

**we are so lucky to be
alive at this very moment**

Fun with professional services and startups.

Me

@greggles - Drupal Security Team, Cracking
Drupal, greg@CARD.com

You

Know some Drupal or want to know Drupal -
maybe have ideas for running a "business"

Home >

GVS, Drupal Scout, acquired by industry leader Acquia

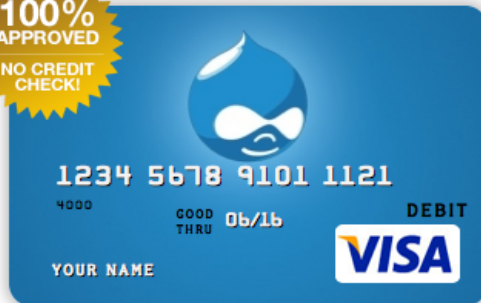
https://www.card.com/druplicon

CARD.com



Get Your Druplicon Prepaid Debit Card!

Use It Anywhere Visa or MasterCard Debit is Accepted



[All Cards](#)

✓ NO overdraft, late or penalty fees

✓ NO minimum balance

1. Sign Up

In less than 60 seconds

2. Approved

100% approval in seconds

VISA

MasterCard

Contact Information

Name * First Name Last Name

Email * We'll never spam you

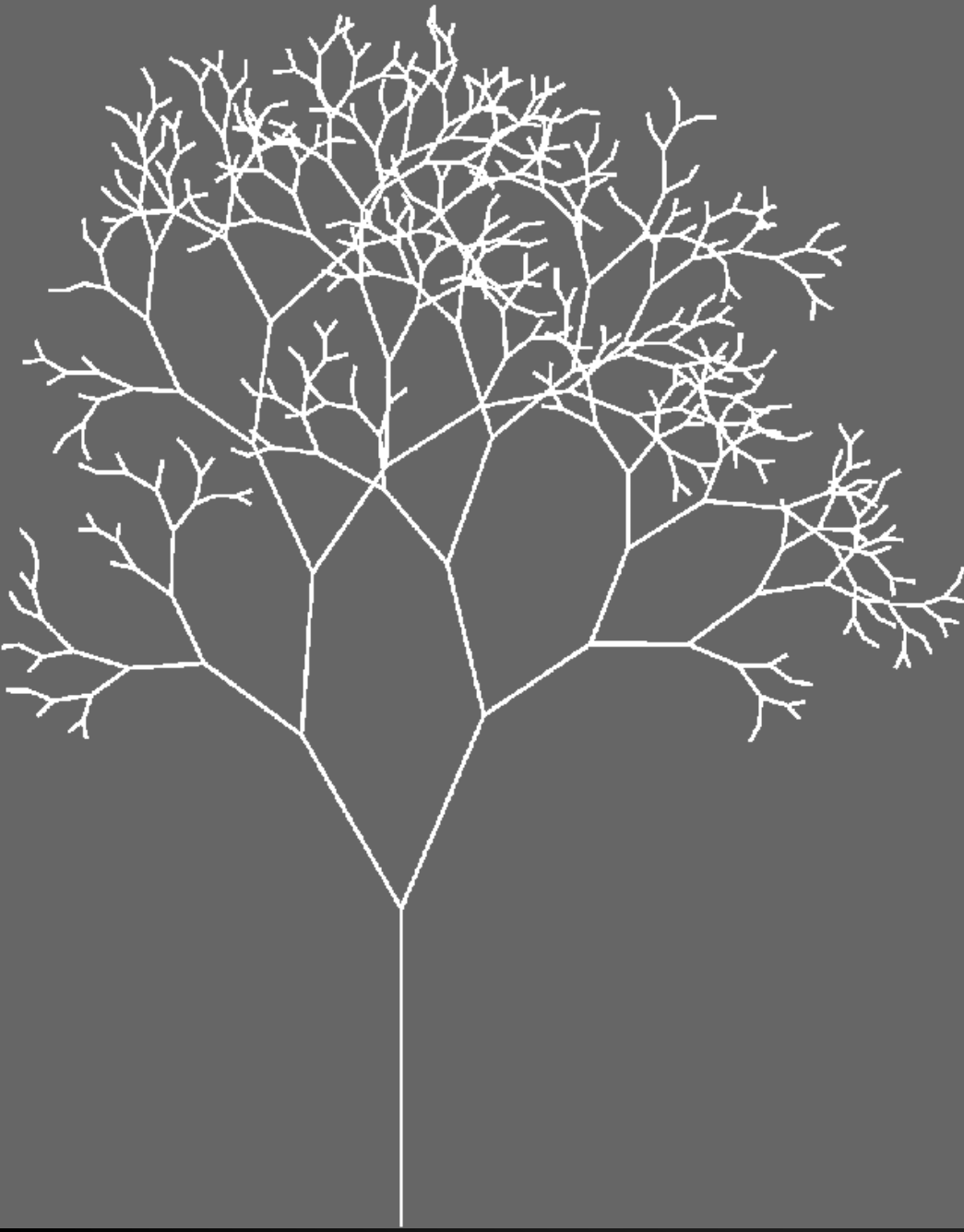
Phone * - -

Mailing Address

Address *

Address 2

Zip *



2006

"Bring power of dynamic websites to small businesses and nonprofits."

\$10/hour effective rate.

That was my logo.

2006-2007

- RenewableChoice.com
- DoSomething.org
- PopSci.com
- (personal trip Spain, Argentina, Bolivia,...)
- Videos masteringdrupal.com

Larger dev team = more scale, challenge

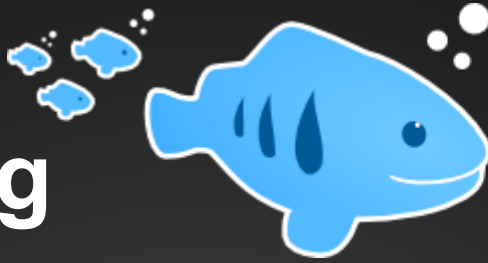
2008 - Spaghetti business plan

- GVS hired some folks
- Support, Site building, training
- Libraries, Publishing, Government
- Tutorial sales
- SEO
- Security Book: Cracking Drupal
 - Denver
- New York
 - (hired Ezra, he's a nice guy, you'll like him)

2009 - More experiments

- **UC Signup** with Usability testing
- Telluride Bluegrass Festival - Team discussions on what our focus should be - **Music/Venue sites emerges**
- Inquiries for **security** work
- Economist.com - Site building
- IxDA.org project
- DrupalSecurityReport.org
- More hiring (Ben, Carl)

2010 - focusing



use
COD!

