The Big Book of Experimentation

33 proven ideas demonstrating how real businesses leveraged experimentation to gain greater insight and control over how they engage with customers, tailor their digital channels and improve customer satisfaction.

Optimizely

Contents

An introduction to experimentation

Every touchpoint with a customer is an opportunity to win that customer's loyalty. With the power of experimentation, businesses can leverage it for their strategies toward improving relationships with customers, striving to increase conversions, making constant improvements to their websites, etc.

No matter what data you've gathered about your customers' preferences and behaviors, they only tell you about their history, not how they will react to new products, interfaces, user flows or campaigns. Relying on experience and intuition simply isn't enough in today's business climate. Experimentation platforms are a must-have, allowing faster, more focused innovation with more control and greater insight.

Without experimentation, companies can't innovate; they can only guess. Current experimentation platforms provide a convenient and safe way to test hypotheses in production, with real users and measurable results, replacing internal opinions and disputes with actual behavioral data.

In other words, ongoing success in the digital world requires the freedom to test theories and make mistakes. Creating the mindset that you're constantly improving takes the pressure off having to do it right the first time.
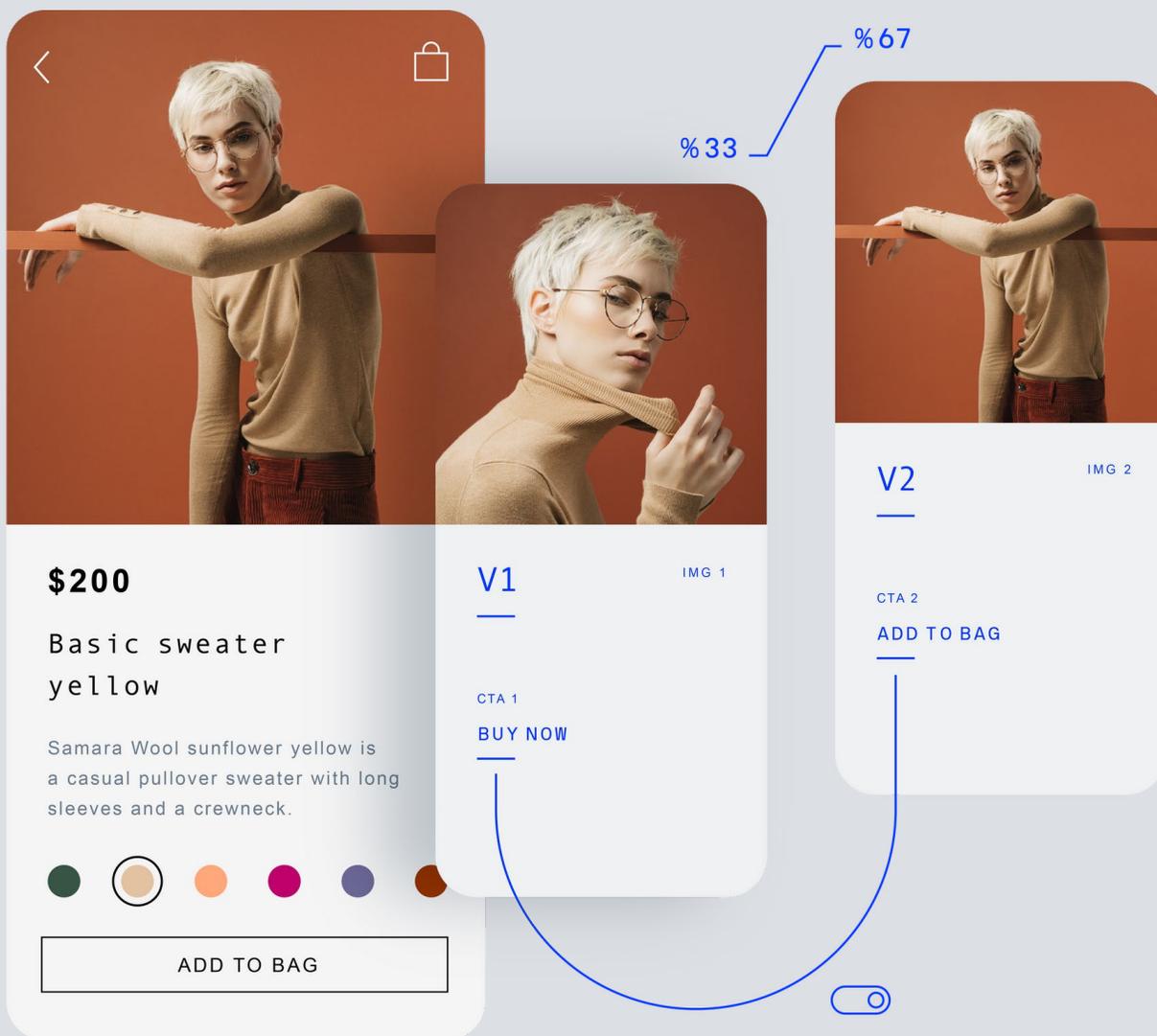
Experimentation allows you to easily try new approaches, evaluate your analytics to know if your strategy is working and the willingness to adjust if it's not. Experimentation also grants you the space you need to learn from every interaction and recover quickly by mitigating uncertainty and expanding the realm of curiosity with new approaches.

This is a strong belief we have here at Optimizely and to that end, we've put together this collection of case studies highlighting how some of the world's leading brands are utilizing experimentation to deliver exceptional customer experiences.

Get ready to be inspired by the following innovators, as they have leveraged experimentation to drive big business impact and set themselves apart from their competitors. Welcome to the Big Book of Experimentation.

01
A-F company case studies

$200

Basic sweater
yellow

Samara Wool sunflower yellow is
a casual pullover sweater with long
sleeves and a crewneck.

ADD TO BAG

V1   IMG 1

CTA 1

BUY NOW

%67

%33

V2   IMG 2

CTA 2

ADD TO BAG

Drives signups for mileage plan offering with Optimizely

"Experimentation is critical to our business, because the industry we're in is very competitive, and it's also pretty low margin. We weighed the pros and cons of different testing programs, including the one that we were using before, and Optimizely was hands down the best. Probably the first test that we did on our loyalty program, on the mileage plan, it wound up yielding an increase of 18 percent in terms of total mileage plan sign ups. It successfully got us over the hump for our credit card program and it's been continually driving in revenue."

Alex Smolin
Ecommerce Analyst / Alaska Airlines

Atlassian leverages experimentation to optimize its customer experience

ATLASSIAN

Atlassian's suite of collaboration software includes Jira, Confluence, Stride and Trello.

Optimizely helped Atlassian experiment across all aspects of the buyer journey to optimize the digital experiences of all their customers. Experimentation and digital experience optimization are critical to the company's success and are incorporated into the following areas:

