

KEY FINDINGS

EXPERIMENTATION PROGRAM MATURITY BENCHMARK REPORT 2024

Brought to you by:





ABOUT SPEERO

Speero is an experimentation agency. We use research and data and manage experimentation programs to answer strategic business questions, delight customers, and make you a profit.

Speero has helped run, refine and scale experimentation programs for twelve years. We've most recently helped Gympass, Decathlon, ClickUp, MongoDB, Cisco, Miro, and Codecademy to do this inside their organizations.

See [Speero.com](https://www.speero.com) for more on how we help organizations experiment with more impact and velocity.

DECATHLON

codecademy

ADOREBEAUTY



NATIVE



Gympass



ABOUT VWO

VWO is an experimentation platform that enables brands to improve their key business metrics by empowering teams to easily run their conversion optimization programs backed by customer behavior data. We provide a suite of tightly integrated capabilities to unify customer data, discover customer behavioral insights, build hypotheses, run A/B tests on server, web, and mobile, rollout features, personalize experiences, and improve customer experience across the entire buying journey.

Email us at sales@vwo.com



**BEFORE
YOU
START**



HAVE you seen the surge of “Experimentation Consultants” on LinkedIn? I’ve come across 3 ex-Booking.com consultants alone. So, why? Two theories:

- 1. Times are tough.** Marketing and tech have slowed. People are laid off or quit to join solopreneurship.
- 2. The industry is maturing at the top.** The work is so productized in some orgs like Booking.com that the veterans are leaving those ivory towers to sell the vision. Rightly so.

Speero is seeing a **huge shift** in organizations looking to embed testing across more and more teams and functions. This expands the work out of siloed centralized teams and into center-of-excellence’s.

We’re seeing the start of **Experimentation-led growth (ELG)**. A method where businesses use systematic experimentation to test hypotheses and make data-driven decisions.

Experimentation is not limited to marketing or product development but extends to sales strategies, customer success, and even operational processes.

Ultimately, experimentation is a **system that allows businesses to optimize and adapt across all facets of their org.** The question now is how? How are companies doing this? What’s the stage of their transition?

In the following pages, we share **18 findings** about the state of experimentation in 2024, along with advice on increasing experimentation maturity and impact.

I hope the analysis and resources help.



Ben Labay, CEO and “Experimentation Consultant,” Speero

CONTENT

Cover	Page 1
About Speero	Page 2
Acknowledgments	Page 3
Before You Start	Page 4
Intro	Page 5
Research Method	Page 6
Maturity Levels	Page 7
Maturity Audit	Page 8
Chapter 1: Strategy and Culture	Page 9
Strategy and Culture	Page 10
Finding 1	Page 11
Finding 2	Page 12
Finding 3	Page 13
Finding 4	Page 14
Finding 5	Page 15
Finding 5 (Continued)	Page 16
Chapter 2: People and Skills	Page 17
People and Skills	Page 18
Finding 6	Page 19
Finding 7	Page 20
Finding 8	Page 21
Finding 9	Page 22
Finding 9 (Continued)	Page 23
Chapter 3: Methodology and Process	Page 24
Methodology and Process	Page 25

Methodology and Process (Continued)	Page 26
Finding 10	Page 27
Finding 10 (Continued)	Page 28
Finding 11	Page 29
Finding 12	Page 30
Finding 13	Page 31
Finding 13 (Continued)	Page 32
Chapter 4: Data and Tools	Page 33
Data and Tools	Page 34
Finding 14	Page 35
Finding 15	Page 36
Finding 16	Page 37
Finding 17	Page 38
Finding 18	Page 39
Finding 18 (Continued)	Page 40
Workshops	Page 41
Full-service Experimentation Program	Page 42
Appendix: Respondent Attributes	Page 43
Appendix: Maturity level of respondents	Page 44
Appendix: Maturity by top six industries	Page 45
Appendix: Maturity by industry	Page 46
Appendix: Industry	Page 47
Appendix: Location	Page 48
Appendix: Number of testing years	Page 49
Appendix: Testing team structure	Page 50

RESEARCH METHOD

THE DATASET in this report includes **206 people** who responded to the audit on behalf of their team or program between January 2023 and February 2024. We solicited responses via the Speero's newsletter, website, social media channels, and testing tool partners **VWO, Kameleoon, and Convert**.

The audit asked respondents to answer questions across **four key experimentation pillars** (image on the right). The questions were either presented using a Likert 0-10 scale with bipolar adjectives "don't agree" and "strongly agree", or open-ended questions.

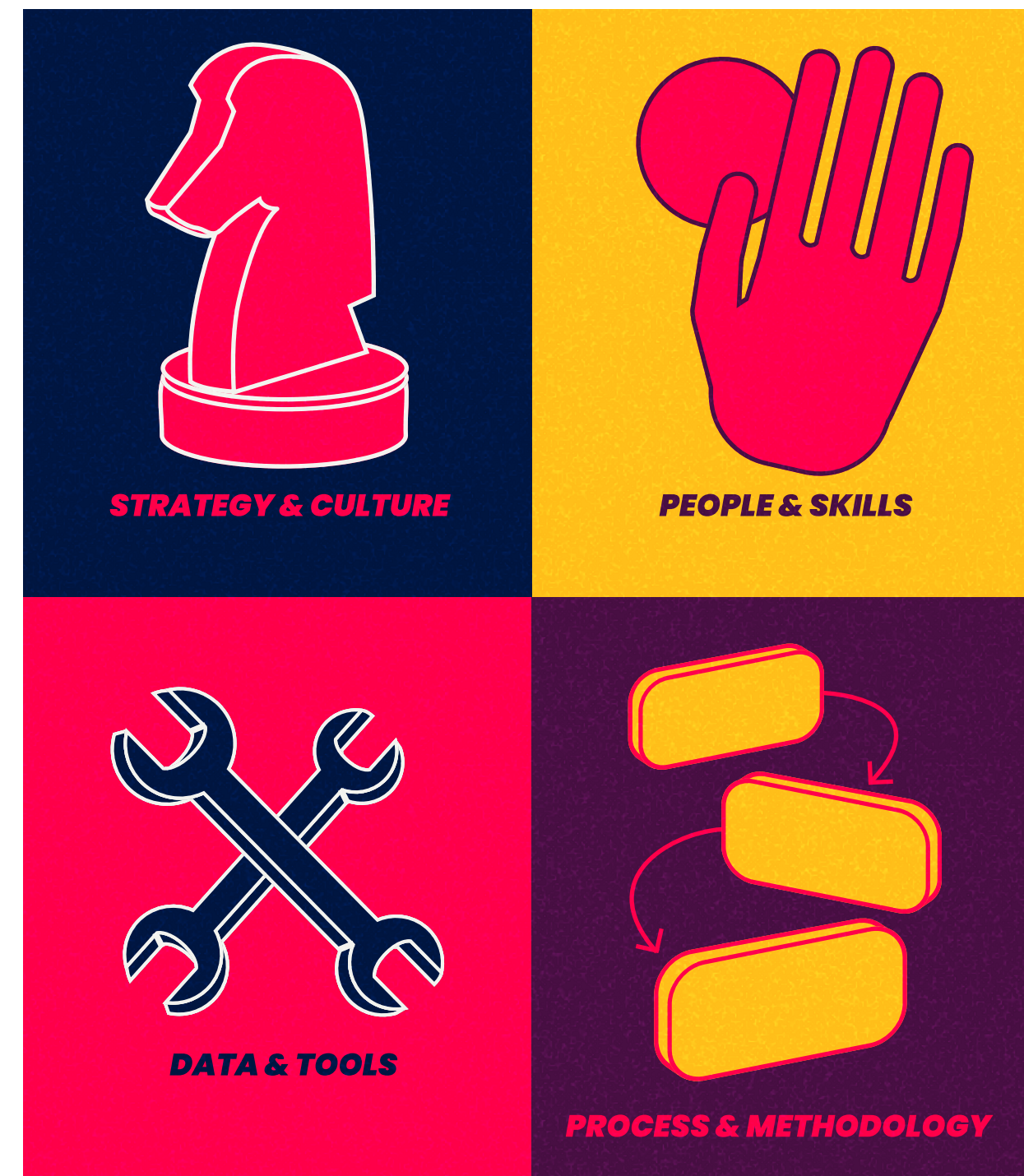
To apply a narrative to the dataset, we used a weighing similar to our Likert scale employed in the Net Promoter Score. Scores were grouped by 0-6, 7-8, and 9-10. We attributed statements to these bracketed scores:

