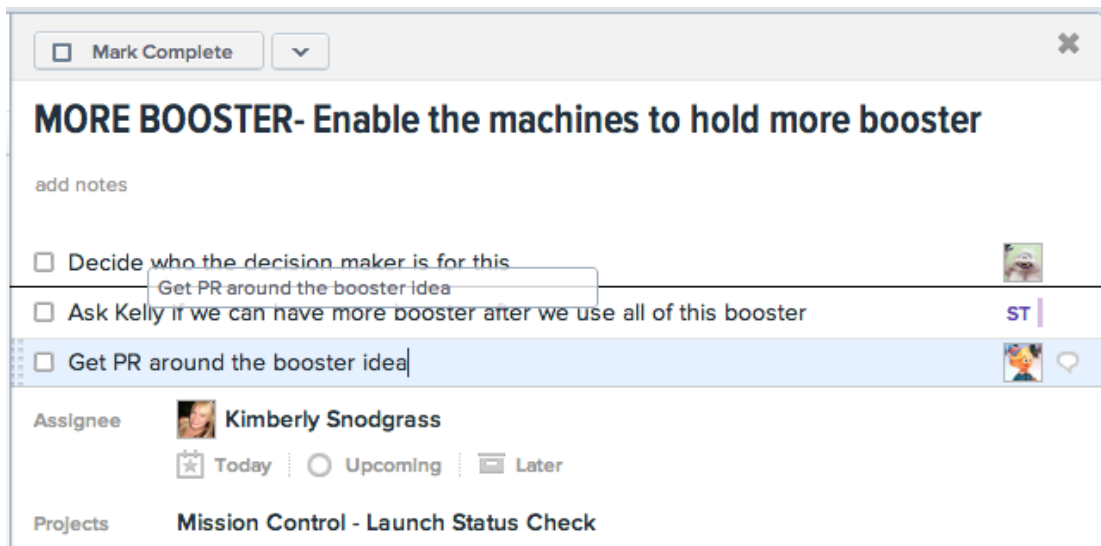
- [Dropbox integration](#)
 - Greg, Rachel



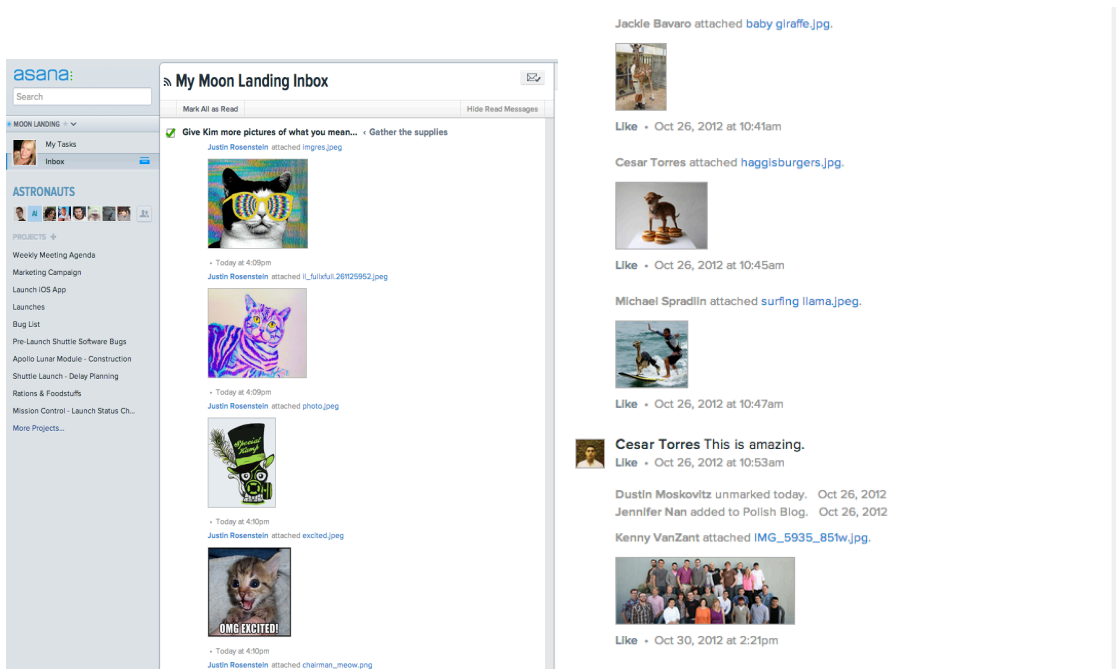
- Project notes in center pane
 - Bella, Stephanie
 - We included this feature in our [polish week blog post](#).




- Subtasks drag and drop
 - Jack




- Thumbnails in Inbox and right pane feeds
 - Dustin, Cesar




- Due Date Task Promotion
 - Greg, David
 - Tasks due today are automatically moved into the Today section and you are reminded with an Inbox notification.

 send to coher < Where does the company need to be

 You have a task due Today.
Keep Unread • Unfollow Task • Today at 12:05am

- “Deactivate Account” option
 - Alex Smith
 - Previously the top support request, so resulted in a big reduction in ticket volume

ACCOUNT SETTINGS 

PROFILE	EMAIL MESSAGES	EMAIL DROPBOX	ACCOUNT	API
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Deactivation is not temporary. Only deactivate if you no longer want to use this Asana account.

Deactivating your account will mean that you can no longer log in to Asana. This does not remove any tasks, comments, or other data that you have added to Asana. If you would like to remove any tasks or projects from the account prior to deactivation, you need to do this yourself. Please visit the [help center](#) for more information about [deactivation and data removal](#).

Would you mind letting us know why you're leaving?

Deactivate

- Reorder and redesign signup/SSO flow on asana.com
 - Kenny

asana:

Sign Up >

Log In >



[Learn more about Asana >](#)

Do Great Things

Asana is the shared task list for your team.
The place to plan, organize & stay in sync.

Get Started - It's Free >

OR



Sign In using Google >

"Asana is at the core of Uber's product and engineering workflows."