+ Product discovery
+ Pricing and packaging
+ Onboarding
+ Cross-selling and upselling

```
Experiment #1:
Moving from bundling
three products to two


Key results:
Higher retention rates
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"

Our hypothesis was that if we bundled products together, it would be more convenient for users. We hypothesized that the more products we bundled together, the more our users could try our products and adopt [them]… What we found was that if we bundled more than two products at a time, in fact, if we bundled three products together, it actually confused users and made it harder for them to be engaged because they were spread so thin between three products. They couldn't dive into one or two and really engage with the product and be activated. So, we started dialing that back. [Now] we don't bundle more than two products at a time. We want to keep it simple for the user."

Tom Tsao
Global Head of Ecommerce / Atlassian

Tsao shares a second example of a key experiment that led to increased revenue growth. The hypothesis was to add a gated credit card form before a free trial.

"

We started off thinking that it would make the users more qualified. If they enter a credit card, then we know that you're serious. Well, we had a hypothesis, 'What if you removed the credit card? What would happen?' So, we started to remove that credit card and we got a lot more traffic but we actually saw that it didn't degrade the users coming through."

Tom Tsao
Global Head of Ecommerce / Atlassian

Experiment #2:
Gating free trials sans
credit card form

Key results:
Increase in traffic with
no loss to conversion
rate; yielded significant
growth

Experimentation has become hot property at BiggerPockets

BiggerPockets®

Denver-based BiggerPockets is a small financial services company that offers online resources for real estate investors. Their sympathetic mission is: to help a million people become millionaires through real estate investing.

The company offers their resources - articles, calculators, forums, etc, in a subscription model. The website receives guest visitors, free members, and paid subscribers. After outgrowing their free testing tool, the company started working with Optimizely to be able to run more and more complex tests. The initial goal was to increase the conversion rate for free sign-ups from 1.2 percent to 2 percent.

They reached this goal by performing iterative tests. One of the early successes they booked was when they increased the number of questions on the subscription form, asking visitors to check what type of investor they were. This resulted in an 8.2 percent lift of their conversion rate. Apparently, making customers feel they were going to get a personalized experience, increased sign-ups.

Through a series of follow-up tests, within nine months BiggerPockets was able to increase sign-up conversions from 1.2 percent to 2 percent, an impressive improvement of 72 percent.

Experiment:
Iterative testing on
subscription process

Key results:
72%
Increase in sign-up
conversions

Capturing rich customer data to drive onsite and in-store sales
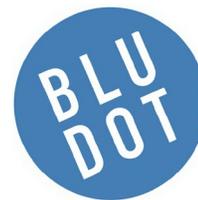
Blu Dot, a designer and maker of modern home furnishings, worked closely with Optimizely Solution Partner, Clearhead, to build and scale an optimization program that fuels their business.

The team hypothesized that if they replaced the email modal capture with a "Free Catalog" request form that conversions to the catalog request would go up. The results were a staggering 124 percent lift in catalog requests, which not only gave them rich customer data including location but facilitated online and offline sales through a more supported sales process.

Not only did the new modal increase conversions tremendously, it also provided Blu Dot with something equally as valuable—more specific information about their customers' physical location.
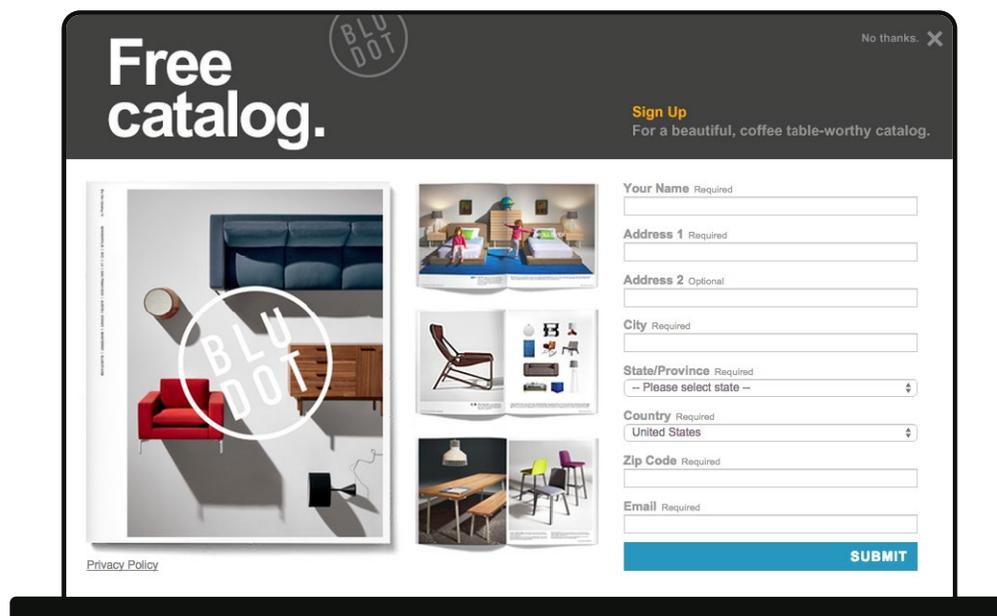
Experiment:
Optimizing information
capture

Key results:

124%

Lift in catalog requests

Validating products faster with experimentation

Blue Apron

Blue Apron creates incredible experiences. Founded in 2012, Blue Apron is a consumer lifestyle brand that symbolizes a love of home cooking, excitement and discovery, and deep, meaningful human connections.

Blue Apron's core product is a meal experience that customers create with the original recipes and fresh, seasonal ingredients that are included in every box. All recipes are accompanied by printed and digital content, including how-to instructions and stories of suppliers and specialty ingredients.

At Blue Apron, a large part of the business is powered by scheduled back end jobs. Order charging, turning digital orders into physical packages, creating shipping labels, choosing recipes for users and sending emails all happen offline. A client-side solution provided limited flexibility when it came to testing these experiences.
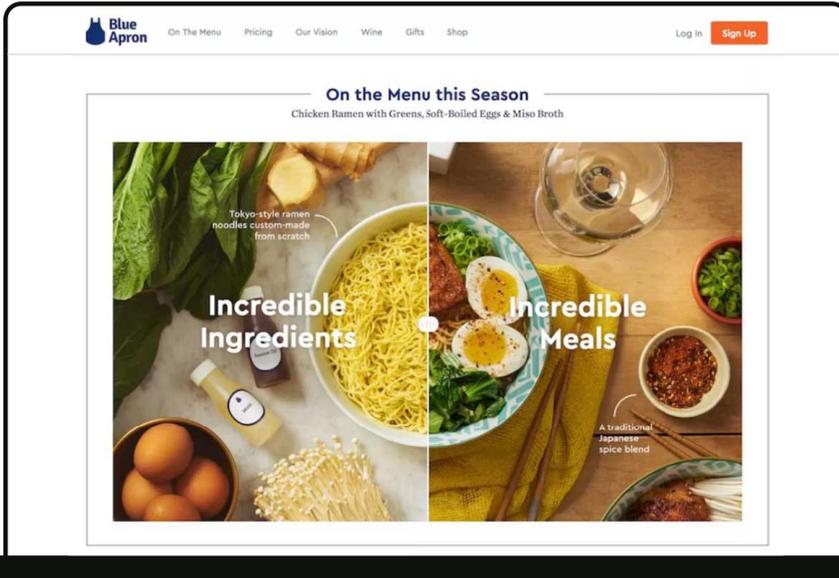
Experiment:
Redesigned reactivation flow

Key results:

10X

Increase in experiments run per month after adopting Optimizely Feature Experimentation

With Optimizely Feature Experimentation, Blue Apron gets statistically valid experimental results on their server and mobile applications, which helps them make faster, more informed business decisions. With Optimizely's real-time results, Blue Apron was able to avoid launching a redesigned reactivation flow, which would have resulted in a significant revenue loss.

Blue Apron can now quickly and easily build and set up new tests that were simply not possible before, running over 10x the number of tests per month.

"

We can now get an early signal from the Optimizely Results Dashboard within a few days, whereas before it would have taken weeks or longer for someone on our analytics team to pull the data and understand what was going on."

John Cline
Engineering Lead, Growth & Member Experience / Blue Apron

Experimentation, recommendations and training drive donations for the UK's biggest charity

CANCER
RESEARCH
UK

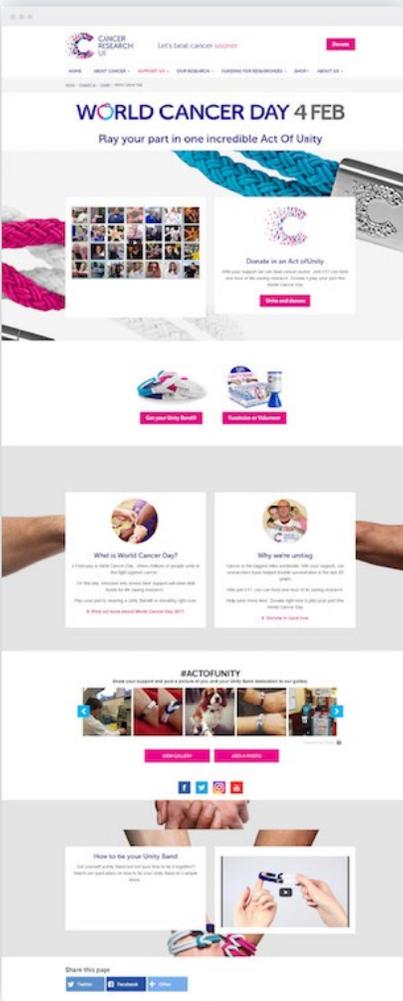In 2017, the "About Cancer" section of Cancer Research UK's website amassed over 25 million visitors. The same year the charity raised over £30 million through its online fundraising platform alone—this is why its online presence is so important.

Experiment:
Web optimization
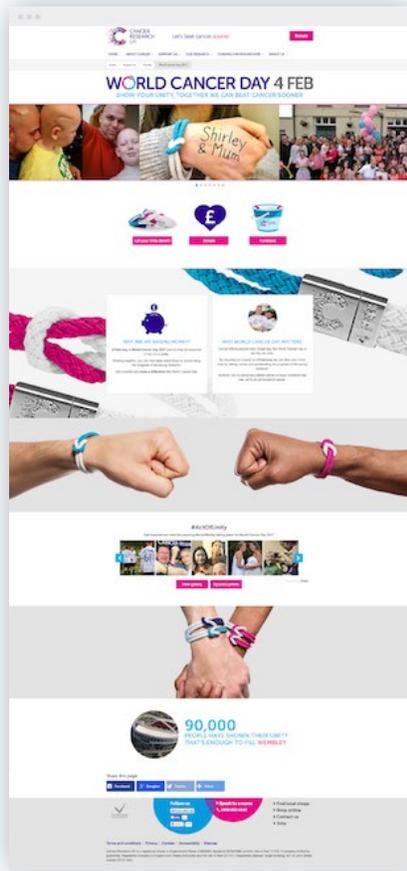
Key results:

294%
Improvement in click-through rate

25m
Increase in email fundraising ask

Original

Variation

A/B testing of user interaction with Cancer Research UK's corresponding landing page revealed excessive noise and undefined calls-to-action to be a key factor impacting user engagement. Ultimately, the existing user interface was detrimental to the goals of the campaign, directly impacting Cancer Research UK's fundraising efforts.

The team developed a second version of the landing page during the campaign period to test out user interaction. The amended version reduced noise and streamlined the user journey to allow for clearer communication and calls-to-action.

Increasing suggested donation increases average donation size

charity: water

Nearly all of charity: water's donations come through online channels, so optimization is crucial in maintaining and growing revenue year over year.

When a visitor makes a donation on the charity: water site, they enter how much they'd like to give in a box before providing their payment information. charity: water pre-fills the input box with a suggested donation amount, which used to be $20 or $30.

The team experimented with increasing the amount to maximize the total money raised and found that a better pre-fill for average donation size without reducing conversion rate was $60.
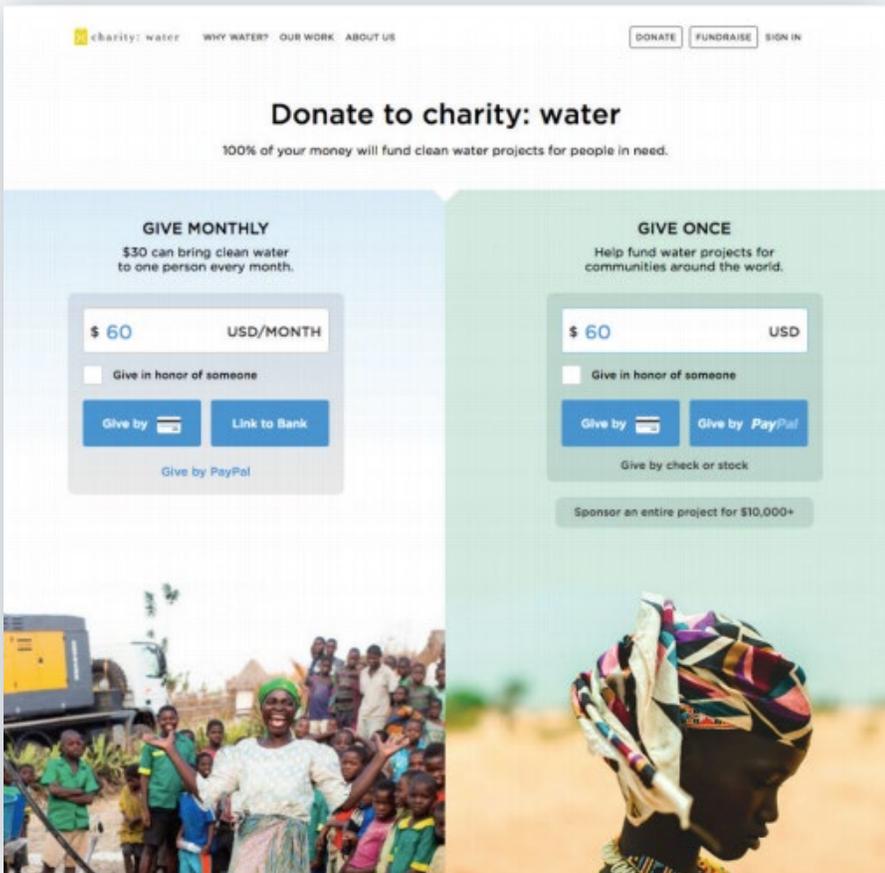
Experiment: Optimizing for more donations

Key results:

30%