- Drupalcamp Colorado -> COD
- More security inquiries
- Economist.com
- CaliforniaClosets.com
- EVENTS EVENTS EVENTS EVENTS
 - Drupalcon Chicago
 - MeeGo Conference
- Security Audits
- Hired Lisa Rex

2011: COD + Security

- Security Audits - Drupal Scout
- COD takes off
 - Appcelerator
 - MeeGo

Products

News

About



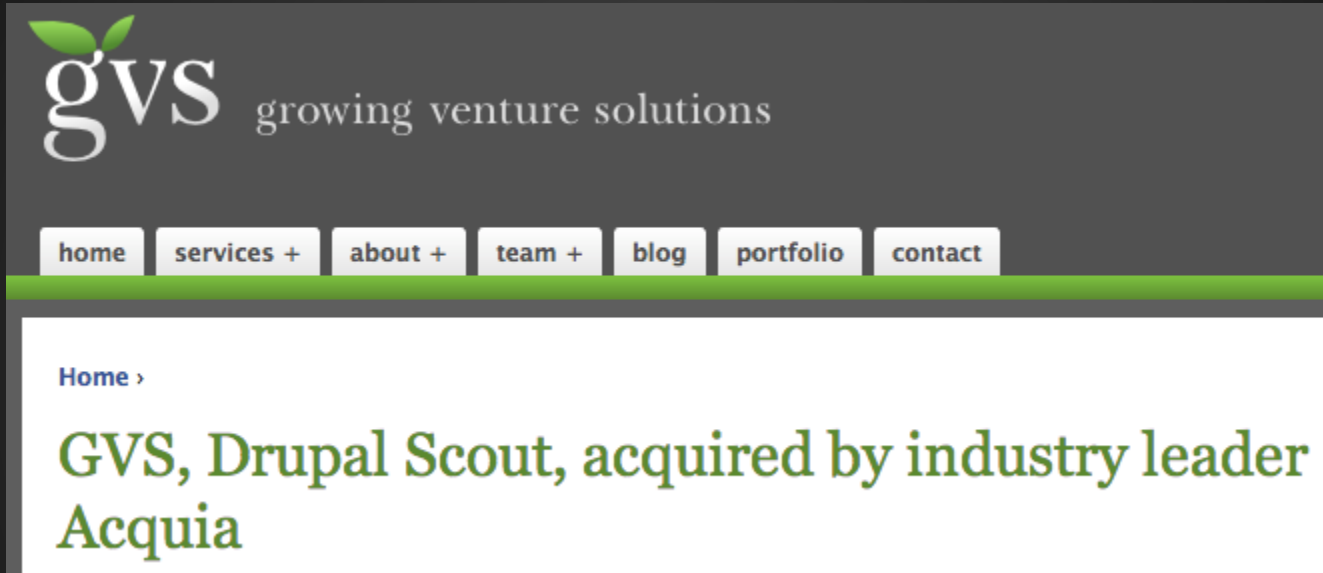
Home
DRUPAL
SCOUT

Knowledge Base

Contact

EXPERT DRUPAL SECURITY REVIEW

2011-2012



Professional services gets easier with more experience. Pick a niche!

2006-2009: "We do everything for everyone"

2010-2011: "We are a focused provider with distinct brands for events and security."

Within 1 year of focusing, 50% of revenue came from those 2 areas.

GVS lacked

- Managers
- Sales team
- Marketing budget (far less than 1% of revenue, generally it was less than \$200/year)

<http://lb.cm/open-source-process>

GVS Had

- Everyone was a mini-manager
- Everyone was a mini-sales person
- 5% sales bonus, 5% project end bonus
- Bonus based on profitability
- 20% contribution time
- Camp/Con sponsorship budget
- Camp/Con travel budget
- Distribution: Conference Organizing
Distribution
- Security Review module
- Issue queue

GVS measured some stuff

- Cash in bank + receivables
- Forecasted receivables based on contracts
- Individual hours (billable, client, overhead)
- Individual project profitability
- Twitter followers

btw. @greggles

Community Time for greggles

- Available Comm/Ed: -2.8 hrs
- Entered Comm/Ed: 467.5 hrs
- Qualifying time: 2323.5 hrs

Recent time entered

Total: 0

Personal travel budget for greggles (2010)

Used in past 12 months: \$0.00
Difference from \$3,000 target:
\$3,000.00

[View travel budget deductions](#)

Why niche?

How many "Web design" companies exist?

