This is like teenage sex: everyone talks about it, nobody really knows how to do it, everyone thinks everyone else is doing it, so everyone claims they are doing it...
Companies typically spend $92 to bring customers to their site, but only $1 to convert them.

ENTERPRISE A/B TESTING MATURITY MODEL

1 Culture
2 Team
3 Tools & Systems
4 Process
5 Strategy
6 Performance
THE EXPERIMENTATION LANDSCAPE

We can plot the experimentation landscape on a five level Maturity model.
THE EXPERIMENTATION LANDSCAPE

LEVEL 1 Characteristics:
- Testing tool
- Under 10 tests
- Simple
- No dedicated team
THE EXPERIMENTATION LANDSCAPE

LEVEL 2 Characteristics:

✓ 10 - 50 tests
✓ Optimization manager
✓ Ad hoc process & strategy
✓ Some cultural traction
THE EXPERIMENTATION LANDSCAPE

LEVEL 3 Characteristics:
- 50 – 200 tests
- Center of excellence
- Standardized process and strategy
- High internal demand
THE EXPERIMENTATION LANDSCAPE

LEVEL 4 Characteristics:
- 200 - 1000 tests
- Sophisticated strategy
- High visibility
- Partially decentralized
THE EXPERIMENTATION LANDSCAPE

LEVEL 5 Characteristics:

- Tech
- 1000s of tests
- Data in their DNA
- Fully decentralized
- Internal platforms
Ultimately, level five is driven by unique needs and faces unique challenges. If our business doesn’t look like those already in level five, we probably shouldn’t look to it as a goal.
THE EXPERIMENTATION LANDSCAPE

And at the same time, level one is much larger than all the other levels. In fact, most businesses that are testing fall into level one.
Then, there are the hundreds—thousands, even—of businesses that don’t test at all. Even level one represents many degrees of experimentation maturity greater than these level zero companies.
Your goal should be to get to LEVEL 4
WHY?
Experimentation should be about the customer.
Most consumers are still frustrated with their digital experience.

But, consumers are not satisfied:

- 62% not satisfied with the look and feel of the company website
- 57% find it difficult to navigate the websites to find the information they need
Level 4 companies have a customer centric focus.
#1 Experimentation Goal

① Customer-Centricity
Level 4 companies are **INNOVATING & GROWING**
“We’re moving towards using experimentation to be the decision model we use wherever experiments can work...

And boy, they can work in lots of cases.”

—Scott Cook, Chief Innovator, Intuit
D4D

1. Deep CUSTOMER IMMERSION
2. Rigorous TESTING
3. Lightweight EXPERIMENTS
4. Enlightened TRIAL & ERROR
5. Fail FAST
6. CONTINUOUS
7. DOING
“D4D is our number 1 weapon in attaining growth and there is no #2”

- Scott Cook
INTUIT IS BEING RECOGNIZED FOR INNOVATION

FOUNDER SCOTT COOK WANTS YOU TO STOP LISTENING TO YOUR BOSS

WHY DO GIGANTIC COMPANIES MADE UP OF INSANELY INTELLIGENT PEOPLE MAKE BAD DECISIONS? BECAUSE THEY RELY ON PERSUASION AND POWERPOINT, COOK SAYS, NOT EXPERIMENTATION.

Forbes

The World's Most Innovative Companies

Scott Cook: How to Build a Culture of Innovation

The Intuit founder talks about effective decision-making, encouraging experimentation and the advances he thinks will change the way business is done.
Intuit Posts Strong TurboTax Results: Online Units Grew 13 Percent

Company Now Expects Consumer Tax Revenue Growth Above Guidance Range

MOUNTAIN VIEW, Calif. – April 21, 2015 – Intuit Inc. (Nasdaq: INTU) today released the second and final update for its fiscal year 2015 consumer tax offerings. TurboTax Online units grew 13 percent versus the comparable prior-year period. Year to date through April 16, total federal units grew 8 percent.

Season-to-date TurboTax Federal Unit Data

<table>
<thead>
<tr>
<th></th>
<th>Season Through April 16, 2014</th>
<th>Season Through April 16, 2015</th>
<th>Percent Change Year-over-year</th>
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<tbody>
<tr>
<td>TurboTax Desktop</td>
<td>5,691,000</td>
<td>5,372,000</td>
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<td>TurboTax Online</td>
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<td>TurboTax Free File Alliance</td>
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<tr>
<td>Total TurboTax Units</td>
<td>27,825,000</td>
<td>30,189,000</td>
<td>8%</td>
</tr>
</tbody>
</table>
WHAT’S THE PATH TO LEVEL 4
4 habits to get to a Level 4

- Culture
- Team
- Tech + Tools
- Process
- Strategy
- Performance
4 habits to get to a Level 4

- Customer Centric
- Company-wide impact
- Center of Excellence
- Strategy
- Tech + Tools
- Standards
- Company-wide impact
- Center of Excellence
- Strategy
- Tech + Tools
- Standards
CULTURE

To stay customer centric:

Design tests using simple, customer-oriented language
1. Hypothesis
(Ex. Bigger pictures drive more revenue)

2. Prior research (“Why”)
(Ex. Customers feel more confidence buying if they can see the details of the product)

3. Make a prediction
Exactly what’s going to happen to the metrics and segments
(Ex. Bigger pictures will increase revenue by 5% for new visitors)
TEAM

To get buy-in to build a center of excellence:

Work on your influence skillset
Testing team leaders created tailored pitches for executives and decision-makers. By building support one person—one department—at a time, they managed to grow their own team and build a true “Center of Excellence.”
PROCESS

To make it easier to train others:

Standardize intake and reporting
PERFORMANCE

To generate more impact:

Establish program metrics & goals
Know how success will be evaluated at your company

- Revenue Lift
- Consumer Learnings
- Risk Reduction
- Informed Decisions
1. Use simple, customer-oriented language

2. Work on influence skills

3. Standardize intake & reporting

4. Establish program goals
We are thrilled to announce Click Summit will be returning to The Umstead Hotel and Spa in Raleigh, NC in 2016!

Save the date for May 18-20, 2016!

Use code **Click2016** and register before July 5, 2015 for the lowest ticket price available.

Save $300 — Register Today!