Increase in average donation size

Testing of donation forms increased average donation size

Cox Automotive driven by a culture of experimentation

COX AUTOMOTIVE™

Cox Automotive is the world's largest automotive service organization with over 25 different brands connecting every link in the automotive industry. And it is well on the road to transforming the way we buy, sell, own and leverage vehicles.

One of the biggest obstacles on the way is relevancy. With 4 million cars for sale, how do consumers quickly find what they're looking for? The challenge for Cox was not forcing its million or so daily visitors down a certain path, but rather optimizing the entire consumer experience.

Having already reached the limit of their testing capabilities, Cox needed to find a new route for moving forward. Optimizely provided the roadmap the company needed to support faster testing and accelerate decision-making, which is essential in a business that changes pretty much every day. This speed was noticeable from the word go, with the team's first official experiment clocking just 12 hours—a first for the experimentation team.

Since then, a strong culture of experimentation has spread throughout the organization, allowing the company to test theories that were previously untestable. In doing so, it is producing value for its clients that it didn't even know existed. Experimentation continues to play an essential role in driving the business to new heights.

> If you want to keep up or surpass or outperform your competition, you have to innovate, optimize, and iterate at a rate that's better than theirs—and experimentation sits right in the middle of that."

Jessica Stafford
SVP & General Manager Autotrader / Cox Automotive

Crate and Barrel takes its first steps into personalization

Crate&Barrel

Houseware and lifestyle giant Crate & Barrel launched a dedicated website for parents who were furnishing their kids' rooms. But could the same site reach those buying for a newborn or toddler as well as those buying for a tween or teen? And would it be worth the time and effort to create separate content for the baby buyer audience?

Distinguishing between 'kids' and 'babies' would normally represent a pretty challenging segmentation exercise. Plus, it would take time to set up rules-based targeting, not to mention all the effort of maintaining those rules.

Adaptive Audiences is Optimizely's new approach to personalization and it changes everything. Powered by natural language processing, it blends machine learning with human expertise, allowing personalization at scale without the heavy lift. Crate & Barrel simply needed to research keywords related to the relevant personas, then develop an 'Always On' campaign featuring baby-friendly images and copy reflecting top search terms.

Bounce rates fell significantly, conversion rates shot up by more than 20 percent, and revenue per visitor also saw double-digit growth. And now, the same approach has been deployed on the home page, different silos such as Kitchens, and even on mobile.

Experiment:
Develop a targeted personalization program using Optimizely Adaptive Audiences

Key results:

20%

Increase in homepage conversion rates

30%

Reduction in bounce rates

"
Adaptive Audiences helps us to scale. Non-developers are trained on Optimizely and running campaigns on their own. It all leads to more tests and more experimentation heroes. And we are constantly sharing not just results, but the entirety of the process. That can fundamentally affect the short- and long-term success of any program."

Christine Garvey
Senior Manager of Personalization and Optimization / Crate and Barrel

A toggle switch allows customers to browse between baby and kids products, without having to navigate to another page altogether.

Discovery reveals how to optimize digital ad viewability and CTR

Discovery

Discovery Communications is a global mass media and entertainment company. With a vast portfolio of television networks, including the Discovery Channel, Animal Planet, TLC, the Oprah Winfrey Network, and Science Channel, the company has the potential to reach two in five people on the planet.

But reach is just the start of a long relationship with fans. The Digital Media product team has been using Optimizely to drive engagement with the site's video content, as measured in clicks and overall video views. Even so, it doesn't have a lot to work with. Just images and headlines, which it optimizes on an individual basis. Enter the 'Ken Burns Test.' Ken Burns is a documentary filmmaker known for a style in which the camera pans across photos and still images to create a sense of motion.

The team took 15 minutes to set up an experiment testing a similar panning effect against its original video stills, running it on approximately 20,000 web visitors. The effect resulted in a 6 percent increase in click-throughs to the video content. It has now been applied to videos across the site, increasing overall engagement and having a meaningful impact on Discovery Communication's business.

Experiment:
Optimize digital
ad viewability

Key results:

6%

Increase in click-throughs for Discovery's video content

"

Our product team can fail and make mistakes that are inexpensive versus very expensive mistakes that end up using lots of resources. Everything from QA to deploying code and so on. We can prevent developers from making changes that won't ultimately matter… that's really the kind of culture that we're building here."

Jeffrey Douglas
Director of Product / Discovery Digital Networks

Scholl now tests everything from the ground up

Owned by UK company Reckitt Benckiser (RB), Scholl (Dr. Scholl's in the US) has been promoting healthy feet for over 100 years. Since Scholl began testing every change to its website, Consumer Experience Manager Amy Vetter and her team found that questioning assumptions, understanding their market, and learning from failure all help to avoid costly losses. They also contribute to increased revenues—up to double in some cases.

A few examples of the many experiments Scholl has run

- Testing the placement of best selling products on the homepage. Counterintuitively, placing them near the top of the page was a losing experiment: apparently, Scholl customers prefer to read more information about their foot condition before making a purchase.

- An Instagram-style of navigation with 'baubles' (small circular product pictures) had such a detrimental effect on revenue, the experiment was switched off after just two days. Interestingly enough, the exact same approach ended up doubling revenue for one of RB's other brands, Durex. Easily integrate your in-house systems using the App Marketplace.

- When testing the placement of the 'Go to checkout' button on the shopping cart, the team found that in the UK, the two checkout buttons worked best (one on top of the page and at the bottom.) Yet the same approach reduced conversion rates on the German site. As it turns out, German consumers like to spend more time on the order page, making sure the information is correct. This emphasizes just how essential it is to really know your audience and segment your tests.

- One of the biggest wins Scholl discovered through iterative experimentation was the placement of different flags on product panels. These flags indicate things like best sellers, products on sale, online exclusives, etc. The final combination of colors, shapes and texts actually doubled revenue.

Experiment:
On-going tests of all
website changes

Key results:
2X
Revenue

DriveTime moves into the fast lane with Optimizely Feature Experimentation

DriveTime has revolutionized car buying and financing to make it faster, smoother and easier to purchase a second-hand vehicle.