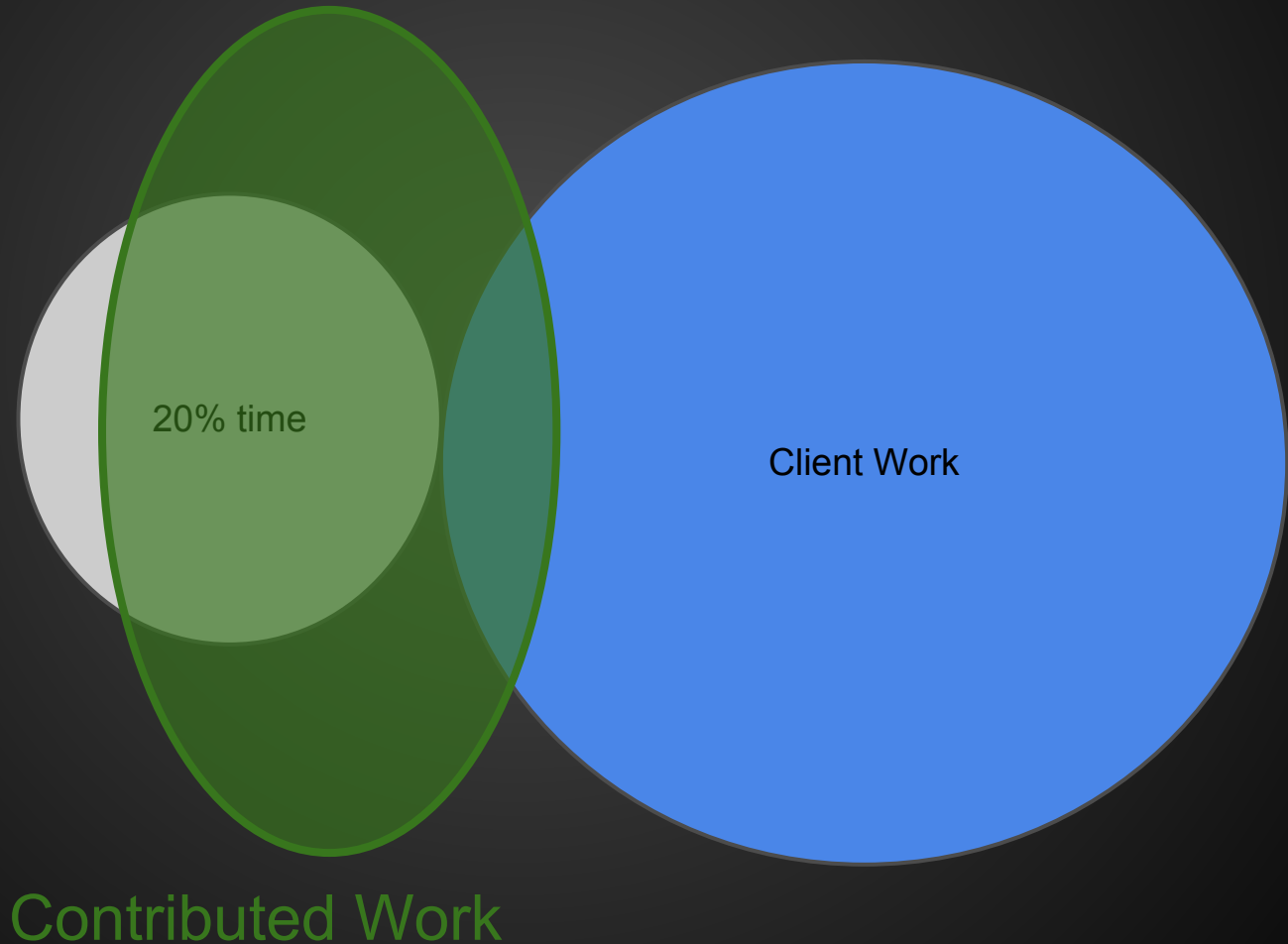
How many "Drupal" companies exist?

How many "CA Drupal" companies exist?

How many "Drupal Event" companies exist?

How many "Drupal \$whatevs" companies exist?