0-6: Disagree with the statement

7-8: Somewhat agree with the statement

9-10: Strongly agree with the statement

Please note some percentages in this report **don't add up to 100%** due to rounding errors.



EXPERIMENTATION PROGRAM MATURITY PILLARS

MATURITY LEVELS

EACH RESPONDENT received an “overall experimentation maturity score” based on their answers. The scores correspond to different maturity levels:

Beginner – an overall score of 0–20%

Businesses at the start of their experimentation journey. Few fundamental building blocks are implemented to run an effective experimentation program.

Aspiring – an overall score of 21–40%

Businesses that have established some of the essential elements needed to run an effective experimentation program. These businesses typically have many internal hurdles to overcome and practices to implement to run a successful experimentation program.

Progressive – an overall score of 41–60%

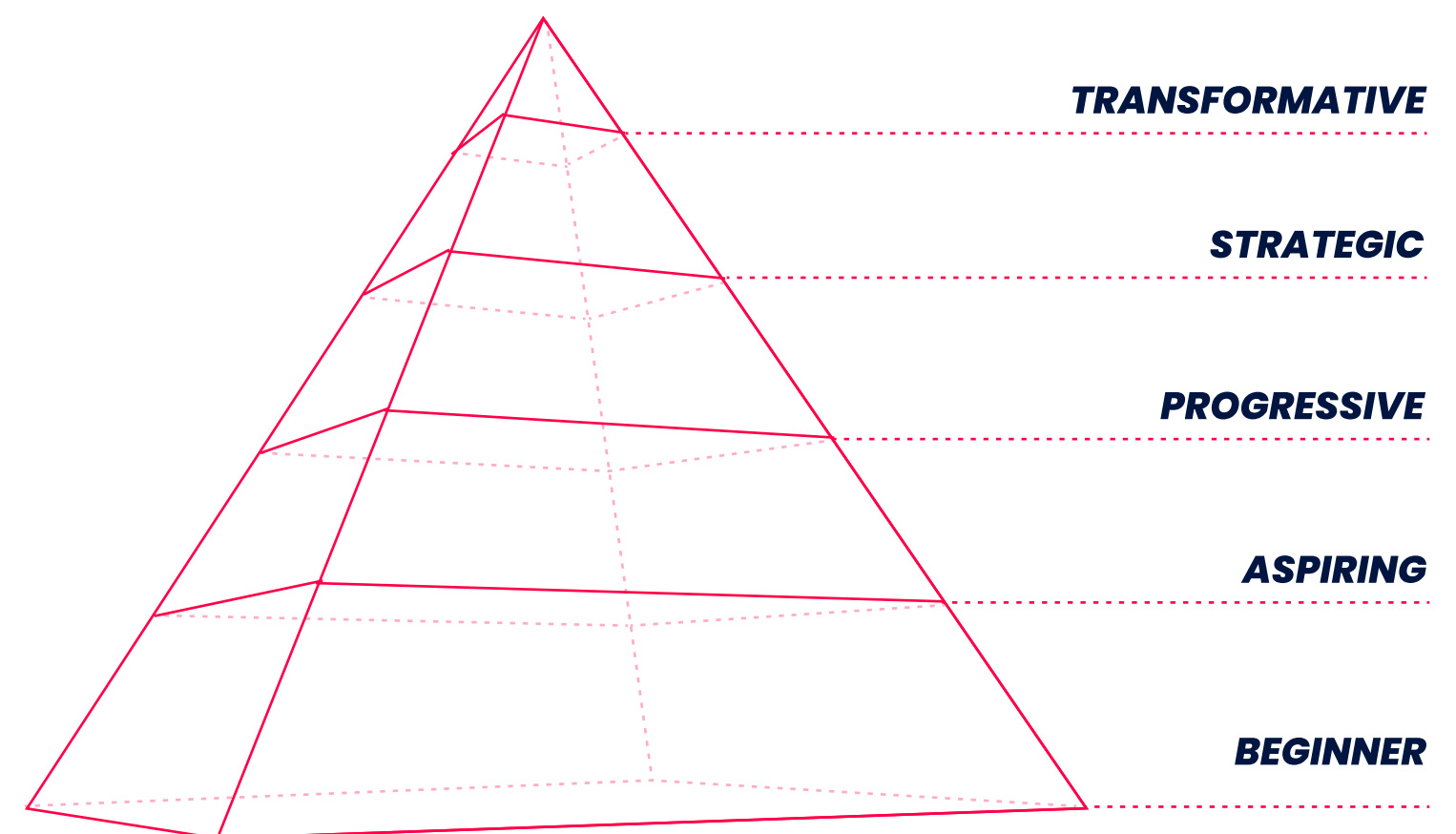
Characterized by businesses that are starting to recognize the importance of insight-driven experiments and the need to improve their processes to increase the performance of their work. They have the necessary foundational elements to run a basic experimentation program.

Strategic – an overall score of 61–80%

Businesses with nearly all of the foundational and some advanced practices in place, employing a strategic approach to experimentation. They are likely to have wider company buy-in for experimentation as a core business growth driver due to the results of their work.

Transformative – an overall score of 81–100%

These businesses are the industry elite. They are outperforming their competition through a well-oiled experimentation program that is consistently delivering results.



SPEERO'S MATURITY AUDIT

- **Compare** your performance against others
- **Benchmark** your experimentation program
- **Find gaps** in its efficiency or effectiveness
- **See what** high-maturity brands are doing

Benchmark your program

1b → All role-specific goals can be correlated with the main goals of the organization.*
0 - don't agree | 10 - strongly agree

4b → You have the ability to track the full customer lifecycle from first touch to last touch*
0 - don't agree | 10 - strongly agree

2b → You have a dedicated person or team that is responsible for data analysis.*
0 - don't agree | 10 - strongly agree

3a → Your experimentation setup allows you to run tests on all areas of your website/app.*
0 - don't agree | 10 - strongly agree

Chapter 1

STRATEGY AND CULTURE



STRATEGY & CULTURE

EXPERIMENTING without a strategy won't take you far. Do your tests impact whole functions like UX or sales? Do they drive the overall strategy? How are you improving the experimentation culture in your brand?