— Travis Kalanick, Uber



Great teams relying on Asana



Dropbox

stripe

foursquare

Quora

airbnb



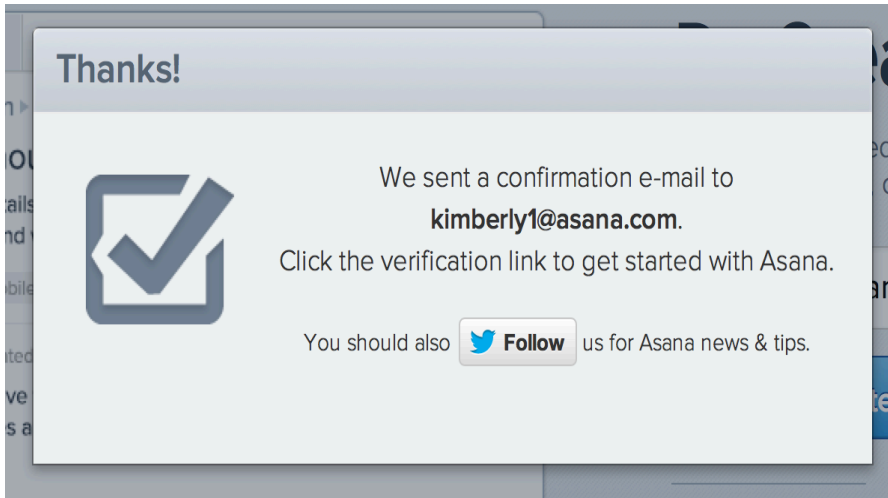
Sign Up for Asana

Create Your Account

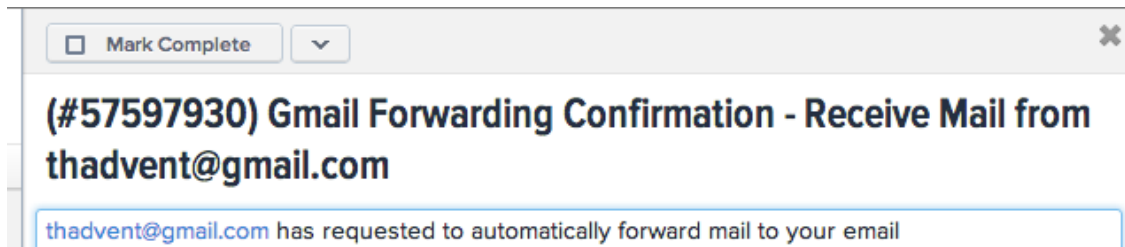
OR



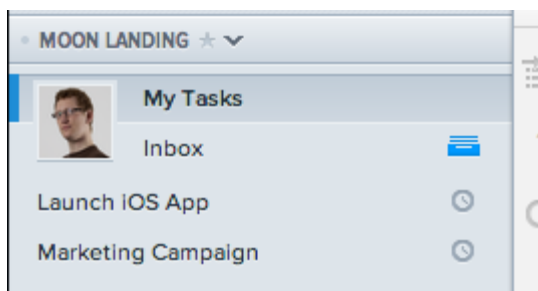
Sign In using Google >



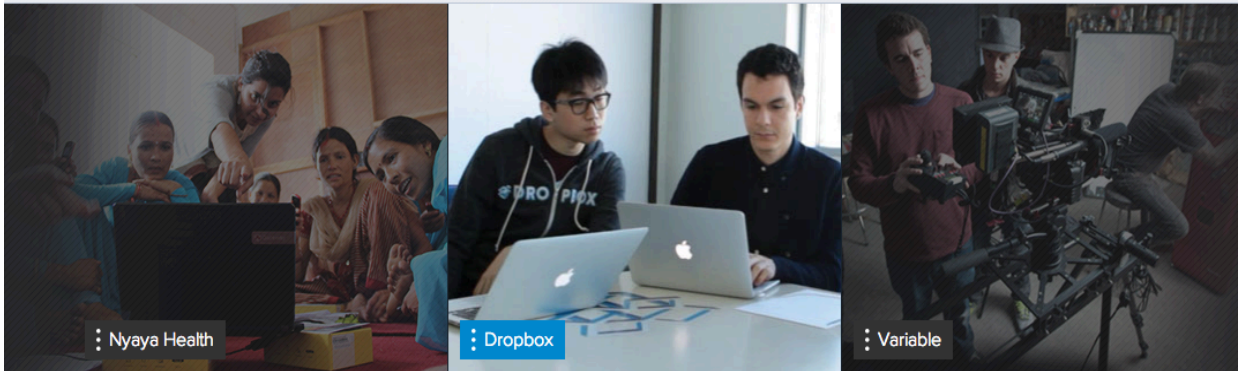
- Email Forwarding
 - Bella, Malcolm
 - Now you can confirm a forwarding address from gmail, so that you can set up a filter to automatically forward some emails into Asana.



- New left pane Header
 - Alex D.



- [Customer page](#), featuring stories from Dropbox, Variable and Nyaya Health.
 - Jim, Dan, Michael H., LaunchSquad



“Within a week, we just felt like a team. It was this awe-inspiring moment. The power of Asana is incredible.”

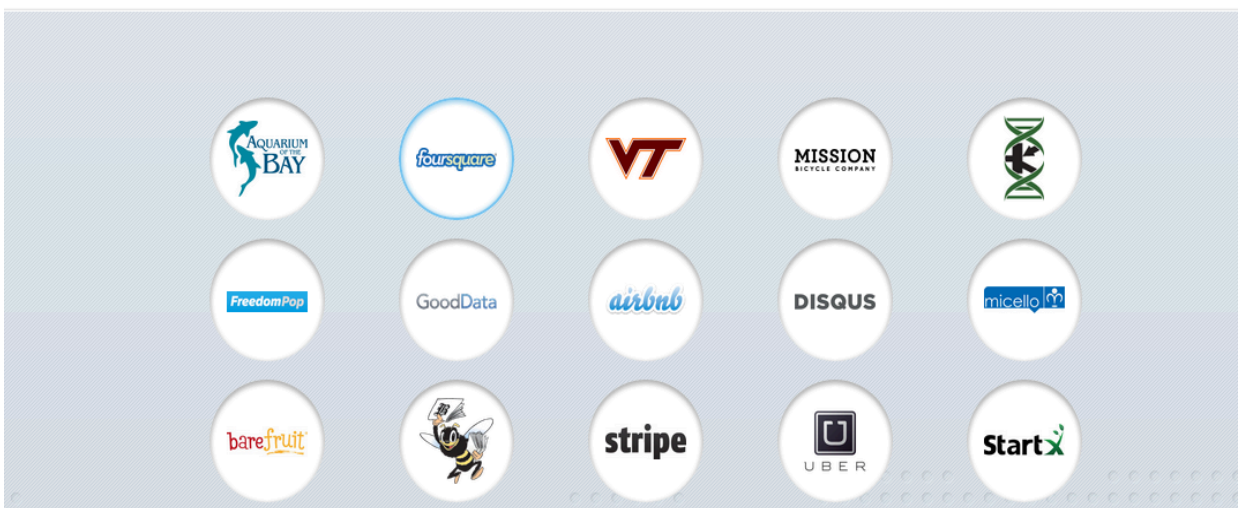
: Rian Hunter, Software Engineer

Dropbox has grown tremendously in the past year. Typically, the thing you must focus on as you grow is communication: suddenly to do anything you have to get on the same page with so many more people. We've tried many things in the past to deal with this: shared documents, spreadsheets, email, and regular meetings. But none quite fit the bill.

We decided to give Asana a try. We were quickly able to eliminate the drudgery of sending update emails and reporting on progress in weekly meetings. Now, if I want to know what's going on with a project or what the status of anything is, I just look at Asana and everything is instantly clear. Asana makes our process so much more efficient. It removes all the waste in communication.

Dropbox is a free service that lets you bring your photos, docs, and videos anywhere and share them easily. Today, more than 100 million people across every continent use Dropbox to always have their stuff at hand, share with family and friends, and work on team projects.