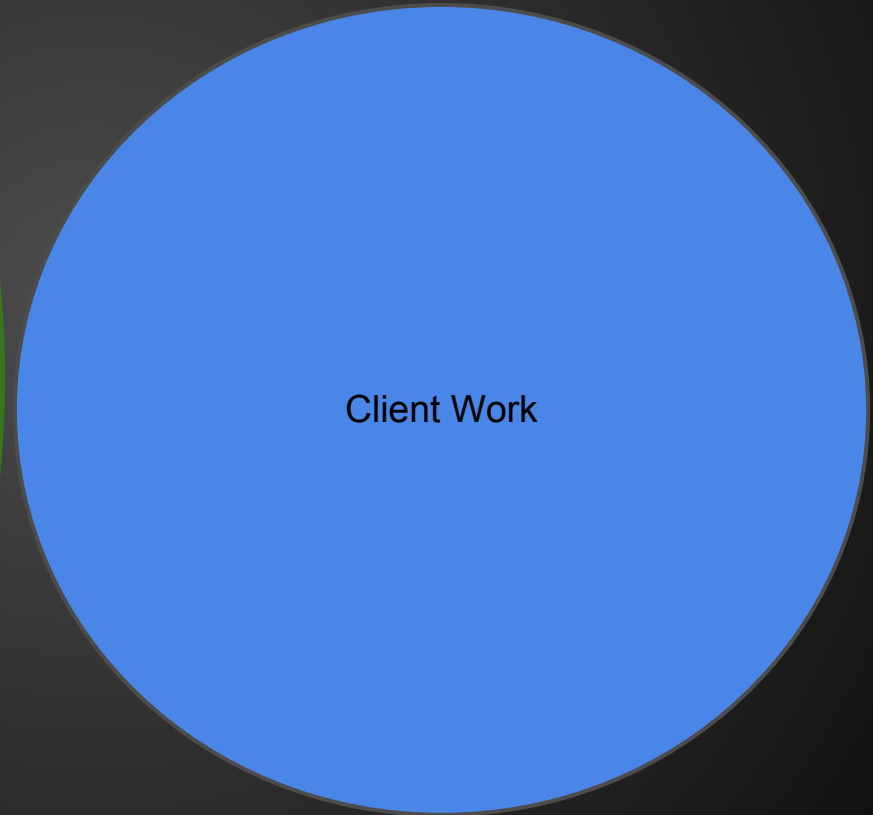
Easier overlap of contrib/client



"Bad" projects :(

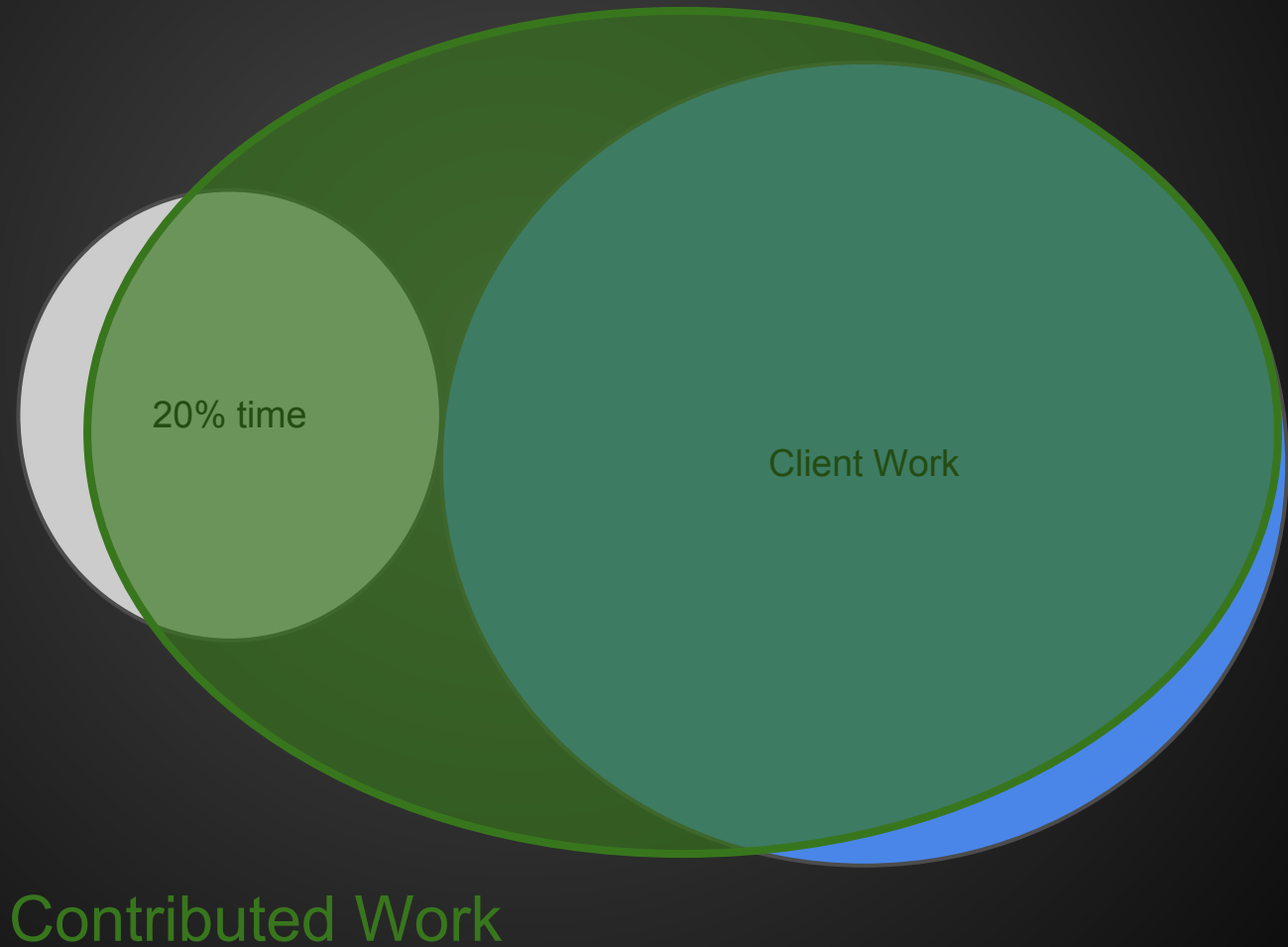


Contributed Work



Client Work

Great projects :)







Why niche? Repetition has benefits

- Build a site in a new field
- Search for modules & install
- Find bug
- Find how to add feature
- Make patch
- Get feedback if it matches vision/architecture



vs.

- Commit code to your module.

cyrve.com/niche

The logo for Cyrve, featuring the word "Cyrve" in a white, serif font against a dark blue background.

Scratch your own niche

By  *moshe weitzman* - Posted on  31 March 2011

I'm sometimes asked about how newcomers should integrate themselves into the Drupal ecosystem. Here's my current answer, published for the world.

Unless you have **venture capital sized dreams**, your best bet is to focus on a Drupal niche. The good news is that plenty of niches are still wide open for the filling. **Contact Moshe** if you seriously pursue one of these. I'd like to participate.

[Our Process](#)

[Contact Us](#)



Sustainable. Distro. Model.

It is not harvesting unicorn blood...that is a monstrous thing, to slay a unicorn. Only one who has nothing to lose, and everything to gain, would commit such a crime.

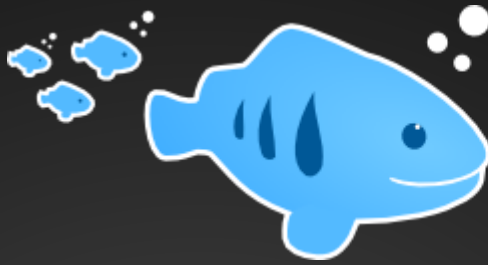
Sustainable, Profitable Distro Model

- Professional Services!
- Higher rates
- Easier to win business
- Appcelerator:
 - Chose Drupal in part because of COD
 - We did work, contributed new release, bing bang

<http://lb.cm/commerce-sustainable>

Acquiasition

- Wasn't our plan
- Different niches have different dynamics
 - Security is an enterprise sale
- Was a great experience
- Team got new jobs focused in their niche



use
COD!

Footnote to Sustainable profitable distro model:

COD at Acquia has lagged a bit while Ezra has focused on Commons.

That said, Commons is the first distro that *has* been upgraded D6 to D7.

Personal transition

Why I left a great company full of peers I respect with tremendous upside potential....to join another one...

- Scale
- Product
- Give an upgrade to a tired industry

CARD.com

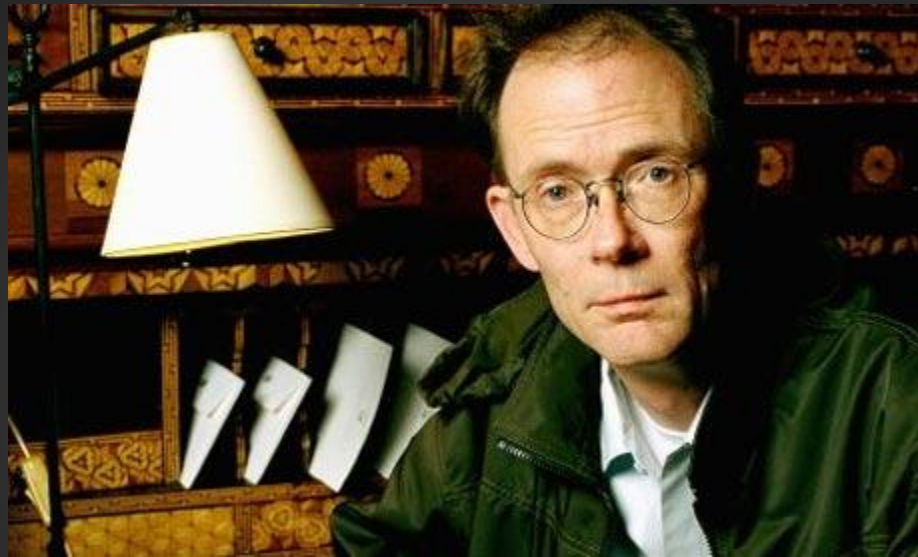
Why?