Without a culture and strategy, you face:

- **Limited resources:** Without senior buy-in, budgets for tools, research, and solid talent become lean.
- **Strategic blind spots:** Focus on small tests only, and you ignore bigger wins and deeper insights.
- **Fear of failure:** If your culture sees experimentation as a way to win, even minor setbacks derail progress.

Leaders have a unique opportunity to set strategies and influence culture. Ideally, brands should have both **leadership and a "Experimentation Champion"** actively supporting the process.

Having both ensures alignment with overall goals, fosters a supportive culture, and unlocks the resources and buy-in for driving results with impact.

RESOURCES:

Strategic testing roadmap: Communicate with your team on key goals and results for your test program and organize tactics and strategies against research and metrics.

Strategy Map: Orient your experimentation program around brand, performance, or product.

Goal tree mapping: Define and connect strategic, tactical, and engagement KPIs to fuel optimization and find metrics vital to your brand's success.

Experimentation meeting cadence: Know how to run meetings to align, coordinate, and communicate.

Solution spectrum: Decide at a glance if your test is iterative, substantive, or disruptive. Balance your program with all three.

How To Balance Test Velocity vs Complexity? Push more, or go bigger? More complex tests, or more velocity? This blueprint helps you have both.

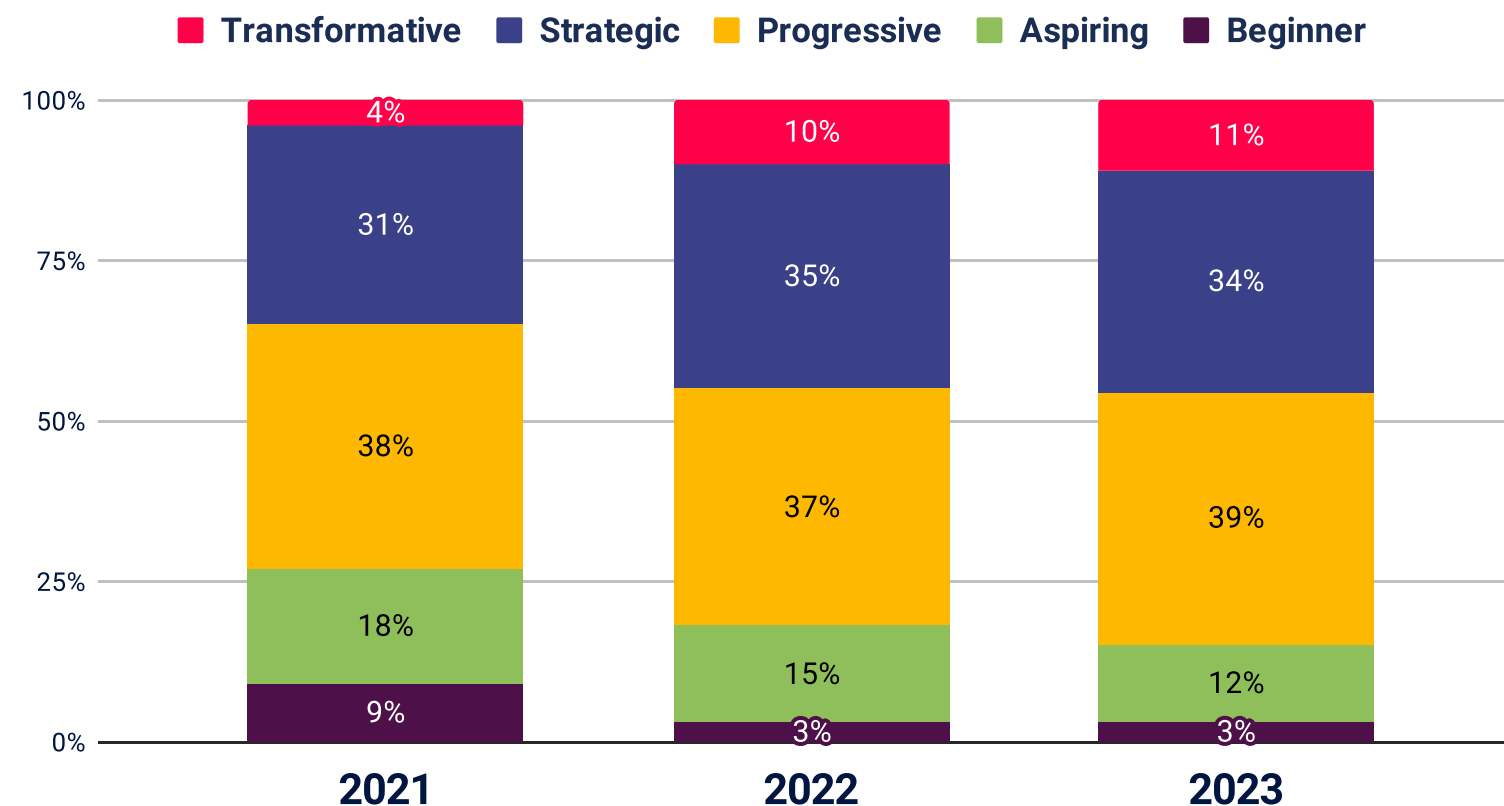
Results vs. Actions: The goal of your testing program is not to 'win' but to make good decisions that effect change. This blueprint lets you report on the tests you ran and their impact.

How to Engage Community and Create Culture Around Experimentation: Increase engagement and improve the culture of your testing program.

FINDING 1

Experimentation maturity is stagnating

Maturity Level



KEY FINDINGS:

- **There's little difference** between the spread of maturity levels seen over the past three years.

The graph has some positive trends. Companies with a Transformative maturity level went from 4% in 2021 to 11% in 2023. But the **overall changes are minimal**. Why?

Most respondents are from **Europe** (47%) and **North America** (32%). Both regions are experiencing stagnant economies for the last few years. This likely influenced overall business strategy and budgets, stifling maturity.

When times are rough budgets are lean. People focus on short-term results and remove initiatives without clear ROI.

Other **market changes, such as Google Optimize sunset and GA4 introduction**, could've redirected time and attention to these issues, preventing teams from focusing on improving their internal approaches to experimentation.