The company had already used Optimizely Web Experimentation, with early homepage experiments driving a 20 percent jump in CTA click conversions. When the team noticed that high-tier inventory was sitting on its car lots for twice as long as usual, they ran a series of experiments to see how website displays could optimize in-store sales. The big lesson learned was to stay in tune with operations and let the data help decide what to do.

As testing became increasingly complex, the team then needed to find a faster way of experimenting deep into their products and tech stack. And they no longer wanted to rely on developers to implement every experiment.

Optimizely Feature Experimentation provided a flexible, powerful, code-based way of experimenting in any application, anywhere in the customer journey. It's a clean, efficient implementation that allows the team to dynamically update variables in the application outside of a release cycle. And it enables them to quickly implement winners because they're creating experiments in the best possible way thanks to the speed of Optimizely's feature rollouts and clean, efficient, code-side implementation.

Experiment:
Test deep into their products and tech stack

Key results:
20%
Increase in CTA click conversions

Our developers were building out very complex experiments using Optimizely Web Experimentation, using it in a very full stack way, which was taking us a lot longer than it needed to. Optimizely Feature Experimentation was a clear way for us to move forward—speed of implementation was the motivator. Now we can set up complex experiments relatively quickly, but we get fast results that we can trust."

Nate Warner
Director of Application Development / DriveTime

Dakota Supply Group uses experimentation to tap into new opportunities

Dakota Supply Group (DSG) is a wholesale distributor offering over 65,000 products to a diverse customer base across eight industries. But with an ecommerce system generating less than 0.2 percent online sales, digital represented an untapped opportunity.

DSG wanted to increase that figure to 10 percent over three years. And that required a complete overhaul from the ground up, building a system around the needs of customers while delivering full control of digital experiences across a highly segmented business.

Optimizely Configured Commerce met many of those requirements right out of the box. Together with Optimizely Commerce Mobile and Commerce Analytics, it has delivered the capability to run targeted promotions, personalize by segments, offer customer-specific pricing, and handle sophisticated search capabilities.

Experiment:
Overhaul the entire
digital customer
experience to grow
online sales

Key results:
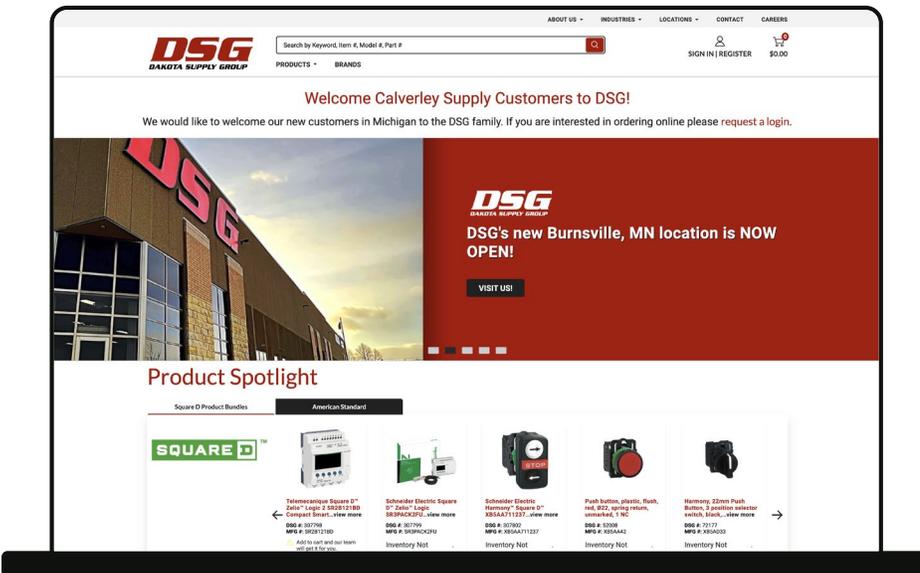## 13x
Growth in online sales

4x
Increase in orders

+25%
Line items per order

Product used:
Optimizely B2B Commerce

Trustworthy product content is also a key part of building a seamless customer experience. Optimizely Configured Commerce allows the team to effortlessly feed product data from multiple sources into the ecommerce engine.

Optimizely Configured Commerce has also helped the company to optimize digital self-service with features such as List Management, Account Management, Product Recommendations, Billpay Integration and Commerce Search.

Looking ahead, DSG has aggressive goals to increase digitally engaged customers, promote digital self-service, incorporate product recommendations and grow the overall business.

"

At DSG, there's nothing more important right now than digital acceleration. It's all about improving the customer experience. We want it to be faster, simpler and easier for our customers to interact with DSG. With Optimizely, all of that is possible."

Todd Sisson
Ecommerce Manager / Dakota Supply Group

Farfetch finds experimentation a perfect fit

FARFETCH

Farfetch is building the go-to global platform for luxury, connecting consumers to designer labels and helping brick-and-mortar boutiques sell online. The brand has been deploying the power of experimentation from day one. Yet experimentation is only effective when the people using it learn from the results. That's why Farfetch is so innovative in its approach, actively embedding a unified experimentation culture across the organization.

A Test and Learn center of excellence identifies new areas for experimentation, holds regular sharing and training sessions, and has even developed an experimentation kit for new joiners. The goal? To encourage teams to experiment not just because they need to, but because they really want to become a learning organization on a global scale, and ultimately outpace the competition in enhancing the customer experience.

With a focus on server-side testing, the Farfetch platform integrates Optimizely to extend its capacity for experimentation, particularly when it comes to rapid iteration capabilities. The team can test ideas, examine the resulting data, and then scale up 'winners'—all based on real-time customer feedback.

This approach has not only enabled the organization to fully utilize its entire talent, but also improved business results.

Experiment:
Optimize digital
ad viewability

Key results:
Experimentation
community has more than
doubled from 80 people
to close to

170

20–50

Experiments run
each month

"

In short, we fail fast and learn faster. Experimentation is not all about winning, it helps you quickly identify what does not work, and this is an incredibly powerful loss prevention tool.
By accelerating insights, you make better decisions, including where you should focus your product development efforts."

Luis Trindale
Principal Product Manager / FARFETCH

Experimentation becomes part of the Fitbit routine

Fitbit has had the mission of helping everyone in the world live healthier lives for a long time. As the COVID-19 pandemic impacted the globe and gyms shut their doors, people started looking to their iconic wrist devices for new wellbeing routines. The need to quickly adapt and expand into services that went far beyond a device would be a gamechanger.
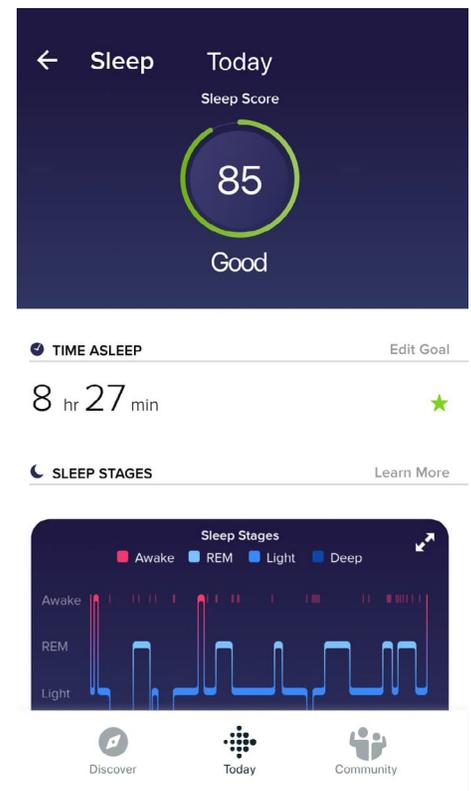
Yet as a consumer electronics company, this new focus on software and iterative learning represented a whole new challenge. Optimizely helped Fitbit to harness the power of experimentation to understand how customers were using their product, then test hypotheses to encourage users to do more workouts, walk more steps, sleep more consistently, and generally enjoy a wider range of benefits previously out of scope.

Over that time, the company has progressed from counting steps, to monitoring sleep and stress, to providing content that helps users improve their overall health. And that journey has been powered by data-driven insights rather than hunches and guesswork, with experimentation helping to define what customers really want. Designing new tests, reviewing the real-world results on a weekly basis, and making decisions based on those results are now all part of the everyday routine.

> Being able to find out how millions of people use your product every day to feed those ideas back into your product has been really powerful. You're really taking the guesswork out of decision-making and being able to do that at scale."

Dawn Baker
Head of Platform Engineering / Fitbit

O2

G-M company case studies

Moving chat button
from menu to bubble
increased engagement

▲ %38+

George T Sanders uses experimentation as a pipeline to growth

GTS has grown from a small sheet metal company into one of the largest suppliers of copper pipe in the state of Colorado. But it has never lost touch with its core value of putting customers first. And as customer expectations and preferences have evolved over time, so too have the ways GTS has served them. Now, to continue doing that and to achieve ambitious growth targets, the company needed a powerful B2B ecommerce solution.