Raise your hand if you *love* your bank?

Raise your hand if you *love* your debit card?

Raise your hand if you *love* Drupal?

CWF+RTB - <http://lb.cm/cwf-rtb>



The future is already here — it's just not very evenly distributed.

William Gibson



What does the future look like?

- Easier to communicate ideas
- Easier to build website functionality
- Easier to integrate services

**we are so lucky to be
alive at this very moment**

How Open Source, APIs & EDI let us (or
you) disrupt dominant businesses paradigms
to satisfy customers*

CARD.com

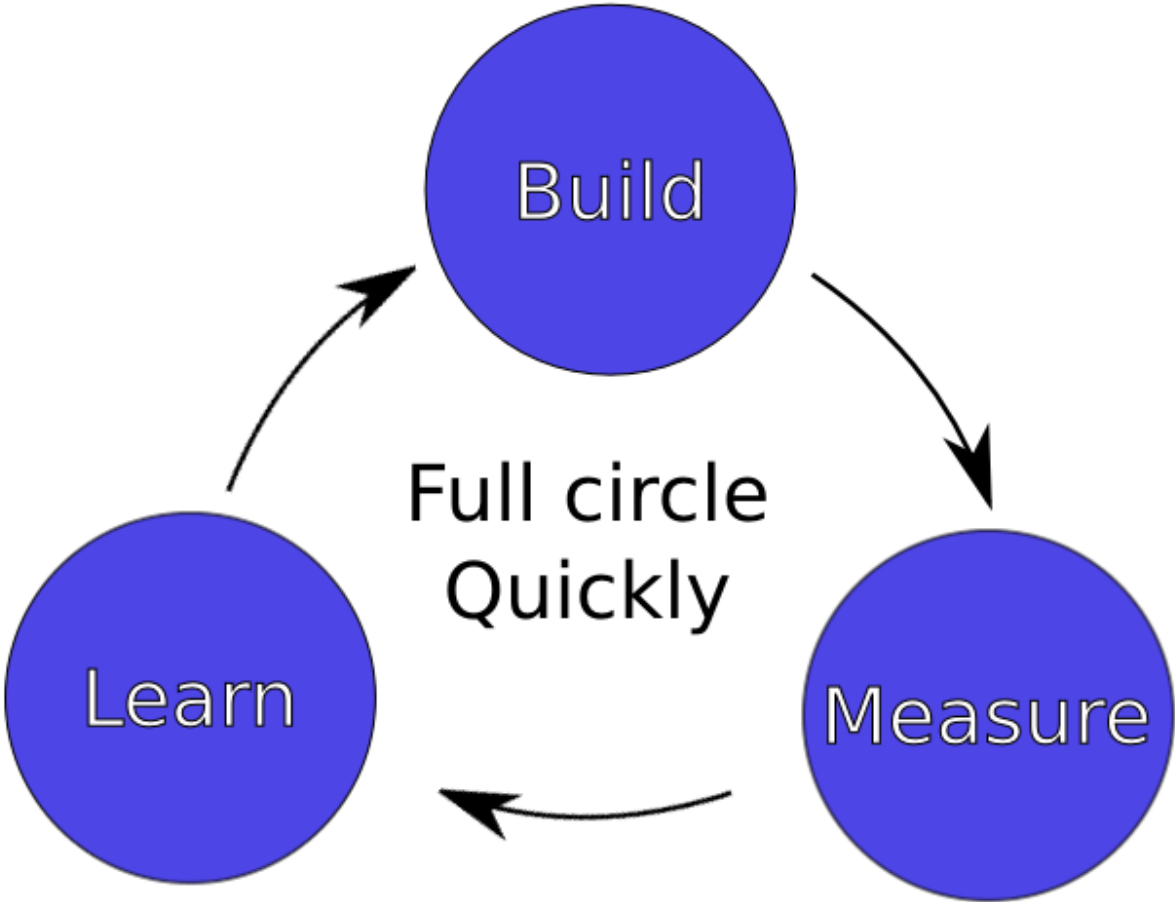
- From funding to cardholders in 3 months
- We think it's a pretty decent bank* :)
- Open Source Software
- APIs and *Electronic Data Interchange*

**Technically not a bank, but functionally we're pretty darn similar.*

THE *NEW YORK TIMES* BESTSELLER

THE LEAN STARTUP

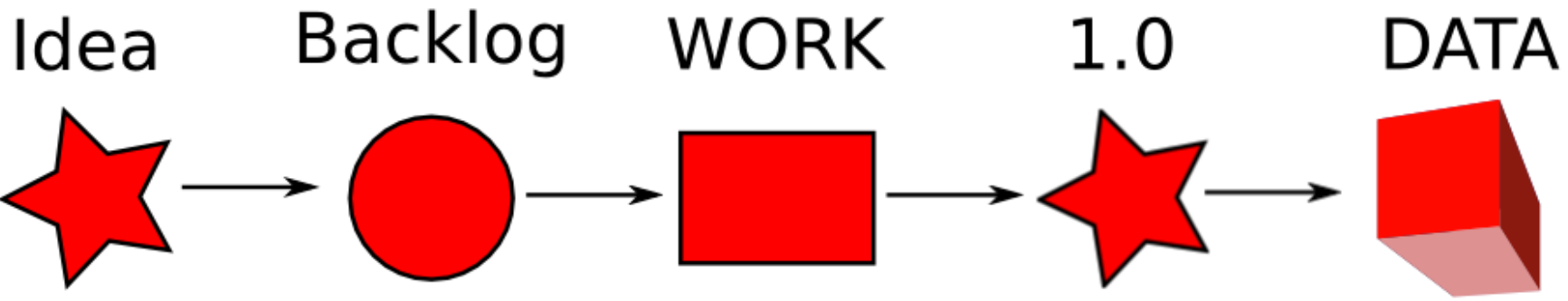




"Bank" Minimum Viable Product

Lean & MVP - Customer Acquisition

- Basic landing page
- Get traffic (ads)



Hypothesis
Assumptions

\$ or fail



~~\$1 Million Dollars?~~

\$10 Million Dollars?