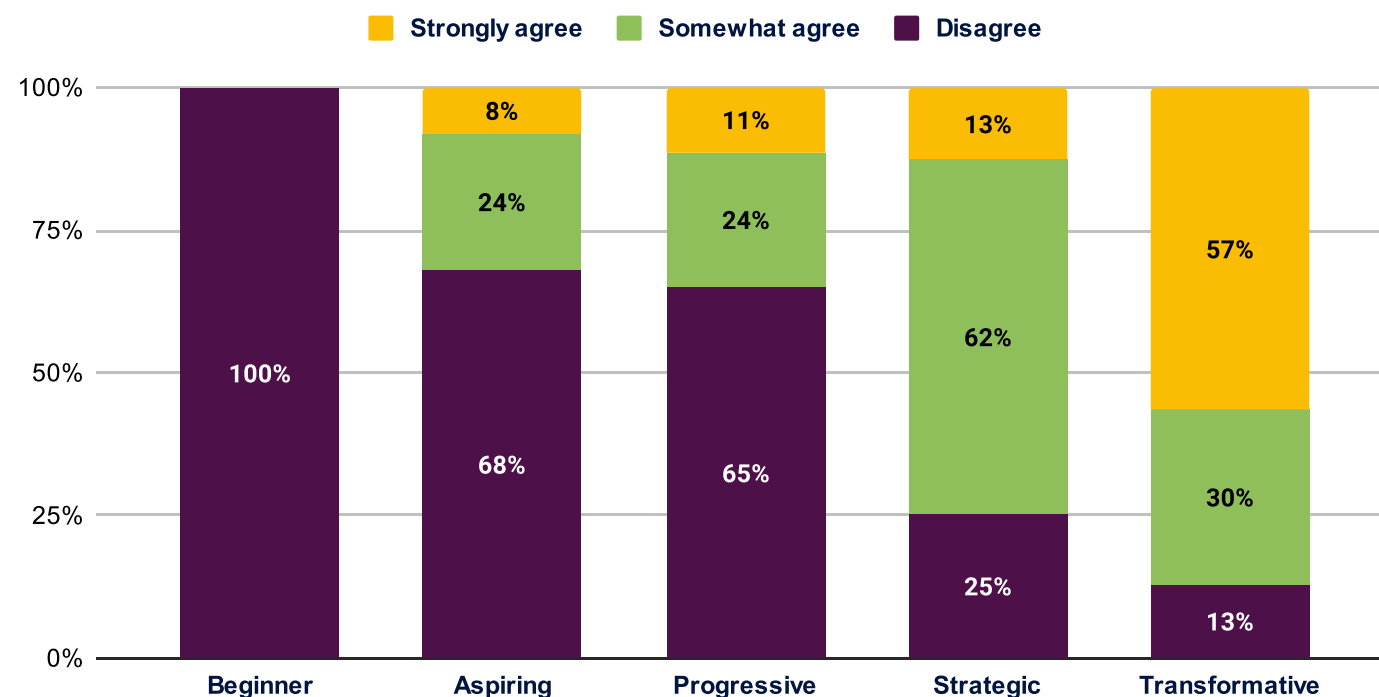
The increasing number of teams performing experimentation could be another factor. We got **2X more audit submissions** this year compared to last year.

200% more submissions definitely influenced our results. Involving non-specialist teams impacts processes, data, and strategies as everyone adapts and gets up to speed with this new way of working.

FINDING 2

To mature, link your goals and incentives to the brand's goals

All roles within the organization have a clear set of goals to measure their performance.



KEY FINDINGS:

- **47% of respondents** disagreed everyone in the org has clear goals to measure performance
- **57% of transformative-level** organizations strongly agreed everyone has clear goals to measure performance.
- **While 67% strongly agreed** those goals can be correlated with the organization's main goals.
- **Only 19%** of respondents said role-specific goals can be correlated with organization's main goals.
- **Only 15%** of participants strongly agreed their company has a clear incentive structure motivating people to achieve the brand's goals.

These results show a **rift between** individual and company goals. While around half of respondents felt all roles have clear performance goals, many high-performing brands (57%) already had these in place.

This suggests that if you want to reach the highest maturity, you need clear goals connected to broader company goals. Speero's **goal tree mapping** blueprint can help you with this.

If you don't have clear goals and incentives connected to overall business goals, you can end up with:

Difficulty Measuring Success: Measuring test impact is hard when individual goals aren't tied to broader objectives. This further hinders investing and progress. Our research supports this. 80-92% of respondents within the beginner, aspiring, and progressive stages disagree experimentation gets fair recognition for adding business value or learning. Yet at the highest level (transformative), most respondents strongly agree (65%).

Uncertain Direction: Without clear, company-wide goals cascading down to individual roles, teams may run initiatives that don't add to the overall strategy.

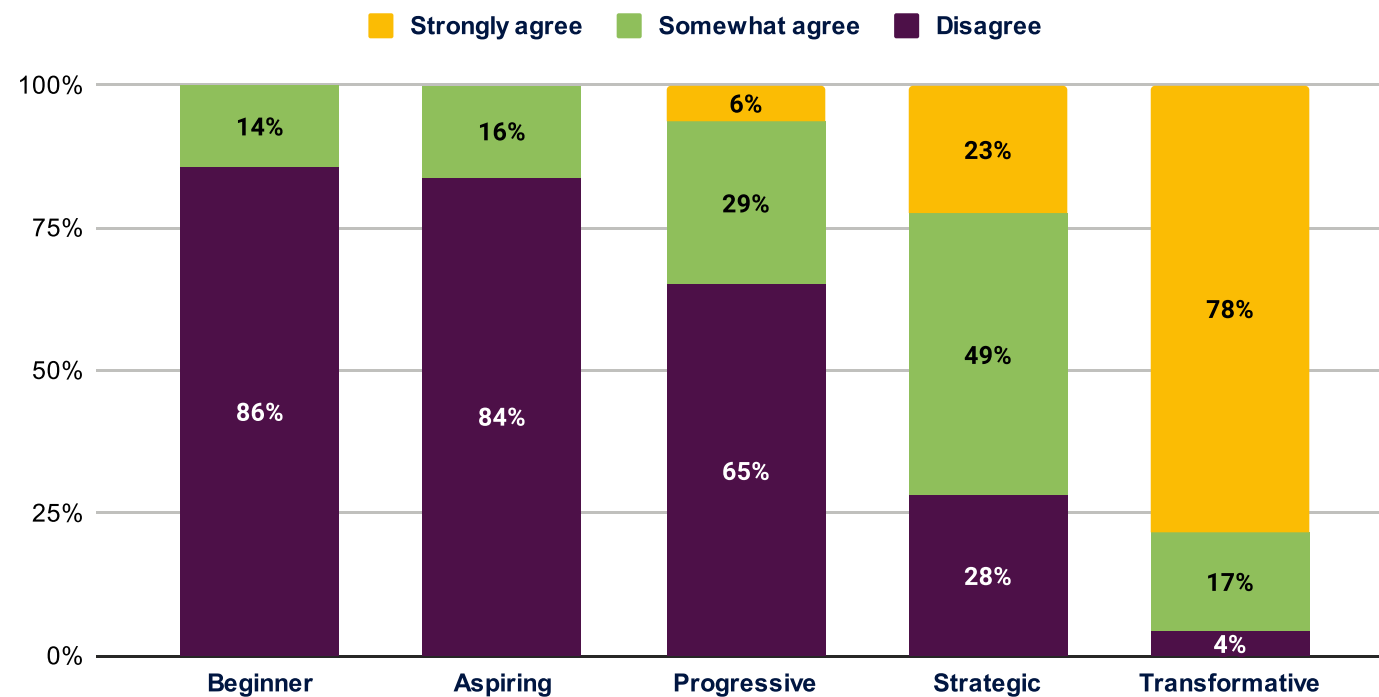
Misaligned Efforts: Unaligned goals create silos. Now, each team focuses on its own metrics, potentially ignoring cross-functional opportunities, a must-have for deeper experimentation.