www.dropbox.com

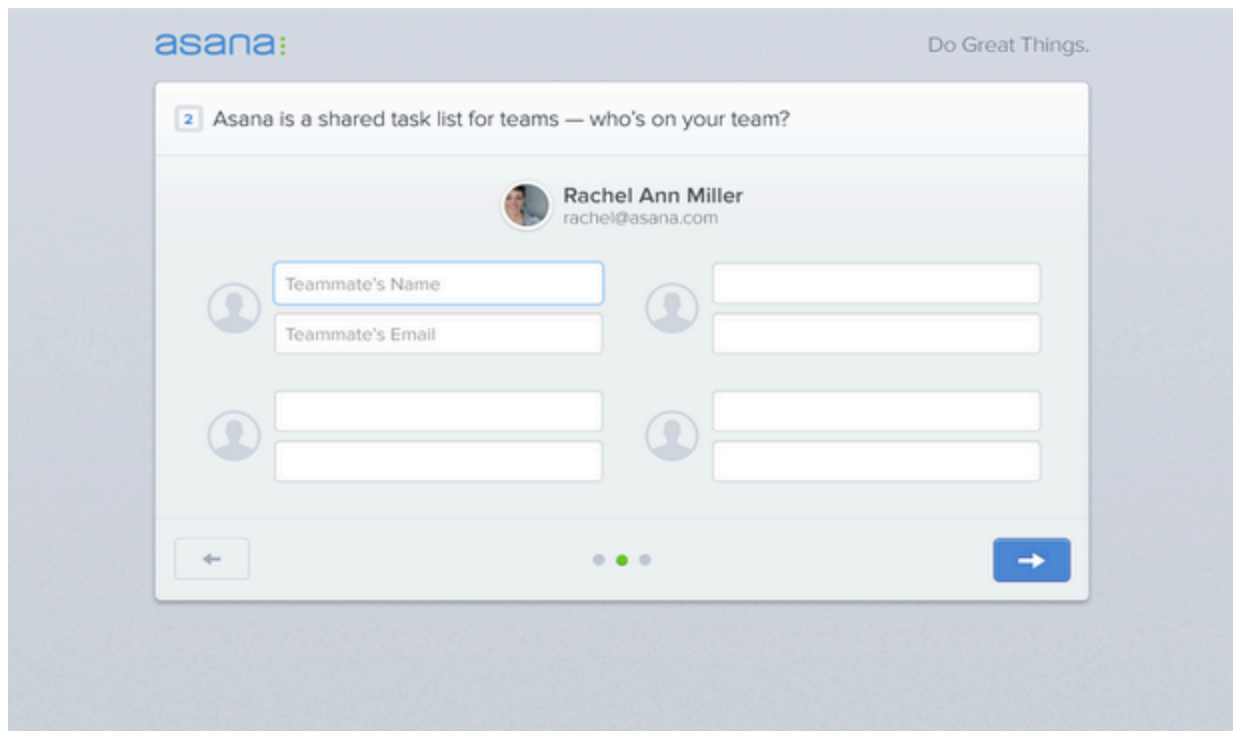


This was the first episode we had a program team focused on growth. A lot of the time was thus spent learning and improving experiment and [metrics infrastructure](#).

We've also set ourselves up for long term success by improving process around experiment analysis. This started with reanalyzing old experiments to find wins and collecting the results in a central store. There is a weekly meeting to review the current metrics and experiments and discuss. This is helping us keep a high level view and form better intuitions about how to approach experiments (e.g. not drawing conclusions too early, looking at earlier signal like `visited_twice`).

For actual product changes, we focused on improving the experience of users adopting Asana for the first time. It is too soon to tell whether the experiments were successful, but most of them look very promising based on the data so far:

- New, full screen NUX experience for Signup users



-
- New invite emails

Stephanie Hornung invited you to Moon Landing on Asana

Stephanie Hornung via Asana no-reply@asana.com Jul 13

to me

Let's use Asana to get organized.

Please note the tasks you plan to work on this week and update them with any questions or status.

Stephanie

New Members

you cesar s.alex.smith andrew 6 more...

Join Moon Landing Now

Trouble with the link above? Copy and paste the following link into your browser:
<https://app.asana.com/0/1254368124835/1254368124835>

You're getting this email because a teammate of yours invited this email address to join their workspace on Asana. If

- Weekly workspace summary emails
 - Jim, Alex S.

- [1 IED] Workspace Invites + invites via tokenizer »



do we need a way to select team from new/edit task invites?

was talking to Alex D a bit ago, it sounds like there's no longer a "add assignee/follower as a guest" option in networks world, but instead we might want a way to select which team(s) we are inviting them to from this screen.

I think this isn't an issue when inviting from the left pane, but i'm not 100% sure



Andrew Watterson i'm also asking josh how it will look on mobile if i'm invited to a project but not a team - i imagine i'll have a team header with one project below it. if it's easy, maybe we can just throw a "request to join this whole team" in there that will solve this case without us having to do a whole workspace browser.

but: that's mostly up to josh and orthogonal to this thread.



Jack Stahl That is an interesting idea. We should do it in desktop.



Andrew Watterson i'll follow up with josh under separate cover. the direct answer to this task is "no." tim, see above.

[View all messages ►](#)

- E6: Networks

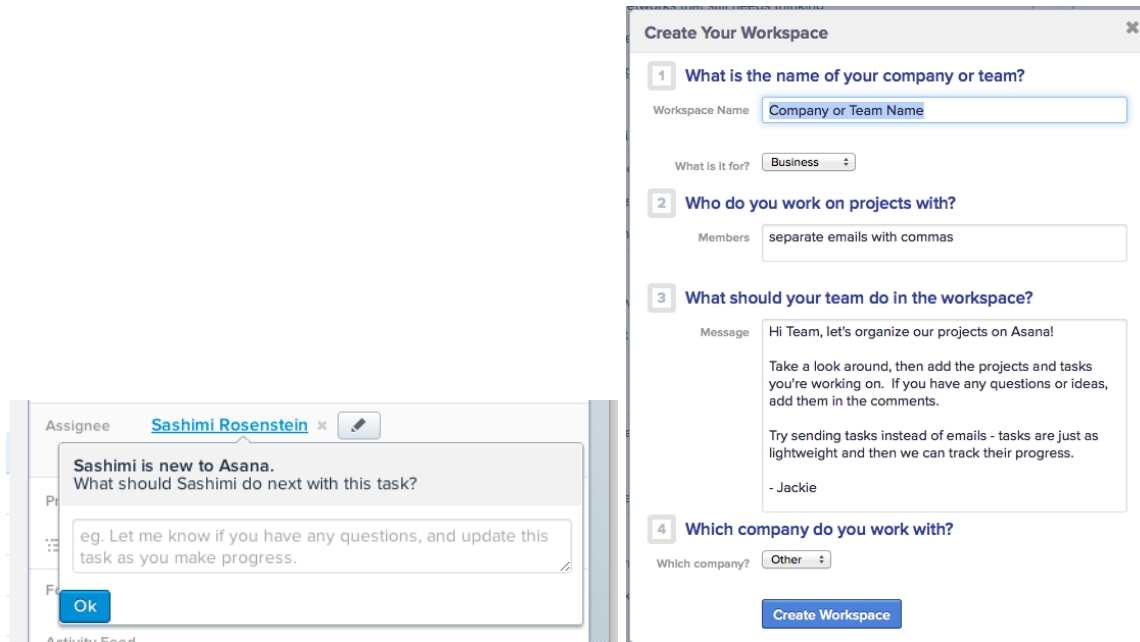


Deprovisioning in Free Network - Can we let anyone deprovision anyone else?

I'm trying to simplify the requirements to make this easier to design and build.

Earlier we'd said we don't want people to be able to deprovision people who

- Task pane redesign (see [UI section](#))
- Some smaller treatments: new user comment prompt, team oriented tour variant, photos in atm, new workspace creation screen, reduce daily reminder emails
 - These were done earlier in the episode, so we more definitively know they failed to produce a statistically significant adoption win, but they usually improved one of the lower level engagement stats.



KRs Accomplished:

- Have a successful growth experiment
 - [Full screen NUX experience](#) improved domain invites (screenshot of new NUX above)
- Produce a growth accounting model

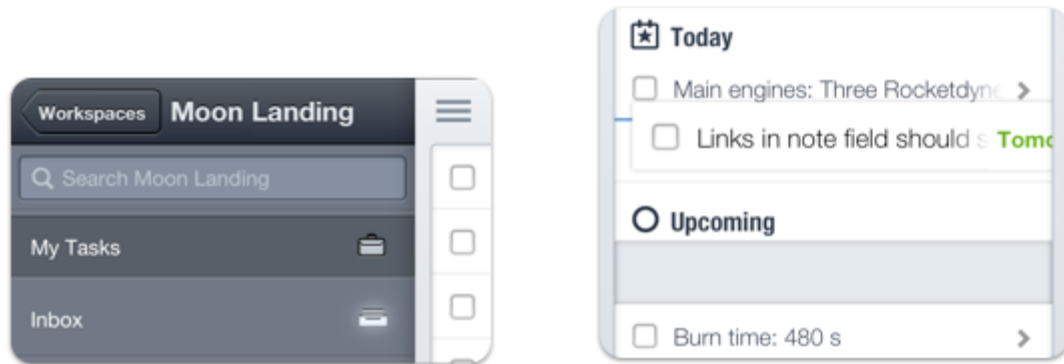
Mobile

Tim: "I love that I have a task to 'Submit to Apple'"