Validate hypotheses, then polish



Features of CARD.com - Jan 2013

- Affinities - card.com/druplicon
- Acquisition page
- Fee structure as good or better
- FDIC Insured
- Zero liability fraud protection
- ATMs worldwide
- Accepted everywhere Visa is
- Load money
 - Direct Deposit
 - ACH (bank/paypal)
 - Western Union (cash)
 - Card to Card transfers

Doing A/B testing

Which is best?

Random cards

Related cards

No cards

Get Your Puerto Rico Prepaid Card today!

Boriqua! Use it Anywhere Visa or Mastercard is Accepted.



All Cards

- ✓ NO overdraft, late or penalty fees
- ✓ NO minimum balance
- ✓ ACCESS to ATMs worldwide
- ✓ FREE direct deposit

[Simple fee plan](#)

1. Sign Up
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VISA MasterCard

Contact Information

Name *

Email *

Phone * - -

Mailing Address

Address *

Address 2

Zip *

City *

State *

Security Information

Birthday * ?

Social Security * - - ?

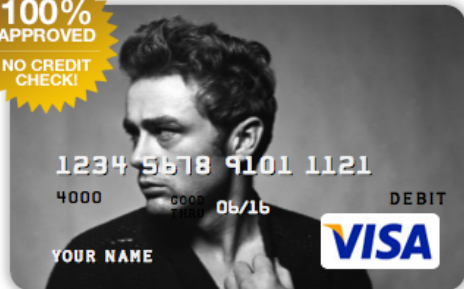
Yes, I have read and agree to the [Cardholder Agreement](#) and [Privacy Policy](#).

[Get my card](#) >

Dream as if you'll live forever. Live as if you'll die today.

Introducing the James

100%
APPROVED
NO CREDIT
CHECK!



All Cards

- ✓ NO overdraft, late or penalty fees
- ✓ NO minimum balance
- ✓ ACCESS to ATMs worldwide
- ✓ FREE direct deposit

Simple fee plan

Dream as if you'll live forever. Live as if you'll die today.

Introducing the James Dean Icon Prepaid Debit Card

100%
APPROVED
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CHECK!



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Contact Information

Name *

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Phone * - -

Mailing Address

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Address 2

Zip *

City *

State *

Security Information

Birthday * ?

Social Security * - - ?

Terms and Conditions

This Cardholder Agreement, including the Schedule of Fees and Charges, and any Privacy Notice

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Get my card >

Prepaid Card today!

or Mastercard is Accepted.

1. Sign Up

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VISA MasterCard

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Social Security * - - ?

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Get my card >

Our A/B methodology

- PHP Based - no page caching
- Set a session variable on landing
- Push the variable to kissmetrics.com
- Get data
- Pivot table
- Statistical significance
- Refine, refine, refine

A/B Testing Significance Calculator

How to use it?

Fill the cells with red background; rest of the cells will update automatically

	Visitors	Conversions	Conversion Rate	Standard Error
Control	400	40	10.00%	1.50%
Variation	400	80	20.00%	2.00%
	1		Delta	
			100.00%	
Significant At				
90% confidence:		YES		
95% confidence:		YES		
99% confidence:		YES		
Z-score		-4		
P-value		3.17E-005		

<http://lb.cm/ab-significance>

A/B Testing Significance Calculator

How to use it? Fill the cells with red background; rest of the cells will update automatically

	Visitors	Conversions	Conversion Rate	Standard Error
Control	2000	400	20.00%	0.89%
Variation	2000	440	22.00%	0.93%
	1		Delta 10.00%	
Significant At				
90% confidence:		YES		
95% confidence:		NO		
99% confidence:		NO		
Z-score	-1.55323702			
P-value	0.0601833			

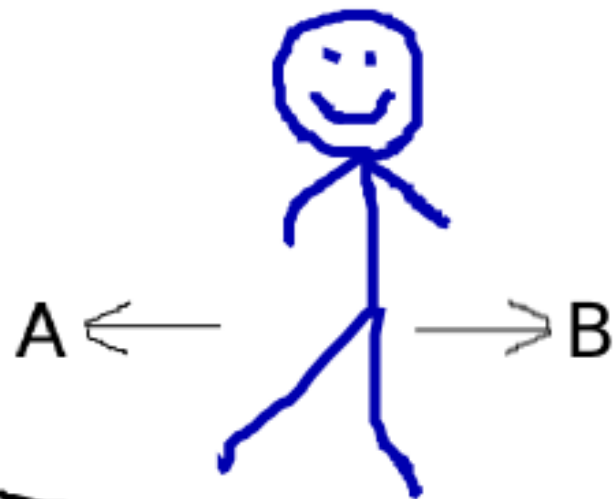
What are you measuring?

- Conversion rate?
- Cost per acquisition?
- Lifetime value of customers?
- Some of these can be evaluated faster than others....maybe optimize first by the values that are faster to measure and then look back at LTV when you can and make broader changes.