Limited Engagement: No clear incentive structure for achieving company goals can demotivate team members from championing or actively participating in experimentation efforts.

FINDING 3

Despite some progress, 49% of brands still don't support experimentation

Business culture supports innovation, experimentation and values learning from failure as well as success

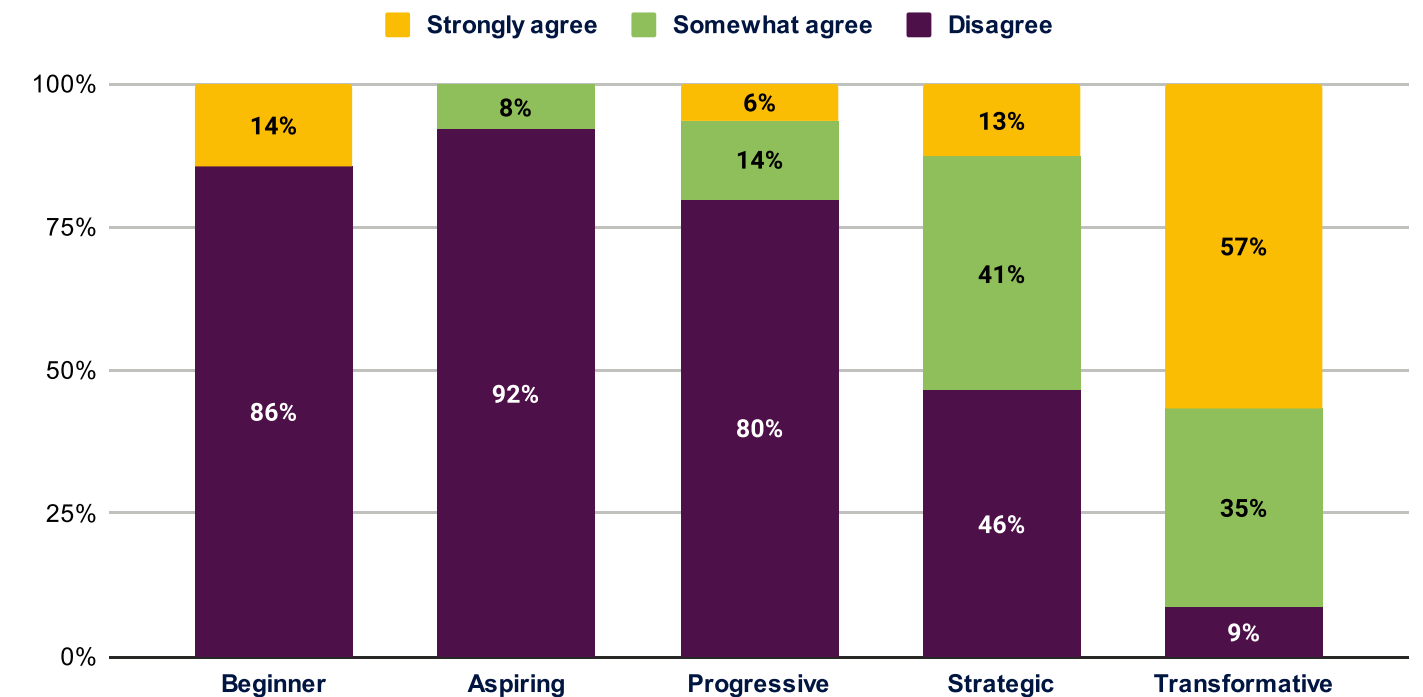


KEY FINDINGS:

- **49% of respondents** disagreed their business culture supports innovation, experimentation, and values learning from failure and success.
- **Overall, 10% of respondents** strongly agree business decisions are always based on solid research and data (qualitative and quantitative).

The data paints a **mixed picture** for experimentation support. While there are encouraging signs, such as 10% of respondents prioritizing data-driven decisions, nearly half (49%) still lack a supportive culture for experimentation.

Experimentation is a key driver and fundamental component of your business strategy.



There's no support at lower maturity levels as well. Between the Beginner and Progressive levels, people agree business culture supports experimentation only from 14% to 35%. This is a potential turning point where companies shift the culture to support experimentation. But only after a program has matured.

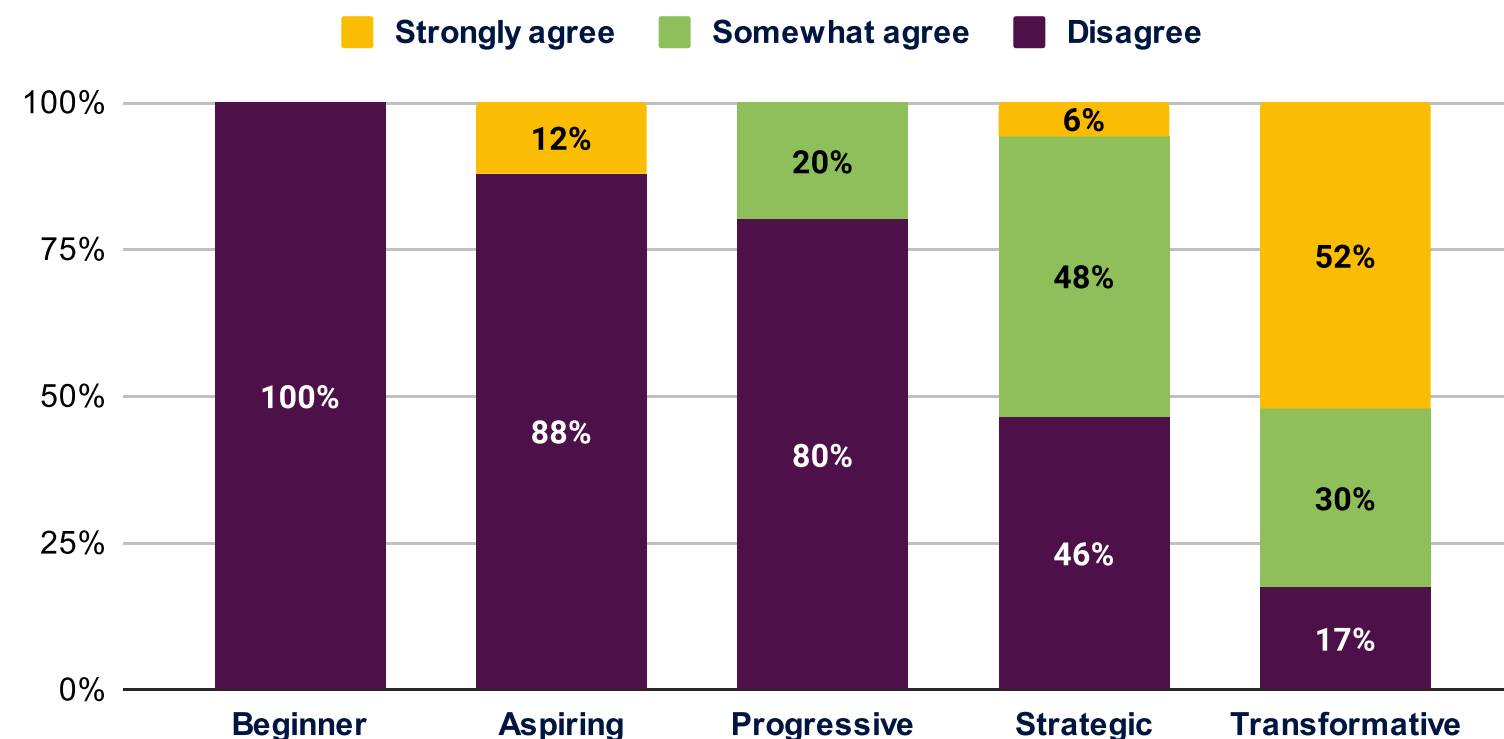
But the support is missing even at the highest maturity levels. **44% of "Transformative" organizations** disagree or somewhat agree that experimentation is seen as a crucial driver of their business strategy.