Mobile was arguably the most successful of the product programs this episode. We went into it thinking we would have to do more work to follow-thru on the recent re-launch of the iOS app (esp. in terms of achieving desktop feature parity) to achieve a 4-star rating, but it turned out to be incredibly well received and is now (sometimes) even enjoying a 5 star rating. So we were able to dedicate the episode to pursuing new avenues instead. Most notably, we began development on an Android app that will ship early in E7, but we also shipped these individual features:

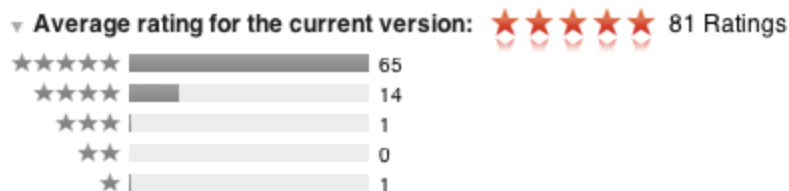
- [Drag and drop re-ordering](#)
- [Search](#)
- Push Notifications (coming soon!)
- Inviting
- iPhone 5 support

- Mobile Inbox



KRs Accomplished:

- Implement Something New(tm) on mobile: not pre planned feature parity or polish work. (e.g. push notifications, Android)
 - Push notifications (shipping soon)
- Finish episode with ≥ 4 stars in the iOS App Store
 - 5 star average for the current version! (though sometimes we see 4.5 depending on where we're looking and who the user is... not sure why)



Big Teams

Jack: "We are now almost a sprint ahead. Which maybe isn't that amazing since we started a sprint early."

JR: "Sorry to interrupt, but I wanted to check if this is oncall-worthy: my left pane just turned awesome."

Malcolm: "My face is showing up in your left pane?"

Kris: "Yeah."

Malcolm: "You're lucky."

This is one of the largest projects we've worked on so far and seeks to add a layer of hierarchy to the data model in order to facilitate users having a combined inbox and task list for workspaces within their company. In E6, we made major changes to our underlying data model as well as implemented enough of the new UI to start dogfooding the functionality internally and

release it to two trusted customers. Part of this involved shipping a [new left pane](#) for everyone. In E7, we'll continue the controlled roll out of the full functionality and hope to launch it for all new customers about $\frac{3}{4}$ of the way through the episode.

KRs Accomplished:

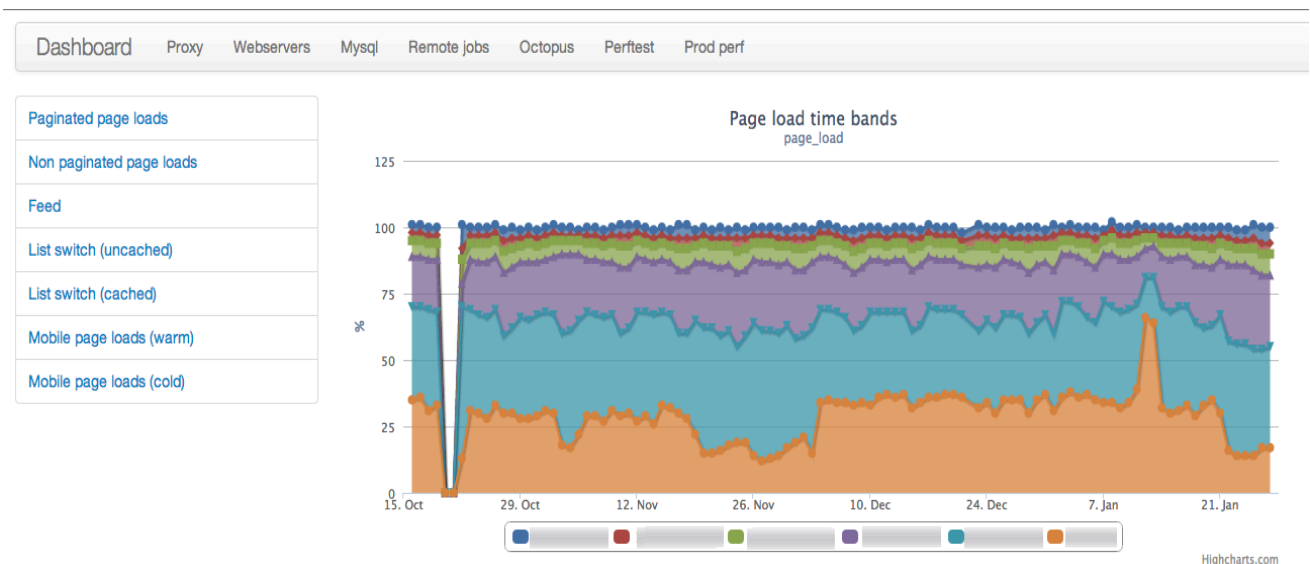
- Have at least one graph on the dashboard that is a higher-level success metric, e.g. “# of active adopted companies”
- Positive qualitative reaction to new functionality from key beta users
 - "Awesome, and potentially exactly what we needed"
 - "[Post-migration], people are adopting very quickly and it's really going well. We're starting to use Asana for everything."
- No data exposure or permanent data loss as a result of related migrations

KRs Failed:

- Quantitative improvement in big team usage
 - We did not launch the feature, so it couldn't have this effect.

Performance

We started the episode by finishing up some of the E5 work, particularly around pagination. Then, we rebuilt our perf dashboard to better reflect our performance goals and give us insight into different parts of the stack.



KRs Accomplished:

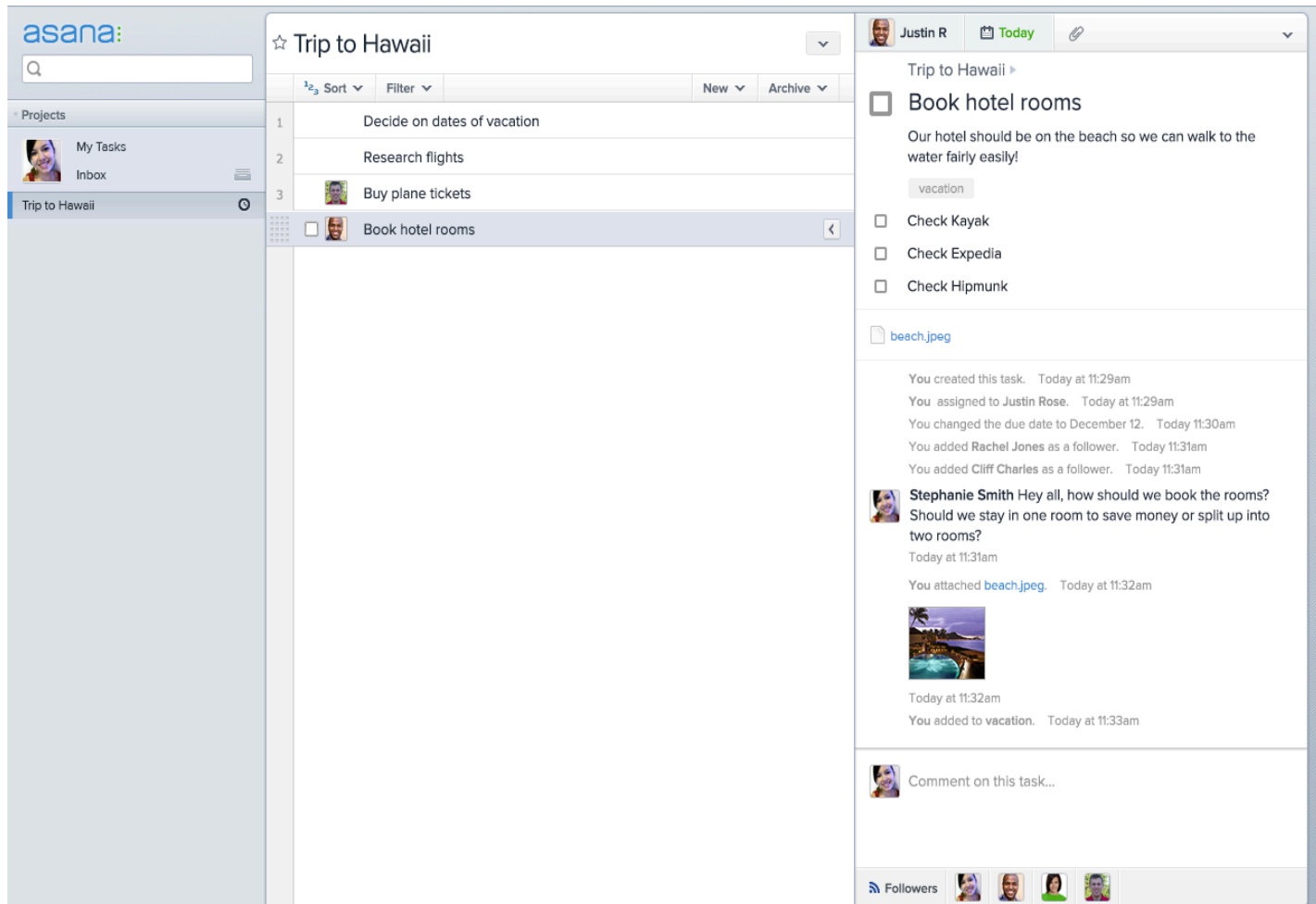
- Dashboard confidence
 - It has already helped us catch and fix one serious regression.
- Architectural confidence
 - We didn't execute the approach originally described in the KR but Malcolm/David/Konstantin/Kris are confident they understand the areas where we have problems and feel that in each area we have a range of acceptable solutions.
- Run a domain-level a/b test to determine the effect of improved perf
 - We observed a statistically significant drop in adoption (~5%) by withholding 10% performance from a set of new users. This is a very strong result and re-affirms our commitment to achieving high standards of performance. We don't know for sure that we aren't at some bright line of performance impact, however, so will potentially re-run this a/b test in the future.

UI

Bella: *"We're very generous with our DIVs."*

KRs Accomplished:

- Design a redesigned right pane with higher survey scores
 - Jr, Cesar, Jennifer
 - Minimally surveyed, but 100% positive responses. "the redesign is "cleaner", "easier to read", "easier to notice what's most important", "more pleasing", "better color selection", "visually more appealing", "seems like the latest type of software" (vs. current design "looks more dated"), "friendlier", "friendly social media", "more simple, mostly in organization"
 - *Not yet implemented*



X

Engineering

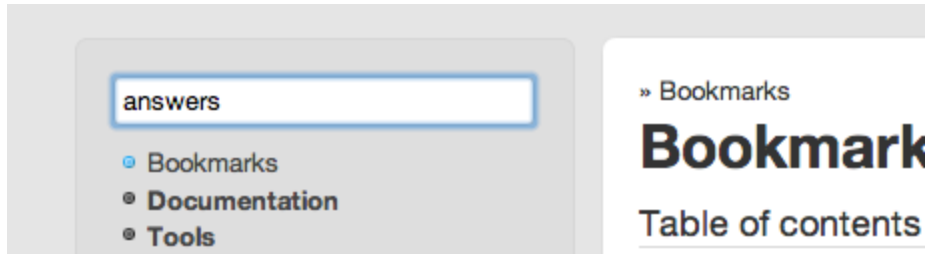
Tools/Testing

Greg: "While I'm at it, I should add some more .. what do you call it? Correctness."

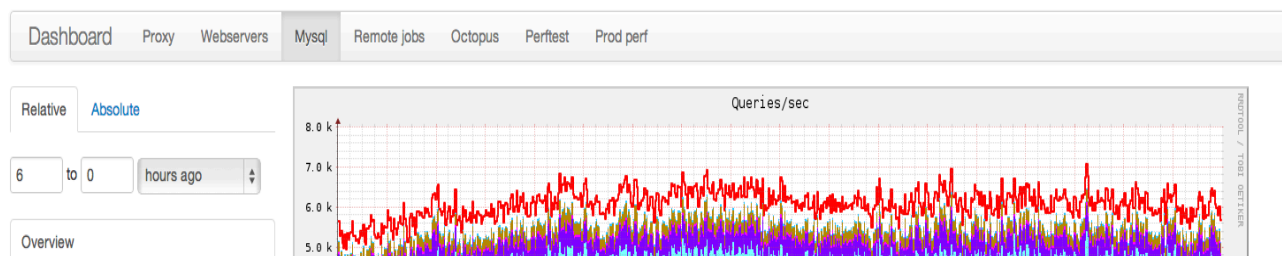
Michael: "FYI: I decided to make `_fetch` happen."

Notable accomplishments (that don't have associated KRs):

- Internal docs search



- Useful flag-related errors in scripts
- Various migration improvements including managed distributed jobs
- Switched from macports to homebrew for faster and more idempotent configuration
- [Oplandia](#)
- Real-time production metrics query language
- Infrastructure dashboard



KRs Accomplished:

- In last sprint, ALL new UI tests written using FrameworkUITest or equivalent isolated view test scaffolding
 - Greg
 - Engs very happy with this improvement
- If motivated by perf or product team needs, create a functional, proven way to debug problems locally with production data
 - Near the end of the episode, we decided we wanted to use this and were able to get the domain crawler functioning again, allowing us to import data for a particular domain locally.
- Spurious failures account for <10% of all failures on Testville
 - Efforts made at the very end of the episode put us across the finish line here.

KRs Failed:

- Create a spec for a data de-linter that will eliminate problems caused by invalid/corrupt data in production, signed off by one other eng
 - We never prioritized this work

Stability

David: "It may, or may not, have caused all our problems. We don't know. So that went well."

KRs Accomplished:

- No single point of failure that takes longer than 30 minutes to recover from.
- Uptime of 99.86% after September 20, 2012
 - After resolving the RDS issues in the beginning of September, we had nearly perfect uptime.
 - ... [until late January](#), but that is actually the beginning of E7

KRs Failed:

- Uptime of 99.86%
 - We had [a string of high-profile outages](#) at the very beginning of the episode due (primarily) to RDS-related issues. Because we were still drafting the [EOE5 summary](#) when they happened, we describe them and our response in more detail there. The short version is we moved to the dedicated IOPS version of the Amazon RDS service and that resolved the issue.
- No more than 5 monitoring email alert-spurts per day
 - We never prioritized tackling these in a systematic way

Open Source

KRs Accomplished:

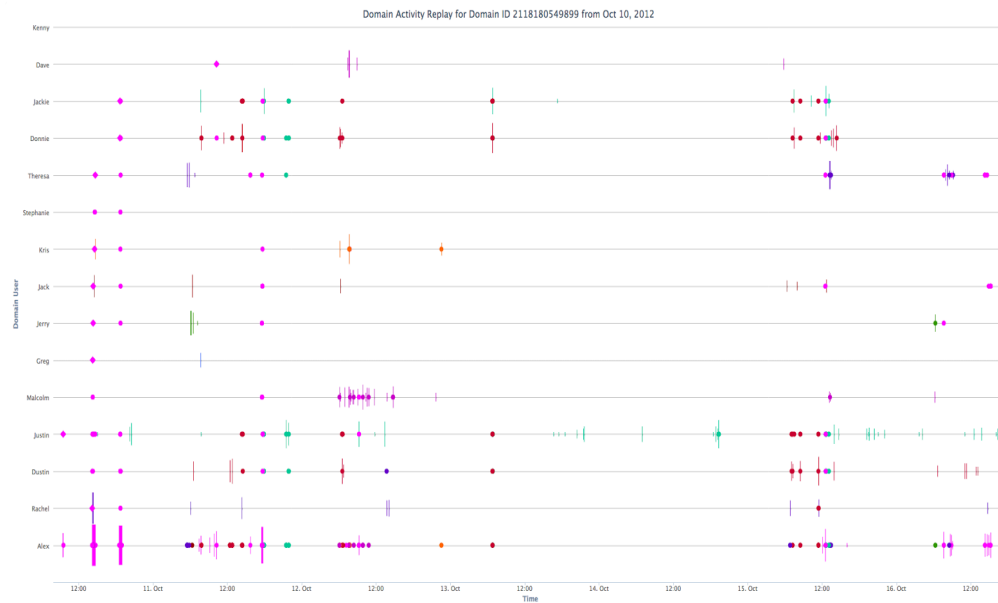
- Open-source Kraken (née Octopus)
 - Kris
 - (pending a blog post to announce it)

KRs Failed:

- Open-source Minotaur (née Airpedal, an internal error reporting tool)
 - Cliff made some progress during Grease week, but we need more investment to follow through.
 - Notably, Square just released a very similar tool, [Squash](#).

Metrics

The NUXANA team beefed up some of our reporting with the new-user-waterfall report and the domain activity replayer.



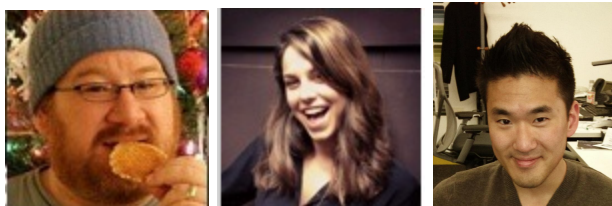
The Mobile team also added a mobile activity dashboard.

KRs Accomplished:

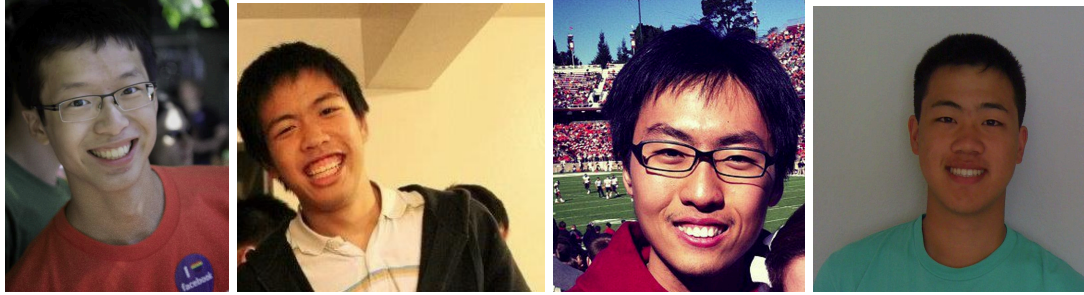
- No more than 2 hours of lost log data, and no more than 2 multiple-day time periods with less than perfect data
 - No losses!
- Perform at least one domain-level experimental analysis
 - We started with the `enable_subtasks` flag, but have done many since then. However, we have not been able to easily get statistical significance on these tests, even though we think the signal should be stronger, on account of there being many fewer data points (each workspace is a data point instead of individual users).

Operations

Recruiting



Interns:



The primary focuses of our recruiting efforts this episode were:

- College recruiting. Fall is when interns and new grads make their decisions for the summer, so we spent some time developing a campus presence, esp. at Stanford, Berkeley, Harvard, and MIT. We hired 4 awesome interns, from Stanford, Berkeley, and CMU. We made great contacts at all of the universities we went to, some of whom will hopefully convert into full time hires in the future. We also participated in the General Catalyst [Nationwide University Hackathon](#).
- Recruiter recruiting. In October, our recruiting lead, Theresa, decided she wanted a different kind of role than what we had available at Asana, so we spent considerable effort seeking her replacement. Early in E7, we hired her replacement, but the gap in time contributed heavily to the fact that we missed many of our recruiting goals, as we ended up focusing most of our energy here.
- Connecting with the design community. As part of our partnership with Designer Fund, we hosted a [Design Town Hall](#) in late October and published [an interview with Stephanie in theindustry.cc](#). JR also wrote an [epic blog post](#) about design work at Asana.

We also re-launched our [company marketing pages](#) with an awesome new design.

A man and a woman are sitting on a light-colored sofa in a room with large windows and horizontal blinds. The man is on the left, wearing a white t-shirt, and the woman is on the right, wearing a grey long-sleeved shirt. They are both looking at each other and appear to be in a conversation.

Doing Great Things

Make a positive impact on the world

[Company](#)[Our Team](#)[Jobs](#)[Press](#)

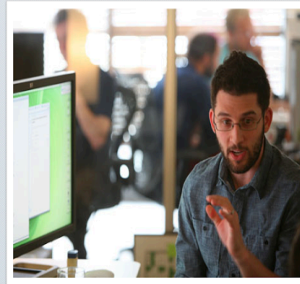
Asana's mission is to empower humanity to do great things. Our approach is to build software that makes group communication and coordination effortless, giving teams of like-minded people the tools they need to accomplish dramatically more ambitious goals.

Human potential is infinite. Come [help us](#) unlock it.

Doing Great Things

At Asana, improving the world is an end in itself. We are here because we think that creating technology to expand human potential is the best way to achieve that end. While we do strive to build a tremendously successful business, we do not see financial returns as the goal, but merely the reward.

We work hard because our work is a source of meaning, a product of love, something we do because we feel it has a positive impact on the world. We don't know if we will achieve our goals, but to do great things, we must attempt great things.



“Have you found the intersection of your passion and the potential for world-shaping positive impact?”

[Read Justin Rosenstein's article "Do Great Things" >](#)

Who We Are

[Meet Our Team >](#)



“There are so many brilliant, creative people who are trying to improve the world—by working on the software that they use to stay organized, I can help all of them achieve their dreams.”

— Jackie Bavaro, Asana since 2011 [Q](#)

KRs Accomplished:

- 1 marketing designer
 - Jim Renaud
- 3 summer interns
 - Andy Fang
 - Vincent Siao
 - Jeff Chang
 - Yongxing Deng
- 1 office coordinator
 - Kelsey Aroian
 - We didn't originally have recruiting coordination in mind here, but Kelsey clearly helps with our overall office management bandwidth.

- 1 finance manager
 - Ed Park

KRs Failed:

- 1 recruiter
- 2 non college-sourced FT engineers
- 1 product designer
- 1 college-sourced FT engineer
- 1 additional non-college sourced FT engineer
- 1 sales (Account manager)

User Ops

"Awesome, thank you Jerry! You've been extremely helpful and easy to work with. I'd definitely recommend Asana to my friends." - Case #38229

"Thanks you for your honest answer. It turns out that--as I'm sure you guys know--there are always needs in every outfit that require that some projects, tasks, discussions, etc., be kept from public knowledge within the company. We will upgrade to Premium for that reason, but also because the ethos of customer attention that clearly characterizes your team makes me think that it is worth "investing" in the future of your product and company. Keep up the excellent work!" - Carlos, Case #43299

"Awesome it worked! Now I know first hand how amazing your support is." - Josh, Case #37198

"Thanks so much for the speedy and effective advice. I was able to quickly tie my Asana-based project to Google Calendar." - Case #38002

Ticket volume this episode was modest, in no small part thanks to Alex implementing the top UO workflow as a self-service feature in the app (account deactivation). As a result, the UO team was able to focus on other project work, like product QA, and internal efficiency. They strengthened their own processes by enumerating AoRs for individual UO members, initiating a peer ticket review program, and starting to use ticket labels to track support praise and opportunities. Finally, they increased responsiveness to high importance tickets by adding morning and afternoon on-call shifts for the Priority and Tier 2 queues.