GTS launched its ecommerce website in October 2019, under budget and less than one year after selecting Optimizely Configured Commerce. This was never about replacing the sales team or eliminating human interaction. It was about providing the experiences customers were asking for.

And that's a process that never stops. Customers are consistently suggesting new features via the website, with GTS incorporating many into both the site and the intuitive mobile app powered by Optimizely Commerce Mobile. The website has also made the team more efficient, removing the need for low value tasks and freeing employees up to do what they've always loved doing: providing strategic advice, making product recommendations and helping customers solve problems.

**Experiment:
Creating the best possible customer experiences**

Key results:

100%+

Increase in web traffic

Increased online sales and transactions

Simplified user experience across website and mobile app

**Product used:
Optimizely Configured Commerce**

"

Comparing Optimizely Configured Commerce to our previous solution is like comparing apples and oranges. Optimizely Configured Commerce has already brought far more value."

Jordan Ullum
IT Manager / George T Sanders

Driving innovation at HP through an experimentation center of excellence

HP self-identifies as being in the early stages of their journey towards creating a true culture of experimentation throughout their organization.

At the same time, they know that increasing the pace of innovation for their campaigns will be essential to ensuring peak performance for various digital business units that have started doing experimentation, including their B2C online store, HP.com website, B2B ecommerce organization, Instant Ink organization, and Customer Support site.

HP's Instant Ink subscription service experimented with different enrollment offers. The experiment involved showing customers an option for a free trial and positioning the service as a printer feature. The experiment increased enrollment by 37 percent.
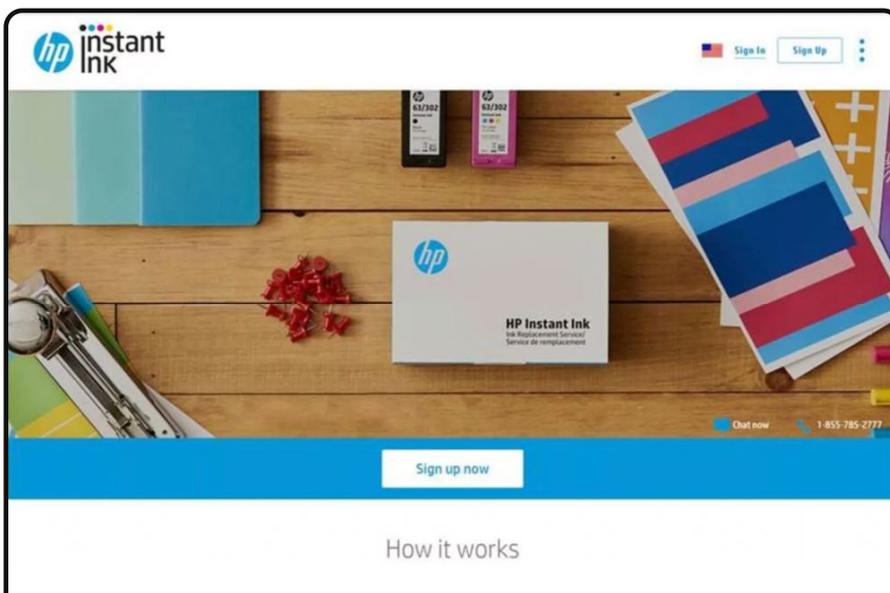
↓

Experiment:
Subscription enrollment
offers

Key results:

$21m

Incremental revenue
impact

HP's Instant Ink subscription page

HP has invested in creating a program around experimentation, building a more robust process for ideation, prioritization, development, execution, and post-campaign analysis. HP shares learnings with business stakeholders throughout the organization in their weekly program reporting meeting, and are also planning to roll out a weekly newsletter to help share updates and findings across their teams.

HP's ultimate goal is to give every employee the chance to experiment and gather data around their ideas. As a result of their focus on experimentation, they've been able to run almost 500 campaigns and have driven an incremental $21 million in revenue with Optimizely.

"

With these instant, early results, we're planning to scale the use of Optimizely company-wide."

Neville Davey
Digital Experimentation Worldwide Program Lead / HP

Hudson's Bay bags additional revenue

Hudson's Bay (HBC) was founded in 1670, making it the oldest company in North America. Today, the business comprises an impressive portfolio of retail brands including Hudson's Bay, Saks Fifth Avenue, and Saks Fifth Avenue Off 5th.

One of HBC's earliest experimentation programs focused on optimizing the checkout experience of the Saks Fifth Avenue website.

According to Senior Product Manager, Joanna Narbuntowicz: "User feedback told us that our checkout process had usability issues. Industry benchmarks confirmed this, showing our conversion rates were lower than average.

Experiment:
Optimizing the checkout process

Key results:

6%
Increase in conversions on mobile

2.2%
Increase in conversions on desktop

Control: Legacy experience

Variant: New experience

"Our challenge was that the process relied on some very complex legacy systems, so we decided to focus on the front-end - essentially giving the site a big facelift. In addition, the checkout process on mobile was very different from the desktop version. And while our mobile traffic was growing, its conversion rate consistently lagged behind the desktop conversion rate. So we decided to start our experiments on mobile."

HBC cleaned up the mobile interface for its "Bag" (the shopping cart), removed unnecessary copy and fields, and made it easier to enter credit card details. An uplift in the mobile conversion rate of 6 percent gave them the confidence to roll out similar changes to the desktop checkout funnel, resulting in a 2.2 percent increase.

However, these successes did not prevent Hudson's Bay from continuing their experiments. After the checkout update, they noticed a spike in bag views. They found out many people would go back to the product detail pages to make changes to the product they wanted to order. After enabling in-bag edits, bag page views decreased again.

Likewise, they experimented on the position of the 'Place Order' button on the checkout page. Against all expectations the winning variant was not the dual CTA button - one on top of the order summary and one in line with the order steps. A single CTA button below the order steps proved more effective, resulting in an additional 1.75 percent lift in conversions.

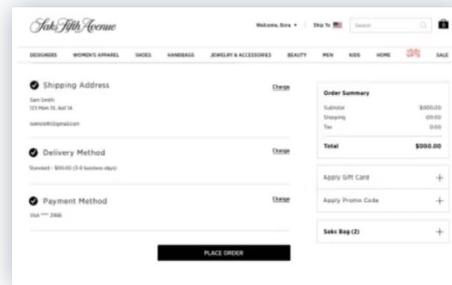> When approaching different challenges and opportunities, start with a minimum viable product and iterate from there. Because you never know where the different variations are going to take you."
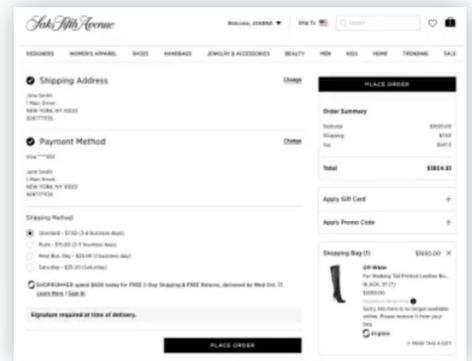>
> **Joanna Narbuntowicz**
> Product Manager / Hudson's Bay
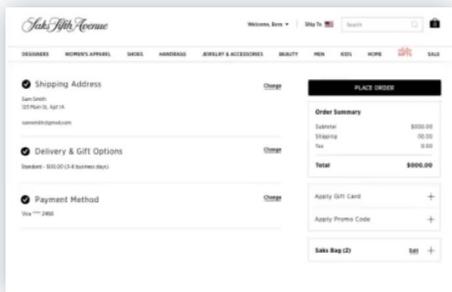
Control
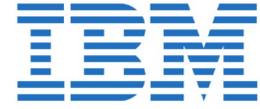Place Order CTA in line with Order summary

Variation B
Place Order CTA in line with steps

Variation C
Dual Place Order CTA

Validating new product messaging with Optimizely

"

IBM uses Optimizely to optimize and validate new product and release messaging. Aligning data to how users say they act vs. how they're actually acting is a really big thing for IBM right now. The major benefit with Optimizely is that you can do that instantly. For me, it's really about clarity and about knowing which direction you should go in as opposed to just throwing something against the wall and hoping that it sticks. I think the value is really getting clarity a lot quicker and iterating around that insight."

Darius Glover
Sr. Digital Strategist / IBM

KLM scaling its test-and-learn culture with Optimizely

The best way of knowing is doing. Although KLM Royal Dutch Airlines had always been pioneering the forefront of digital developments and has always had a culture of engaging customers in developing new products and services, KLM's web teams reached the limits of their experimentation capabilities in 2017. As the need for experimentation by internal product teams and data-driven decision making increased, KLM was looking for a reliable data-driven test partner...and found one in Optimizely.

Building Minimal Lovable Products

Digital product teams at KLM are continuously working on improvements to the user experience. In an industry that is renowned for its competitiveness, many different parties are trying to seduce the travel savvy customer—small tweaks to the user experience can make a huge difference. With over 30 million people booking KLM tickets on a yearly basis, building a product that 'just works' (a Minimal Viable Product) is not enough. They need to build a digital experience that is easy to use and intuitive—Minimal Lovable Product.

This is no easy feat and requires a lot of user engagement, feedback and testing to implement. KLM therefore implemented Optimizely to scale the number and impact of experiments done by the different product teams. Now, a year and a half after implementation, six product teams use Optimizely. Overall, KLM doubled the number of tests executed and on average the time to set up a test only takes half the time it did before Optimizely's implementation.