We need to take steps to foster a culture that fully embraces experimentation. Bridging the gap between individual efforts and strategic buy-in will be vital for businesses to unlock the full potential of experimentation. Speero's **Community Engagement Blueprint** can help you here.

FINDING 4

Underfunded teams struggle to mature

You have adequate resources to enable you to achieve your goals and company strategy.



KEY FINDINGS:

- **Only 9% of respondents** strongly agreed their business has adequate resources to enable them to achieve goals and company strategy.
- **Responses significantly change** between Aspiring and Strategic levels (6%–12% strongly agree) and Transformative maturity levels (52% strongly agree).

While brands with higher maturity levels are more likely to have adequate resources to achieve their goals, most teams struggle, **underfunded**.

Teams are under pressure to achieve more with less. But there's a limit to what you can do. At some point, talent reaches burnout and leaves the business in search of roles with more support.

This underinvestment is short-sighted. Companies that continue supporting experimentation through poor economic periods will likely reap better results overall.

If you want to secure more funds for what you do, take a look at our **Testing revenue blueprint**. It can help you measure the ROI, impact, and success of your program.

FINDING 5

Teams want to experiment but don't have the knowledge or resources

KEY FINDINGS:

- **Lack of knowledge** is one of the biggest challenges in the experimentation industry.
- **Goal-related issues** are another significant challenge. Conflicting goals, short-termism, and a focus on winning were mentioned the most.

Several intertwined themes about cultural challenges emerged from the responses.

Firstly, respondents often talked about a leadership wanting to experiment, but how this desire doesn't always trickle down to teams who have other priorities or conflicting goals.

"High-level buy-in of experimentation as the way to deliver growth, but that doesn't always translate down to product team culture, especially those that are dealing with large tech debt/not fully bought into the experimentation methodology. That is a reflection of the incentives of product teams not being clearly defined. Data-driven is primarily still an aspiration rather than a culture." — Strategist from a 501-1000 employee retail business.

"We like to say that we are a data-driven team in a data-driven company...However, since our No.1 goal is to be agile and deal with other priorities first, testing comes second and gets neglected." — Product Content Editor from a 51-100 employee travel & hospitality business.

The increased desire has led to more testing. But more testing presents **new problems**. Here's where the respondents talked the most about the lack of experimentation knowledge. Small teams or individuals with experience had to face educating numerous stakeholders across the business.

The respondents are also frustrated by **the difference in knowledge and skills**, and how various teams appear to do things differently, causing a rift in standardization.

Combined, these challenges highlight the need for solid program management, governance, and robust processes to ensure those experimenting run tests correctly. Blueprints that can help you here include:

- 1. Program management metrics**
- 2. The CRO process**
- 3. What's in a strategic testing roadmap?**

FINDING 5

Teams want to experiment but don't have the knowledge or resources (Continued)

"The majority of people are fully supportive of experimentation and understand its value. Difficulties stem from multiple teams operating in their way with different goals...Marketing teams are keen to experiment within their own teams. However, they are all at different levels of maturity. This results in the global team having different methods per team. Standardization is needed." — **Senior Experimentation Analyst from a 1001+ employee healthcare business.**

"No education to lift the team to the same level in terms of quality of findings as also in effectiveness of research. What takes 30 hrs for one person takes 60 for another." — **CEO of a 1-50 employee professional services business.**

As we identified earlier, the disconnect between team goals and company wants/goals is a severe issue holding back the experimentation culture. Many respondents highlighted the crux of these issues — **experimentation lacks leadership.**

As C-suite desire grows and more teams get involved in running tests, leadership needs to fight for better alignment on cross-functional goals that don't conflict with experimentation. Also, ensure the required governance and resources are in place.

Leadership is also necessary to ensure the wants don't outweigh capabilities and resources. How? Present a case for budget allocation. Without dedicated senior leadership, teams are left to beg or borrow budgets from other functions.

"Our company is very data and experimentation-driven. If anything, our desire for an experimentation-based culture has outstripped our data infrastructure to support it." — **Head of Innovation at a 51-100 employee professional services business.**

"Many stakeholders involved/too many cooks in the kitchen. There is also high interest in testing right now, but we don't have any dedicated resources to move things quickly." — **Principal Conversion Optimization Lead at a 501-1000 employee technology and SaaS business.**

Chapter 2

PEOPLE AND SKILLS



PEOPLE AND SKILLS

EFFECTIVE testing programs need specialized people, skills, and resources. Multiple specialists to accelerate testing velocity, separated data analysts and experimenters, and project managers to ensure the flywheels are oiled and fast. But this is everything but easy. Here's why:

- **Talent:** You need people who understand experimentation, data, and business domain. Finding talents with all three is hard. Evaluating candidates is also harder when current specialists are new to the business.
- **Resources:** You need the budget and buy-in from leaders to grow your team. Without their support, all of this becomes an uphill battle.
- **Knowledge sharing:** As experimentation expands to other teams and business functions, be ready to adapt your team composition and resource allocation accordingly. Plan how to identify knowledge gaps and upskill individuals across teams.

Maturity isn't just about technical skills. You also need soft skills like collaboration, communication, and stakeholder management.

Don't ignore **project/program manager** roles. Here at Speero, they sit at the heart of a program, ensuring the flywheels are running smoothly.

Project managers coordinate the communication between teams, juggle multiple tools, ensure the standard processes and documents are followed, and add automation to speed up and streamline the testing process.

They're the extra brain or pair of eyes challenging the status quo and strategy. All while they balance speed and governance, and monitor both program and output metrics.

RESOURCES:

RASCI Matrix: Use this template to assign team roles and responsibilities across the business and program.

Experimentation Organization Chart: Learn how to build better teams and distribute their experimentation capabilities within the organization.