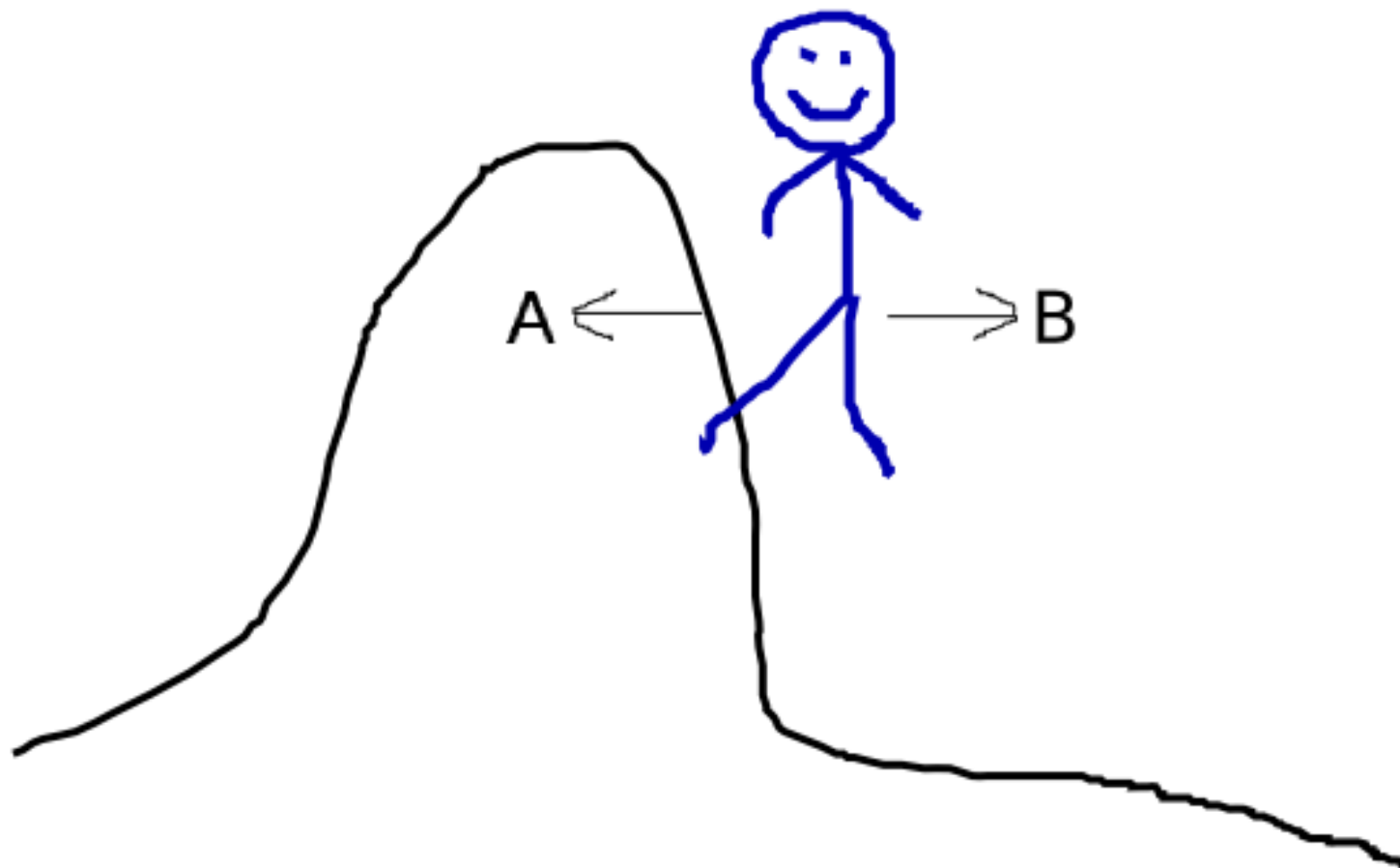
Nuances to reading the data

- Even with a big delta, you need a decent sample size
- Is 60% confidence enough? Depends on what kind of decision you are making
- You are really making a bin - consider putting large amounts of data into bins (by day, week, something else) and then doing analysis on those since those will have an actual distribution which allows more "real" calculations.