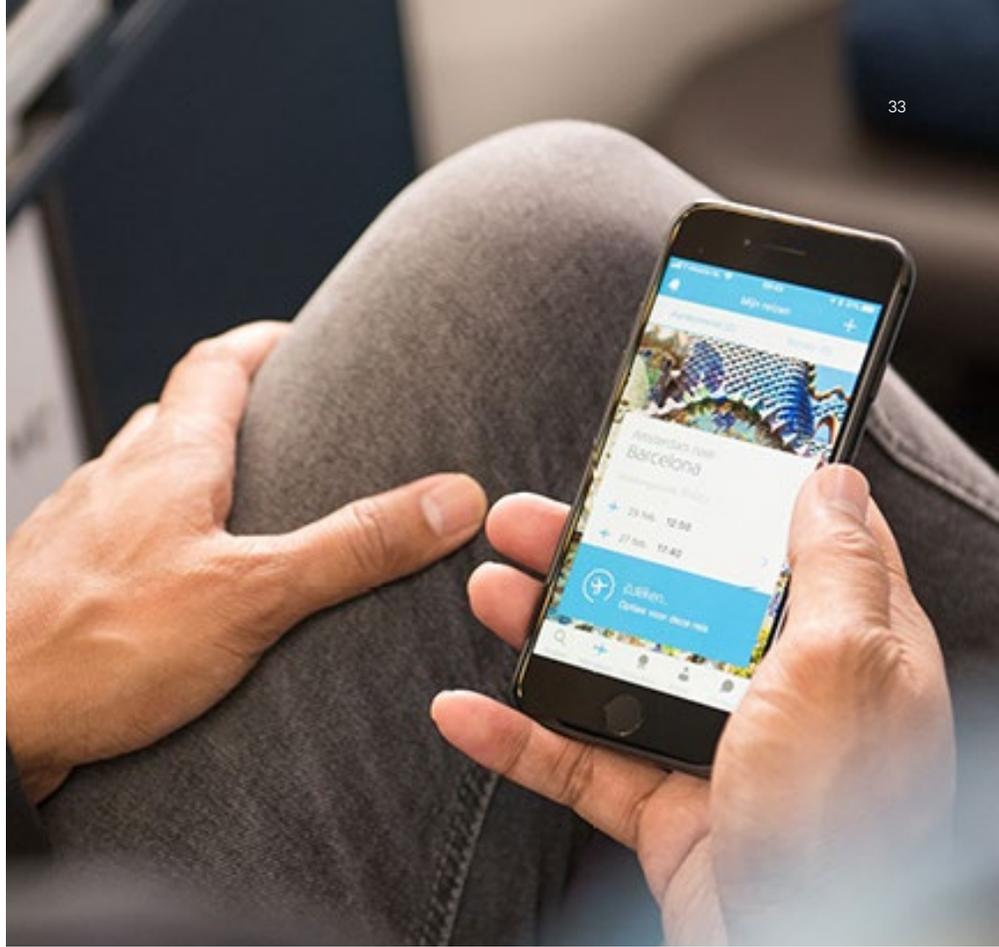
Key results:

100%
Increase in number of tests done by KLM team

50%
Decrease in time spent to set up and execute tests

6
Product teams engaged with Optimizely

Optimizing the Customer Experience

The introduction of Optimizely within KLM just coincided with a KLM-wide program to roll out flight packages (incorporating baggage and ticket flexibility) in the booking flow. When Grazia Arboleo, Optimization Specialist within the Insights & Analytics team at KLM, was asked to A/B test a new design for the flight selection step on the KLM website with these new packages, she did not know that this would be an important turning point in the way design changes would be rolled out.

The team focused on building a Minimal Lovable Product based on flexible components. This would allow fast optimization and was the requirement for an agile rollout. Grazia helped the team to track the impact of the new design through experimentation. Despite high expectations, the experiment data showed clearly that the new design needed further optimization.

Grazia and the team analyzed the results and developed new hypotheses. Optimizely enabled them to run multiple experiments easily, iterate quickly and make step-by-step improvements to the design. Within a few months, the team ran more than 20 tests on this particular flow-always measuring step conversion and booking conversion rates. Some of the experiments delivered clear winners, others did not. As a result, conversion rates recovered and finally, the experience was rolled out to all visitors.

Product owners now ask more and more to test every change to prove that it does what it is supposed to do–and if not, we can optimize. These learnings are crucial for delivering a convincing customer experience."

Joost Olleroock
Manager, Customer Insights & Analytics / KLM

Mailchimp opens new revenue streams through experimentation

mailchimp

Experimentation has become an integral part of Mailchimp, the marketing automation platform and email marketing service. Mailchimp's growth squad used Optimizely to experiment with an upgrade option in their sign up flow, which drove millions of dollars for the company.

"It is such a simple idea: if you ask users to pay, they will pay. In our case, it took an experiment to validate that idea, but it ended up paying off big time," said Lauren Schuman, Senior Director of Product Insights.

Mailchimp offers different plans including a 'Forever free' version. This worked a little too well, however, and customers were actually unable to find information about and sign up for paid plans. So their first experiment simply added a modal panel to the sign-up flow, introducing different paid plans and their features. This turned out to be wildly successful, generating millions of additional dollars in revenue for the company.

Not only did this first win get the growth team excited about experimentation, it also convinced the senior leadership team that experimentation was the way forward.

Experiment:
Making it easier to buy
paid plans

Key results:
millions
of dollars in incremental
revenue

"

Experimentation removes the bias from your decisions."

Lauren Schuman
Sr. Director Product Insights / Mailchimp

Microsoft starts to make it personal

It's no secret that purchasing behaviors have transformed over the course of the pandemic. And research continues to indicate that most users are unlikely to revert to the way things were.

Ecommerce brands need to monitor, analyze and iterate at a far higher rate than was the case pre-COVID-19. An Optimizely integration has enabled Microsoft Dynamics 365 Commerce customers to make the most of enterprise-grade experimentation and personalization for the very first time.

The integration has made it fast and simple for ecommerce teams to test, analyze and personalize experiences across all digital touchpoints. And the visual editor within Dynamics 365 Commerce makes it all easy to set up. For example, teams can personalize and test ecommerce fragments, such as elements on a webpage carousel or CTA buttons, all from within the Dynamics 365 Commerce platform, then optimize related design and user flows for key metrics.

They can also experiment with personalized front-end styling, content and layouts based on regional promotions and visitors' previous purchases. Optimizely Results, powered by Stats Engine, provides real-time experimentation data and findings, making it simple to track traffic and key metrics like click-through, add-to-cart and checkout data.

Microsoft

↓

Experiment:
Dynamics 365 integration
enabling customers
to innovate digital
experiences

"

By integrating Optimizely's leading experimentation platform, our customers can now confidently deliver value and remain agile at every customer touchpoint as their omnichannel experiences continue to rapidly evolve."

Balaji Balasubramanian
General Manager, Dynamics 365 / Microsoft

How experimentation and personalization are driving the fast-growing UK fashion brand forward

MISSGUIDED

Forward-thinking fashion retailer Missguided designs wearable ready-to-go outfits for today's millennial woman. Founded in 2009, the Manchester-based brand is experiencing growth of 75 percent year-on-year.

The firm has over 10,000 products available online at any one time and offers up to 1,000 new styles each week. It is known for its ingenious and fresh approach to both fashion and business. Everything Missguided creates is informed by its customer along with global influences like social media, street style, and popular culture.

Trusting that experimentation is a viable method of evaluating business models, Missguided decided to test a new premium service that offers unlimited free next-day delivery for a year. To manage the risk associated with the new service and to check its commercial value, this offering was first made available to a small group of customers. With Optimizely data showing a conversion uplift of 177 percent, 'unicorn delivery' was soon rolled out to the entire customer base.

Experiment:
Premium service offering, personalized offers for VIP customers

Key results:
177%
Conversion uplift

33%
Relative increase in revenue through personalization

" Missguided has an entrepreneurial approach and isn't afraid to experiment with new ideas and offerings to drive the business forward. Working with Optimizely gives us enormous insights into our customers' needs, desires and behaviors and allows us to adapt and evolve our approach fast to reap the commercial rewards."

Mark Leach
Head of Ecommerce / Missguided

Testing a new premium service, 'Unicorn Delivery' with a small group of customers

Make it personal

Delivering a personalized shopping experience to every visitor is contributing to Missguided's growing customer base. Deriving insights from customer data and behavior allows the brand to tailor each customer journey.

With data involving what a customer has recently viewed or purchased on the website, what products they added to their wish list and if they have a VIP status, Missguided can segment its audiences and develop personalized offers and promotions.

A particularly successful campaign was targeted at 'rising star' customers, those on the cusp of becoming Missguided VIPs based on the number and frequency of purchases as well as site visits. Targeting them with exclusive offers, such as buying three items to get 30 percent off, allowed Missguided to convert these customers to the company's most valuable VIPs.

Adding human imagery increases fundraising requests

After running a series of tests to optimize team participation, Movember focused their efforts on the primary 'Ask for donations' CTA. Taking learnings from the previous tests into consideration, the team hypothesized that increasing the prominence of the CTA and adding human-centric imagery would drive more clicks.