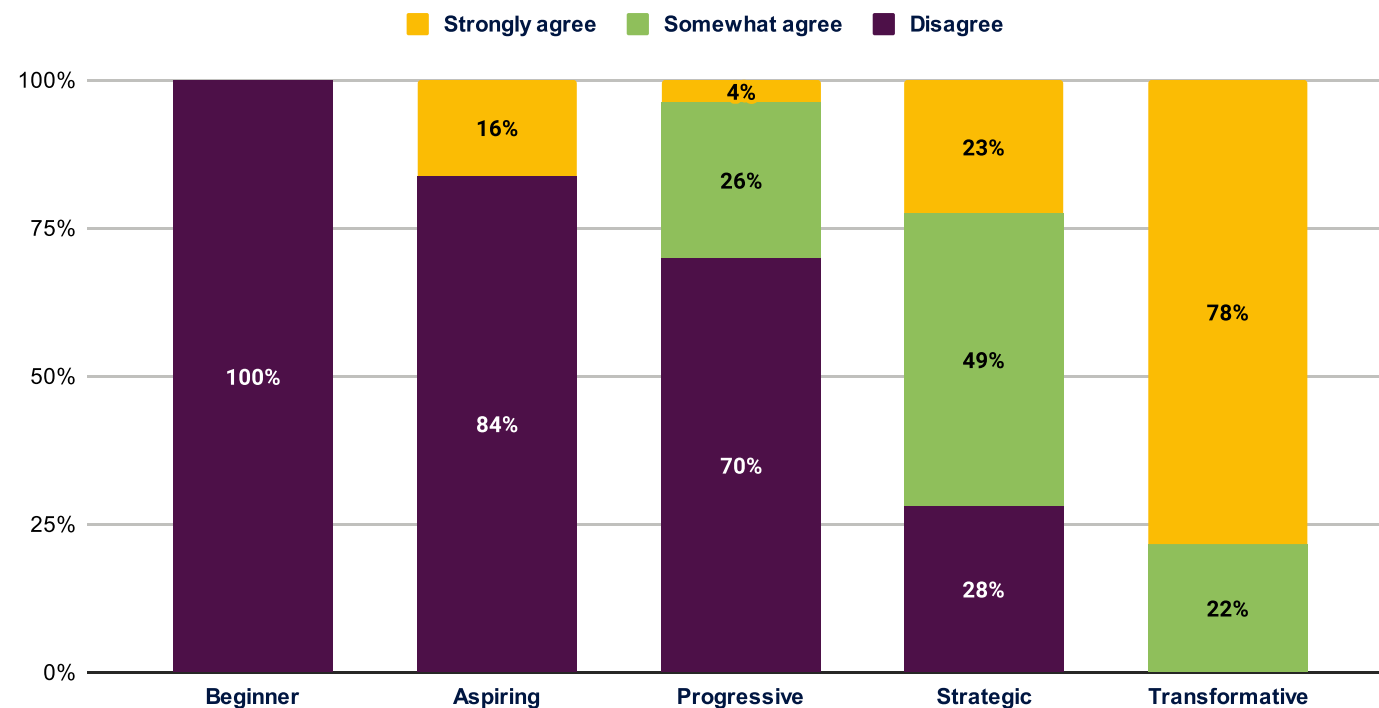
The CRO Process: This blueprint shows you all the parts your CRO process should have, including which role should be responsible for which part of the process

Five key traits to look for when hiring an experimenter blog post.

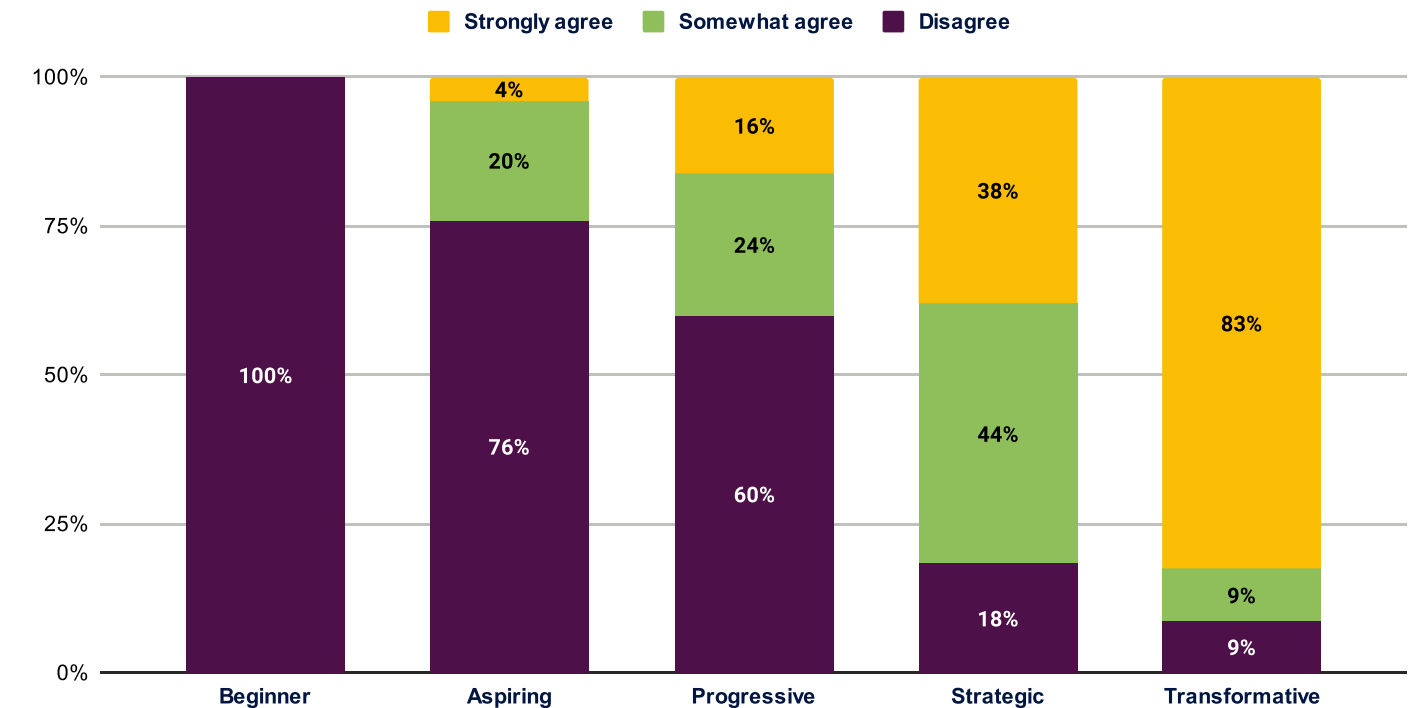
FINDING 6

Senior-level representation is vital for maturity

You have a senior management sponsor or champion that is accountable for the growth and quality of experimentation



You have a mid-management level champion that supports internal marketing for experimentation/CRO and supports experimentation/CRO practitioners.



KEY FINDINGS:

- **78% of transformative-level** companies strongly agree they have a senior management sponsor or champion accountable for experimentation's growth and quality. However, only 22% of Transformative-level brands somewhat agree.
- **Lower-maturity companies** are more likely to have mid-management support (instead of senior leaders). But most lack management support.
- **All beginner-level, 84% of aspiring, and 70%** of progressive-respondents disagree they have a senior sponsor or champion.
- **18% of companies at the highest** maturity level disagree or somewhat agree they have mid-management level support.

Here we see an interesting trend in the presence of **senior vs. mid-manager champions** across maturity levels. This is vital because we see that less mature teams start with (somewhat) easier-to-secure mid-managers focused on internal marketing.