KRs Accomplished:

- Premium Support Standards: Keep 95% first response within 4 hrs for cases that come

in between 8am & 6pm [not including weekends]

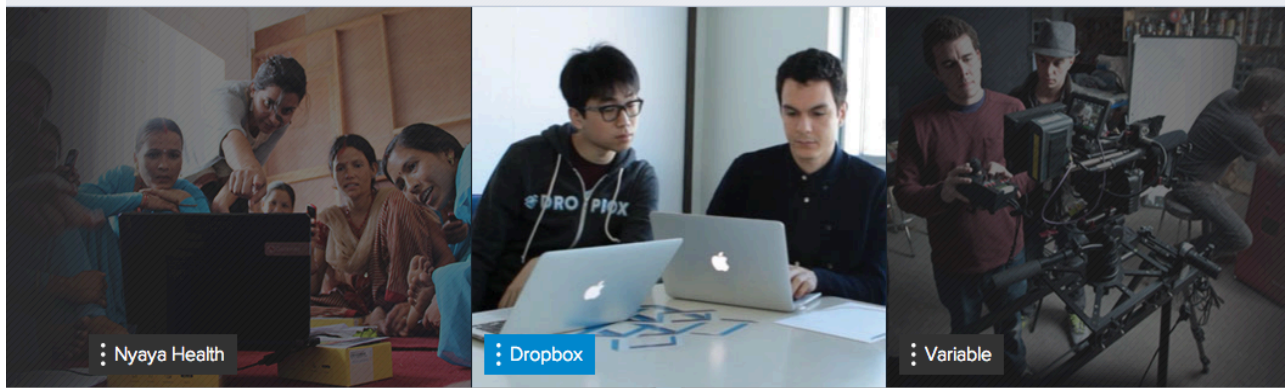
- Tier 2: Free Product Support Standards: Keep 95% first response within same day for cases that come in before 6pm [not including weekends]
- Requests & Tier 1: Free Product Support Standards: Keep 95% first response within 24hrs for cases that come in before 6pm [not including weekends]
- Know which metrics we want to track
 - Agent metrics: hours spent on tickets (daily), overall # of tickets (weekly)
 - Team metrics: Daily SLAs (daily), Praise label (weekly), Opportunity label (weekly), Users per Agent (episodically)
- Get baseline around efficiency and quality
 - Praise label: ~10/week
 - Opportunity label: ~2/week
 - Users per agent: ~84k active adopteds or 15k 4d7s
 - Up to 50% of hours spent on tickets
 - Average of ~2000 tickets/month

KRs Deferred:

- Proposal [or successful implementation of] customer satisfaction program
 - Decided this was over-optimization and not solving a problem we have today

Marketing & PR

In addition to our KRs, a lot of effort was put towards cultivating strong relationships with customers that will participate in future marketing efforts. We've built a pipeline of 25+ teams that are excited to work with us and recorded our first video customer testimonial, featuring Rian Hunter of Dropbox. Several of these customers are featured on our new testimonial page:



“Within a week, we just felt like a team. It was this awe-inspiring moment. The power of Asana is incredible.”

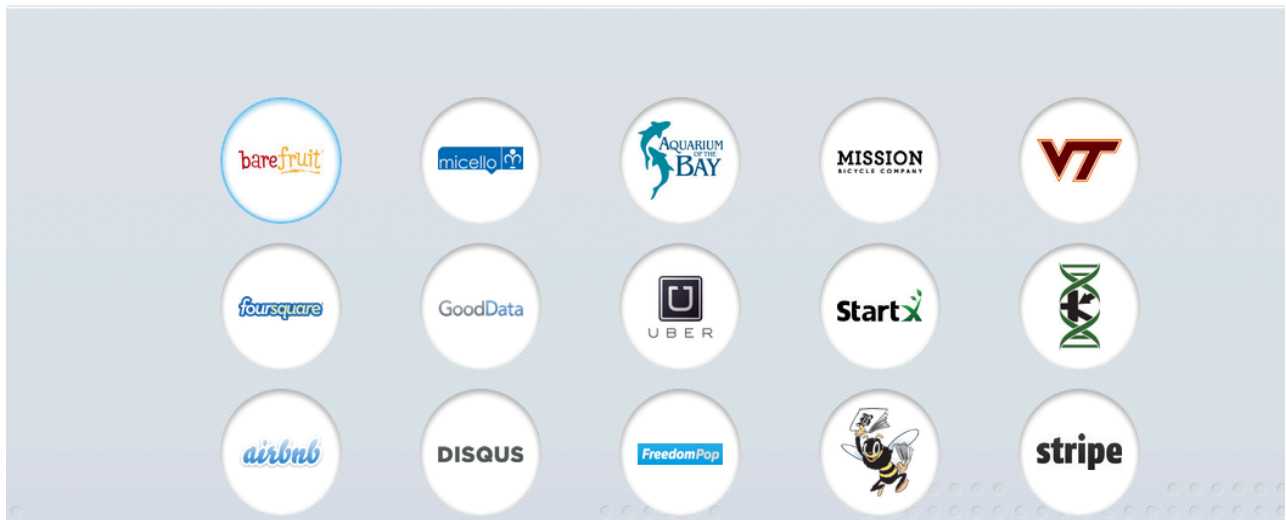
: Rian Hunter, Software Engineer

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We decided to give Asana a try. We were quickly able to eliminate the drudgery of sending update emails and reporting on progress in weekly meetings. Now, if I want to know what’s going on with a project or what the status of anything is, I just look at Asana and everything is instantly clear. Asana makes our process so much more efficient. It removes all the waste in communication.

Dropbox is a free service that lets you bring your photos, docs, and videos anywhere and share them easily. Today, more than 100 million people across every continent use Dropbox to always have their stuff at hand, share with family and friends, and work on team projects.

www.dropbox.com



We’ve also begun building out a new video studio in the office and are presently [seeking a video](#)

[producer](#) to craft beautiful works in it.

Notable press coverage:

- Techcrunch: "[Asana Brings Smooth Task Management To New Version Of iOS App](#)"
- TNW: "[Asana launches version 2.0 of its iPhone app with revamped design, new features, more speed](#)"
- PandoDaily: "[Asana Releases Version 2.0 of Its iPhone App](#)"
- LifeHack: "[Asana Levels Up with an All-New Redesigned iPhone App](#)"
- Bloomberg TV: "[Asana Co-Founder Says Software Is Best Product](#)"
- ZDNet: "[Dropbox offers another access point to cloud storage with Chooser](#)"
- Techcrunch: "[Meet Dropbox Chooser, The Improved Upload Or Attach Button For The Cloud-Based Set](#)"
- Business Insider: "[The Power of Dropbox File Sharing Platform \(Asana becomes latest integration partner\)](#)"
- LifeHack: "[Asana - The Ultimate Team Task Tool](#)"
- Techcrunch: "[The Enterprise Cool Kids](#)"

KRs Accomplished:

- Editorial calendar published somewhere for entire company to see
 - We wrangled content from around the company, getting high-quality contributions from Kim S, Jennifer, JR, Stephanie, and Jerry.
- One non-product blog post per sprint
 - Sep 28th: [Asana From the Inside Out](#)
 - Oct 29th: [Finding Your Superman Time](#)
 - Nov 6th: [Design Town Hall: Skeuomorphism vs. Simplicity](#)
 - Nov 8th: [A Product Manager's Perspective On Product Polish](#)
 - Nov 12th: [Stories From Our First Year](#)
 - Nov 21st: [Thankshacking](#)
 - January 3rd: [Come Design the Future of Work](#)

KRs Failed:

- Launch a NUX email drip campaign
 - We postponed finishing the NUX email campaign until we unify the design of our email templates.
- Update existing video library and produce 5 new videos
 - We decided to postpone production of the five new videos for the KR until we could bring on a [video producer](#) to give them higher production values, but didn't focus on getting that resource until the end of the episode
- Tier 1 Story

- This was originally meant to be for a major launch that got delayed, so deferred until the next episode.