Making the 'Ask for donations' CTA more prominent, with a human-centric image, increased fundraising asks via Facebook and email by 32 percent and 28 percent, respectively.
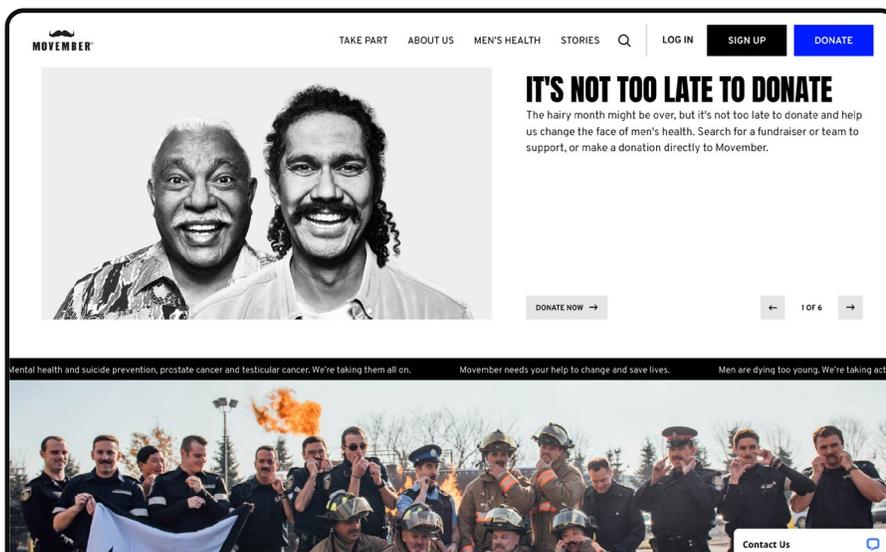

Experiment:
Optimizing for
more donations

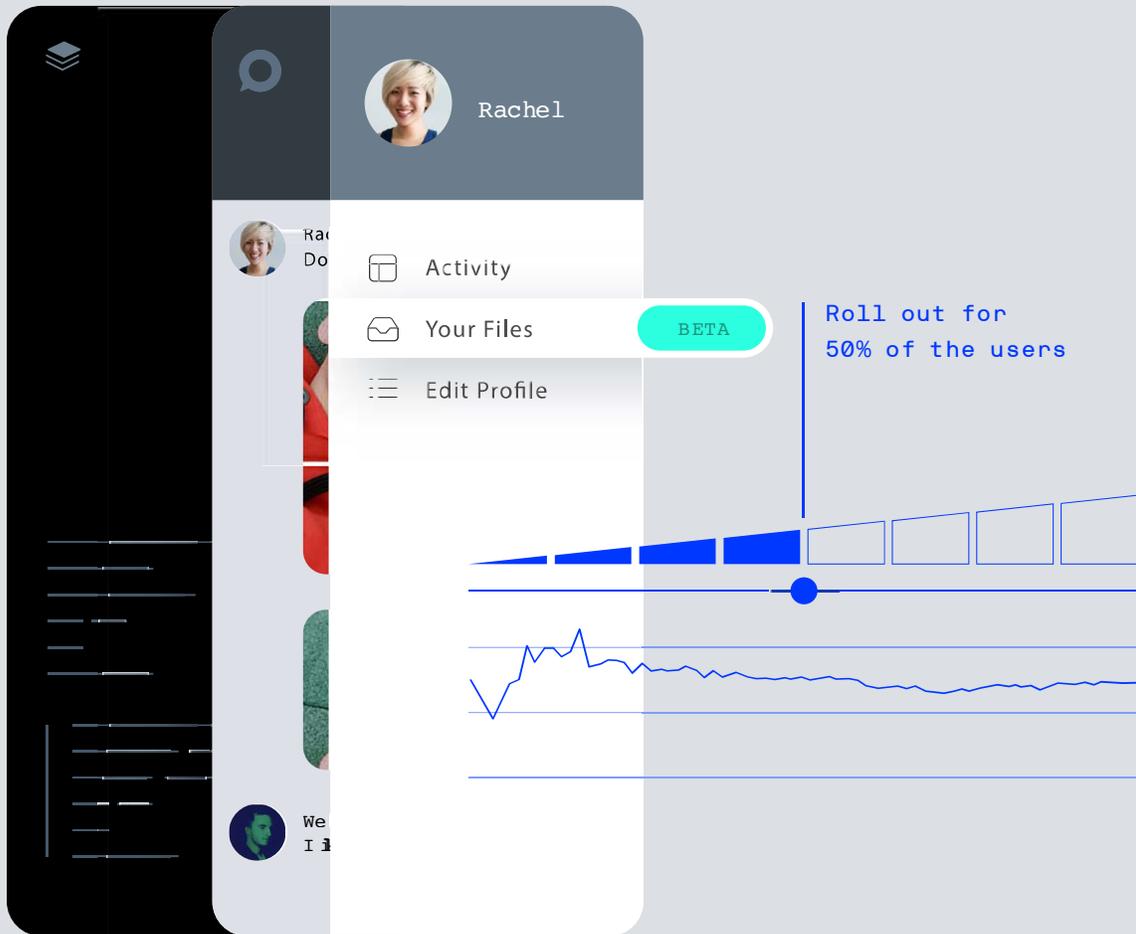Key results:
32%
Increase in Facebook
fundraising asks

28%
Increase in email
fundraising ask

03

N-T company case studies

Experimentation protects Durex against assumptions

Reckitt Benckiser (RB) is a British consumer goods company producing health, hygiene and home products. Powered by research and development, RB makes better products that empower everyone to take their health into their own hands (and homes). The company's big name brands, such as Nurofen, Strepsils and Durex, are sold in 180 countries.

RB's goal in the UK was to increase sales across the full range of Durex products on their online portals. Headed up by Amy Vetter, European Consumer Experience Manager, Direct To Consumer, the team started by running surveys to establish customer pain points and identify areas for testing.

By testing and measuring responses before committing to long term changes, they avoided a number of potentially costly changes. And in doing so proved there is no such thing as a 'losing' experiment: you win some, you learn some.

For example, testing a new navigation style to showcase the brand's best sellers saw a 6 percent decrease in revenue. This led the team to understand that Durex customers preferred to shop by category, rather than by best sellers or favorites. Another test they ran on a burger menu for desktop actually saw a 7 percent decrease in revenue over a two-week period.

Equally, when tests have gone well, the results have proved fruitful. For instance, the team learned that messages needed to be short and sweet—whatever the offer. In just one month, by using shorter lines rather than longer brand messaging headlines, they achieved a huge 32 percent increase in product page visits and a 6 percent increase in revenue. The team also found that designing the offers page in a different color to the navigation increased click throughs by 11 percent over a 10-day period.

HEALTH ▸ HYGIENE ▸ HOME

Experiment:
Several website tests on user interface, product offers and copy

Key results:
32%
Increase in product page visits

6%
Increase in revenue

"To be honest, in testing the failures are the better ones because you learn from them."

Amy Vetter
Consumer Experience Manager, Direct To Consumer, Europe, Ecommerce Health /
Reckitt Benckiser

Salesforce uses experimentation to deliver the OpX Factor

More than 150,000 companies rely on Salesforce for its call center operations. The organization's customer-driven teams are constantly searching for new ways to deliver exceptional experiences.

Salesforce partnered with Optimizely to help brands integrate customer support into its customer experience strategies more effectively. The new Operations Experimentation (OpX) application combines the power of Optimizely's leading experimentation platform with the world's number one CRM software. OpX enables call center teams to explore and implement the latest Salesforce improvements more quickly and more easily, saving time and cutting operational costs while enhancing the customer experience.

Say a financial organization wants to improve customer satisfaction by resolving cases faster and in a more personalized and casual manner. Well, making small changes to support page layouts, call scripts, or recommended actions can have a real impact on both agent efficiency and customer satisfaction. The challenge is knowing if that impact will be positive or negative before rolling out the changes to thousands of agents and customers. Any unplanned outcome could potentially cost millions in time and productivity as well as lost business.

OpX lets support team leaders use data to quickly and accurately identify the changes that work and support customer satisfaction.

**Experiment:
Use experimentation to enhance customer support.**

One of the major things that has changed is the number of tests we do, the sophistication of those tests. We're able to answer more complex questions. And I think the biggest change is that we have a partner now, it's not just a tool."

Areej Bazzari
Director, Sales SMB & Lead
Optimization / Salesforce

Sky perfects its help center experience with Optimizely

> Optimizely stood out for us for a couple of key reasons. One was the full-stack capability and the fact that we can deliver experiments end-to-end. The second was the network that Optimizely gave us. We've been working very closely with Optimizely and Optimizely's other partners."

Abdul Mullick
Head of Digital Transformation / Sky

> We got so much customer feedback saying "why can't I reset my pin online?" What was really frustrating about that was we had a pin-reset journey on the site. We figured out where this journey was and really promoted it. We put it front-and-center. We boosted engagement with that entire journey… about 40 percent uplift. We went from literally talking about it on a Monday, to it being live on Friday."

Simon Elsworth
Optimization Manger / Sky

Dramatically improving subscription volume with web personalization

StarTribune

Star Tribune was the first major, metropolitan news organization after the New York Times to launch a digital subscription product. And while the initial results looked promising, sales slowed in 2015 despite efforts to redesign their site and improve their digital channel marketing. Business was plateauing.

The belief was that StarTribune.com could achieve optimal revenue by lowering the number of free articles viewers could access before asking them to subscribe. Increasing subscription revenue, we hypothesized, could offset any decrease in engagement affecting ad revenue.

Using Optimizely Personalization, Johnston's team experimented with three test variations. The first and current offer included 10 free articles before readers were required to subscribe. The second permitted access to seven free articles. The final version offered five free articles.
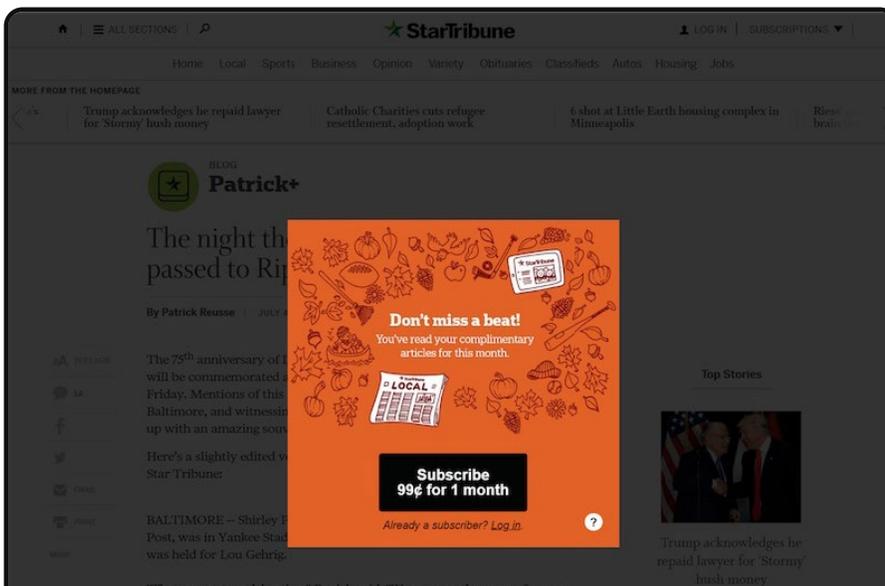
Experiment:
Offer testing

Key results:
35%
Increase in digital subscription volume year over year

20%
Lift in overall revenue

37%
Lift in subscription conversions

They assumed the five-article experiment would drive the highest subscription rate because it interrupted readers earlier. What they discovered surprised them. The five-article variation outperformed the 10-article version with a 49 percent lift in subscription revenue and a -12 percent decrease in ad revenue, leading to a 15 percent lift in overall revenue. However, the seven-article offer had a 37 percent subscription revenue lift, but half of the decrease in ad revenue (-6 percent), leading to a 20 percent lift in overall revenue against the 10-article version. Ultimately, the team was able to increase subscriptions by 35 percent year over year.

Johnston now believes that experimentation has completely transformed his organization. "We've gone from sitting around a table debating hunches and opinions," he confessed, "to trying things out on a small percentage of our traffic with open minds and eager anticipation." He also had this message for those just dipping their toes into the experimentation world—don't be timid. "The idea of subjecting your site to a new platform, experimentation, and personalization can all be pretty intimidating," Johnston pointed out, noting that, "Once you start, you realize it's not so scary and it actually mitigates the risk of making changes."

Perhaps the most compelling observation Johnston made was this: experimentation changes people. They begin to think differently, feel more involved, see the impact of their ideas, and with that comes a tremendous amount of satisfaction.