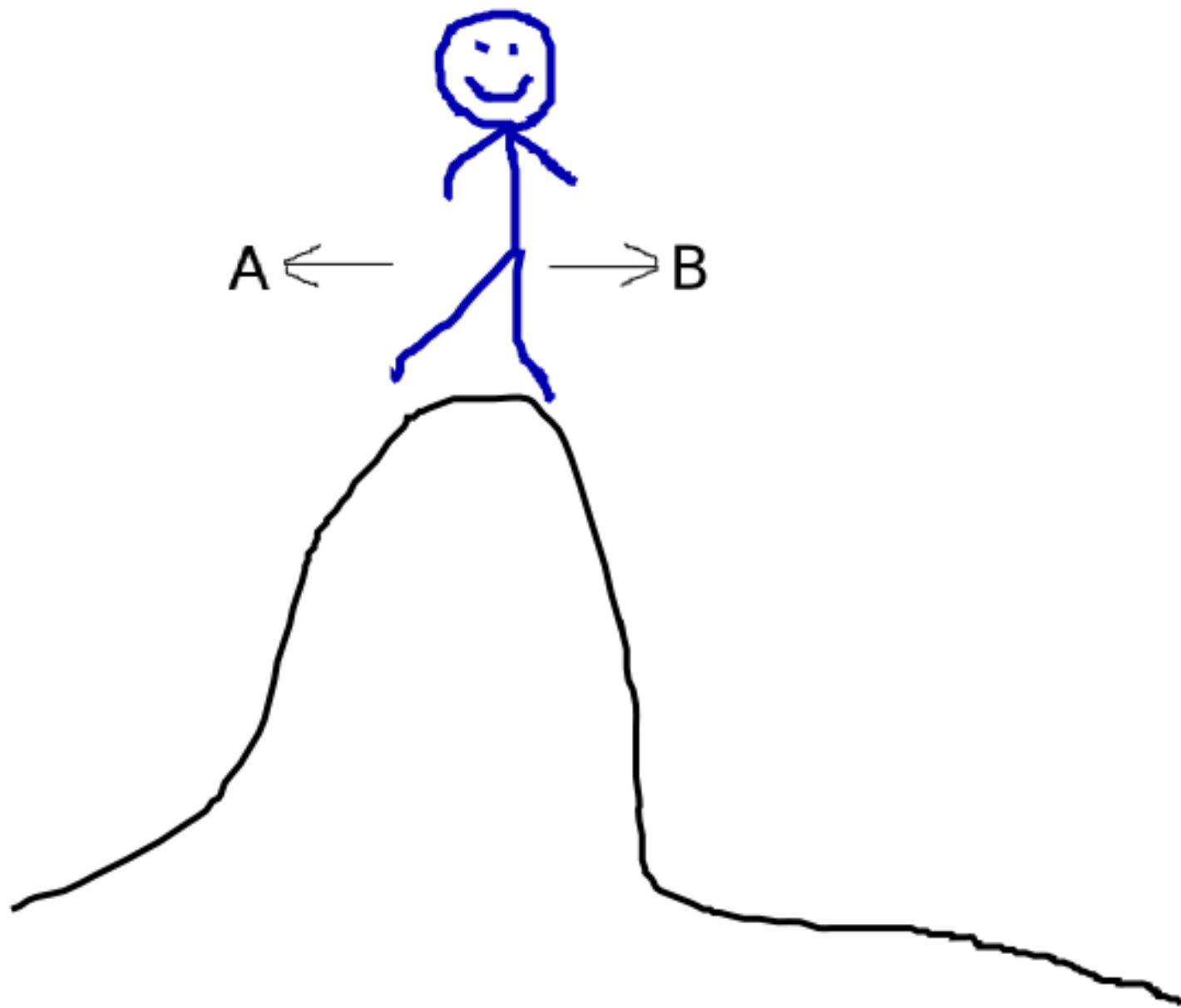
Alfred the A/B Afficionado



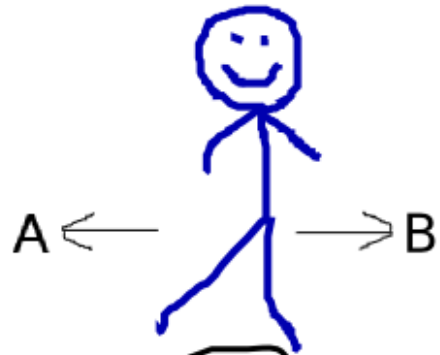
Alfred the A/B Afficionado



Alfred the A/B Afficionado



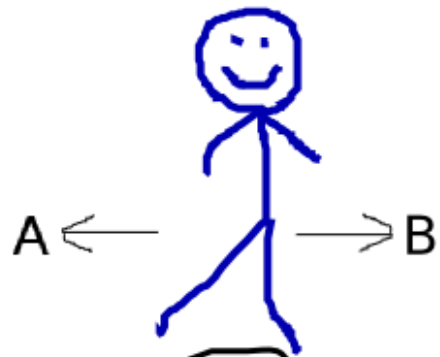
Alfred the A/B Afficionado



Edwina the
Experimenter



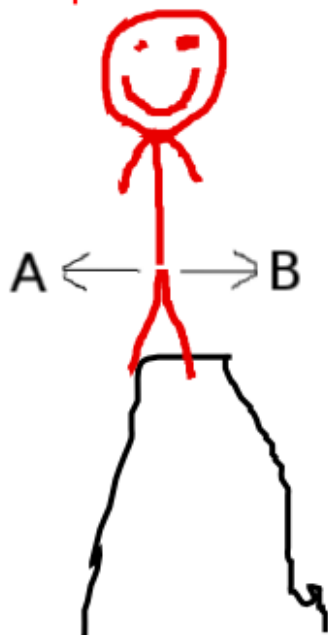
Alfred the A/B Afficionado



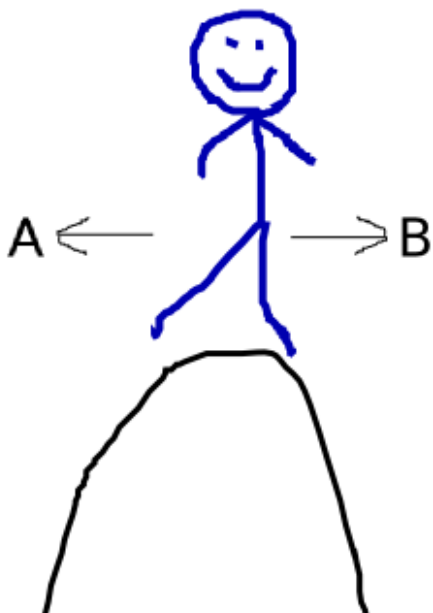
Edwina the
Experimenter



Edwina the
Experimenter



Alfred the A/B Afficionado

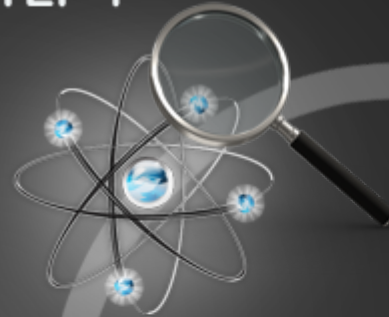


Machine learning & analysis

Step 1: derive the laws of physics for your business

Step 2: machine learning to help create a ideas to validate

STEP 1



STEP 2





site:card.com canada celebrities



Web

Images

Maps

Shopping

More ▾

Search tools

2 results (0.25 seconds)

[Canada, Breeding Ground for Big-time Celebrities \(and now, a Killer ...](#)

<https://www.card.com/.../canada-breeding-ground-bi...>

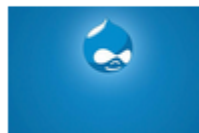


by Greg Knaddison - in 1,411 Google+ circles - More by Greg Knaddison
Nov 7, 2012 – Hats off to **Canada**. Any country that can produce both Neil Young and Justin Bieber has some real range. To celebrate all that **Canada** offers, ...

<http://lb.cm/metatag-d7>

Update Status Add Photos/Video

Facebook OG Image and Description in full effect



Druplicon Prepaid Visa & MasterCard Debit Cards

<https://www.card.com/druplicon>

Druplicon, the polarizing drop-shaped image with infinity eyes and a sneaky smile, is the icon of the Drupal project. Drupal is a web publishing platform that can be used to create nearly any kind of website. The Drupal community is an amazing group of people committed to make their favorite softwa...

1 of 1 Choose a Thumbnail

No Thumbnail



Public ▾

Post

Responsible community members

- encrypt, hide_submit, email_registration patches
- Responsible disclosure policy
- Open Source project of the month
- Security team

Why?

- Distributed maintenance costs
- Free unit testing - qa.drupal.org
- Free learning

Closing advice

Drupal service providers:

- Find a niche, do it

Product folks:

- Drupal + partners + data + love = success

CARD.com

We are hiring a front end developer.

We love feedback.

twitter.com/greggles

greg@CARD.com



American Red Cross