Marketing Operations

In general, E6 was about analytics, measurement, and JK learning systems as a new member of the team. One highlight of the episode for him was working (primarily with Jack) to help bridge the divide between engineering and operations. The database work, Oplandia, and setting up Adwords are examples of this. Another key aspect of the episode was coordinating with our growing marketing team - onboarding new contributors such as Jim and Michael Huang, and working with Kenny and Dan. We unveiled a new design for the About/Team/Jobs/Press portions of the Asana.com, and started work on the Asana Guide. JK assumed primary responsibility for the static sites, and we moved Asana.com over to Elastic Beanstalk.

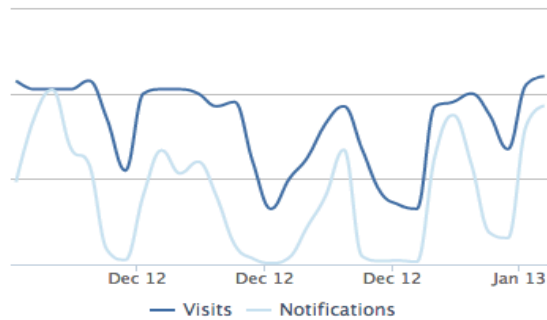
KRs Accomplished:

- Business Insights system in production
 - New luna_stats tables from read replica - users, domains, domain users - which are easy to join on engagement, adoption, etc. This is useful for email automation, monitoring the success of marketing campaigns, and cohort analysis
 - Oplandia is an example of how we can use the new data (this is for our own workspace)

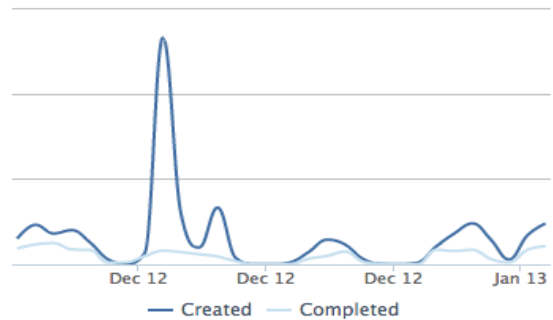
Asana

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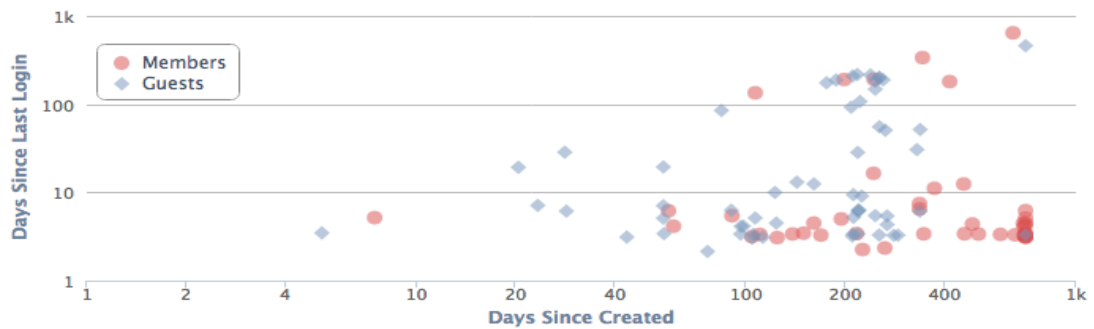
30d Visits and Notifications



30d Task Activity



User Engagement Scatter



- Daily registration email keeps us focused on user acquisition
- Understand cost/benefit of SEM program; produce 5% of new signups via SEM program
 - Set up Adwords to capture long tail keywords at lower costs
 - Produced 7.5% new signups by end of episode
- Audit and Update Web Analytics

- Integrated front end with the app/stats db - allowing us to pass information when people sign up on where they came from (e.g. SEM, content campaigns) to marry pre-signup attributes with engagement, adoption, and later stages of the new user funnel
- Updated Google Analytics tracking codes where possible; helped identify “true” conversion rate by separating out logins & subdomain visits from new unique visitors

Company

Events

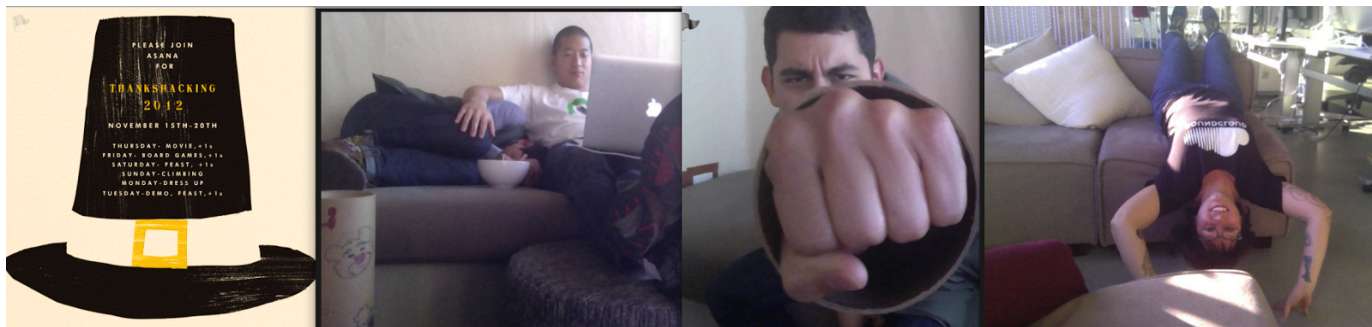
Monterey and Carmel Offsite - We took a weekend trip to Monterey, CA this year for our annual company trip. Amongst the plethora of food, many of us explored kayaking, hiking, [hot/cold pool dips](#), yoga, bike riding, the Monterey Bay Aquarium, bonfire s'mores, face painting, and more!



["Skeuomorphism vs. Simplicity." Town Hall](#), co-hosted with Designer Fund. ([pictures](#))



[Thankshacking](#) - A hackathon over a long weekend right before Thanksgiving. We hosted a fun activity every night of the hackathon, including a giant potluck.



Holiday Party - This year, we held our holiday party at Nihon in San Francisco. We devoured sushi, fine drinks, danced the night away, and made individual flip books!

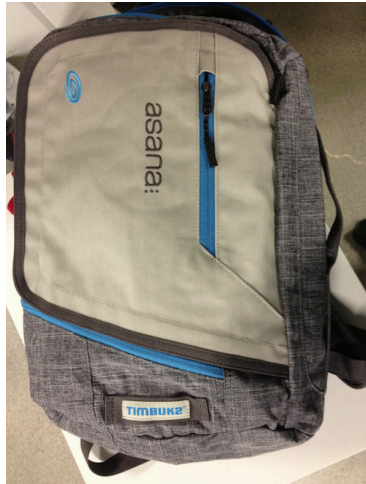


January Happy Hour - Our first real happy hour in our new space. Catered by the Asana culinary team, naturally.



New Swag

This year, all employees of Asana got their choice of bags for our annual holiday gift.



New Office

Andrew: *"This is one step away from designing on the beach."*

We've moved to a larger space on the 9th floor of the Hamm's building in the Mission (previously, we were on the first floor of the same building). We're enjoying higher ceilings, amazing views, and breathtaking sunsets.