"

Optimizely helped us understand what works, and what doesn't. So we now do more of what works, and less of what doesn't, while impacting business in a more sophisticated, more ambitious way."

Patrick Johnston
Director of Digital Product & Analysis / Star Tribune

TrustRadius verifies opinions with experimentation

TrustRadius is the fastest growing, most trusted customer voice and insights platform. It helps tech buyers make great decisions, and technology vendors acquire and retain great customers. Each month, over 1 million B2B technology buyers use verified reviews and ratings on TrustRadius.com to make informed purchasing decisions.

One of TrustRadius' most successful experiments to date tested the placement of website call to action (CTA) buttons. They already knew from research that 50 percent of software buyers consult vendors during the purchase journey. Based on that, the team concluded that many buyers would want a vendor demo. The CTA button that took customers to the demo, however, was getting lost when users scrolled down the page.

The team surmised that making it easier for buyers to find the demo CTA button would improve the user experience and increase click through rates. And so they ran an experiment to test this hypothesis, which involved placing the call to action in a static, header location.

The initial results blew them away, showing the new placement actually doubled click throughs. This clear evidence was the green light needed to invest in making this a permanent change.
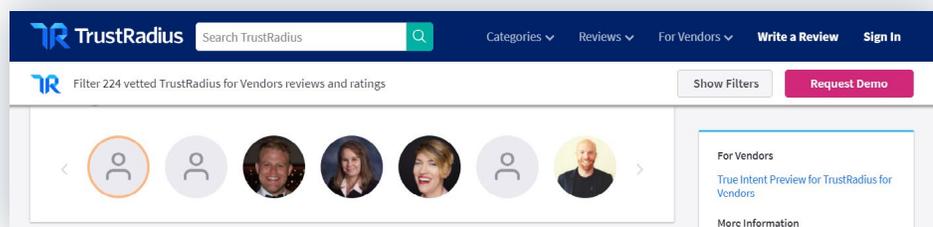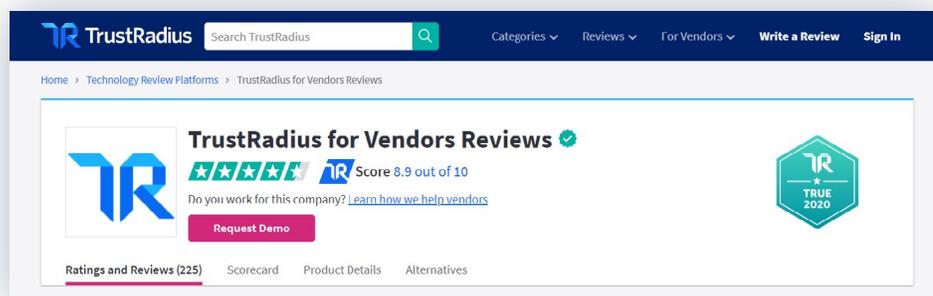
Experiment:
Changing the position
of call to action
(CTA) buttons

Key results:

2X

Increase in clicks on
repositioned buttons

04

U-Z and # company case studies

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The Vintage Bar builds a culture of experimentation

The Vintage Bar can look back on a four-year journey from Danish pre-owned luxury goods start-up to international digital marketplace. And it wasn't guided by guesswork. The company already owned a showroom in Copenhagen that provided a customized experience for every customer who made an appointment. The next step was to extend this thinking to the website. Instead of showing static product listings pages, The Vintage Bar focused on blending customer data with a culture of experimentation to provide customized, truly personalized digital experiences.

It started by combining Optimizely Web Experimentation with the customer data platform Segment. This allowed the team to gain insights from first-party data and then use it to test hypotheses and run experiments. The result? Personalized experiences that increase revenue, power growth, and get the right features to market faster. Just as importantly, The Vintage Bar has now instilled a culture of experimentation that runs through the DNA of the entire organization, allowing teams to make the most of the data they have and test their way to ever greater success. And there's no shortage of hypotheses to test, with everybody encouraged to come up with ideas and make real and measurable contributions.

THE VINTAGE BAR

"

There is so much bias in what you think will work and you really need to test it to see if it increases value or increases revenue for the business. One of my contacts at Optimizely told me, don't think about winning all the time; think about losing, because there are so many learnings around losing."

Nikolaj Toxvaerd
CMO / The Vintage Bar

Eliminating guesswork with Optimizely

VISA

"

I think the value for testing definitely is in finding the correct answer without spending all the time all the resources building something and then have it turn into something that doesn't work the way you want it to work. Data-driven decisions are the best way to go about rolling out any kind of product. It takes the guesswork out completely...

What I like about Optimizely, is that someone with no coding experience can easily use the visual editor to set up their experiments. And for somebody like myself, used to coding and developing, I can use the code editor to accomplish more complicated experiments.

With Optimizely, we'll be able to build a prototype. So when we are testing to see whether or not the new experience works, we'll have an idea before spending all those resources into trying to implement something that may or may not work."

Roger Chang
Decision Scientist / Visa
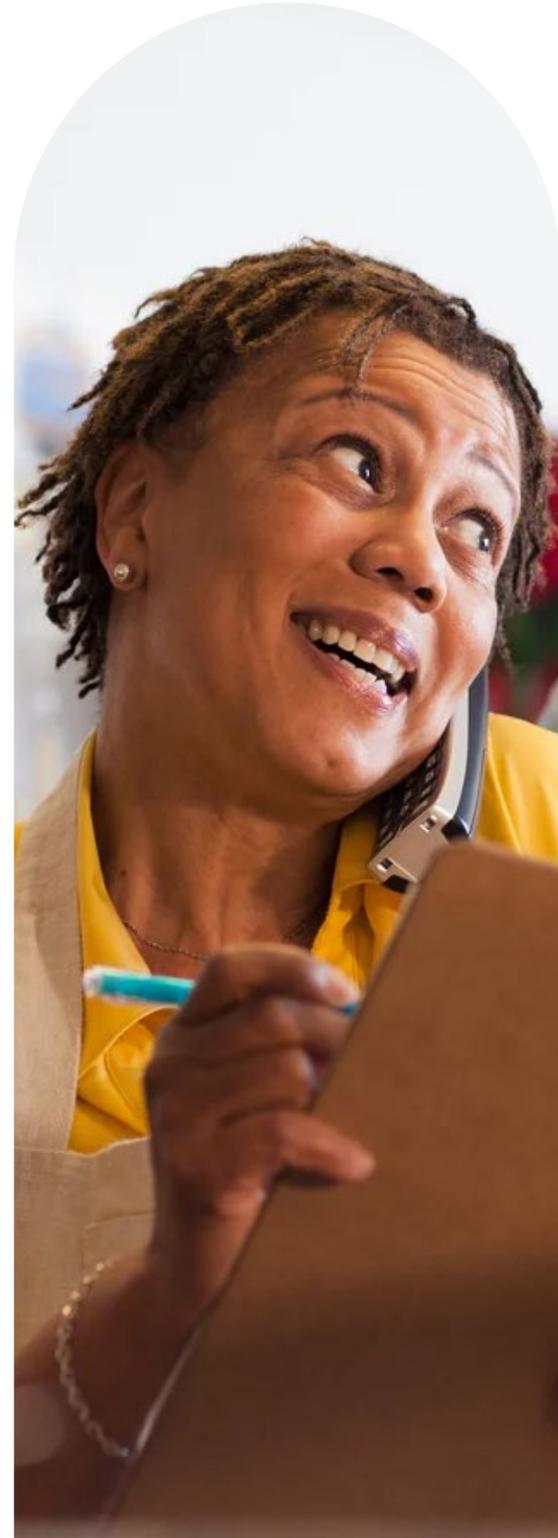
How experimentation helps WSJ build a healthy pipeline of new subscribers

WSJ

"

When we began, we were doing things that were very simple. We put four little words onto the shop page in big letters, "you can cancel anytime." And that drove a 10% top-line order uplift. So, pretty powerful result from a test that probably cost less than a thousand dollars...

Our experience is, that first off, the nimbleness and speed at which we can code up variations and get them live is unparalleled. As far as I'm concerned, the discipline of experience testing for digital businesses is akin to discovering plutonium. It's just an exponentially more powerful way of making business decisions...

There's lots of stuff you can do with the Optimizely visual editor that doesn't require a designer, doesn't require an engineer. This is the only way to make business decisions in the future. This is the way every decision will get made going forward for a digital product, wherever possible."

Peter Gray
Director of Product Optimization / WSJ

23andMe has made testing part of their DNA

Based in Silicon Valley, 23andMe specializes in DNA analysis and research. Customers order DNA testing kits and receive their results in a growing list of reports in areas like traits, wellness, carrier status and genetic ancestry.

As part of a complete redesign of their consumer-facing website, 23andMe ran an extensive experimentation program, often testing multiple variants for every web page, before launching the new site.

One test involved redesigning the product page of their Health + Ancestry service. Looking at the metrics on the existing page, the team knew that customers clicked a lot on the 'See sample report' button. The obvious move was to focus on showing the product in the new page design.

Against all expectations, the control version outperformed the new variant, the latter adversely affecting revenue per visitor. The team went back to the drawing board and introduced a new test variant with relatively minor changes: a hero image showcasing reports instead of a testing kit, and a sticky 'Add to cart' bar.

It worked. They increased conversion rate to over 10 percent, improved the page's customer satisfaction score, and shifted their sales mix to the higher-margin Health + Ancestry service.

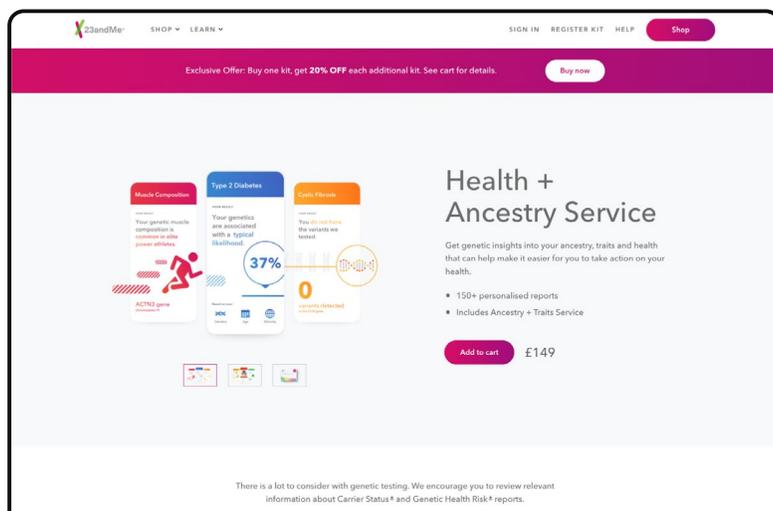**Experiment:**
Sign up flow testing

Key results:
133%
Increase in conversions

"The key takeaway here is that even with minor changes, iterative testing can really help evolve a site over time and, in the end, improve the user's experience."

Courtney Ball
Sr. Manager, Web Marketing / 23andMe

Winning variant

At Optimizely, we're on a mission to help people unlock their digital potential. Our leading digital experience platform (DXP), equips teams with the tools and insights to create and optimize in new and exciting ways. Now, companies can operate with data-driven confidence to create hyper-personalized experiences. Building sophisticated solutions has never been simpler. Optimizely's 900+ partners and 1100+ employees in offices globally are proud to help over 9,000 brands, including Electrolux, Uber, Visa, WSJ, Santander, The Red Cross and Mazda enrich their customer lifetime value, increase revenue and grow their brands. Learn more at **Optimizely.com**