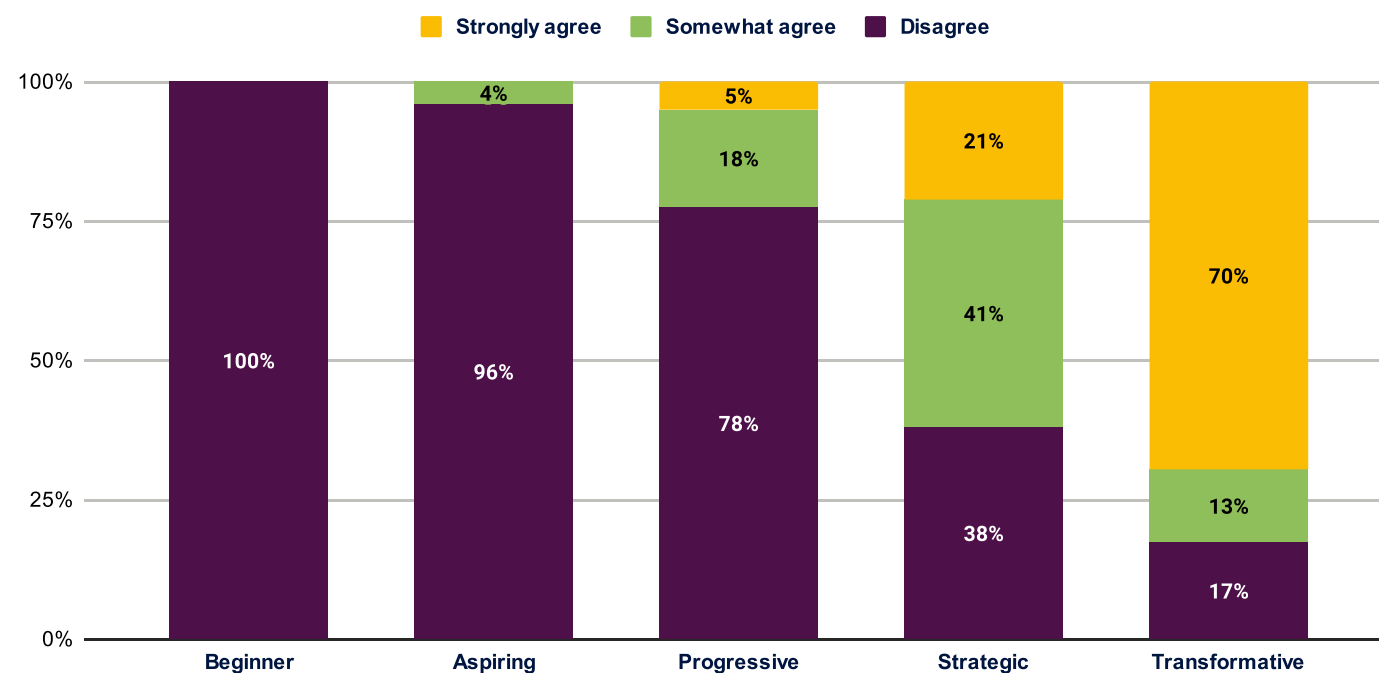
As leadership wants to test and mature more, they promote mid-managers into senior positions. If you're just starting, **find dedicated mid-management champions** instead of securing senior-level sponsorship for something still evolving.

But transformative-level companies should prioritize senior leadership over mid-management. Why? Because higher-level leaders are more adept at monitoring, representing, and advocating for bigger programs.

FINDING 7

Core SME teams aren't always necessary

You have a core team of subject matter experts (research, design, development, project management, analysis) that keep the experimentation process running smoothly and provide regular feedback to all stakeholders.

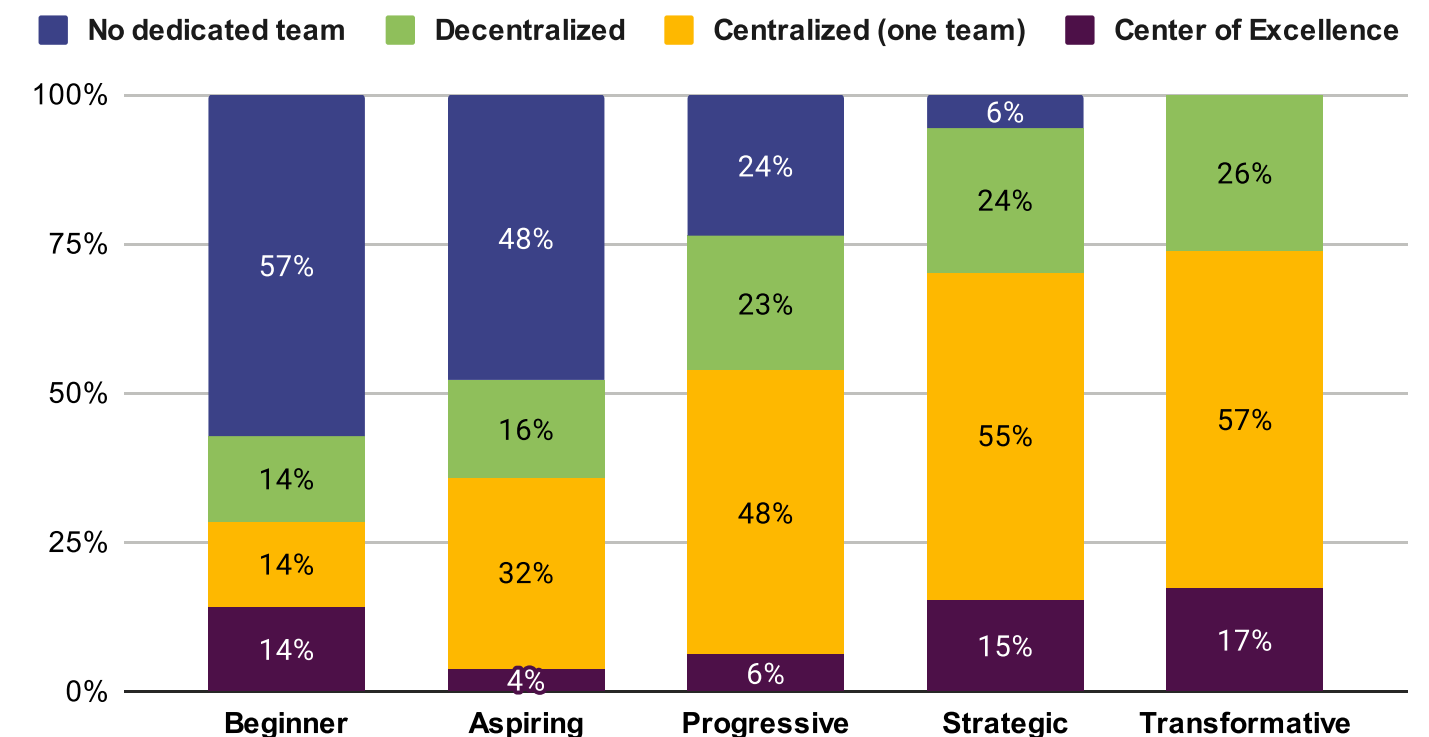


KEY FINDINGS:

- **The majority** of Beginner, Aspiring, and Progressive maturity-level brands disagree they have a core team of Subject Matter Experts (SMEs).
- **21% of Strategic and 70% of Transformative** level companies strongly agree they had a core team of SMEs.

It feels natural that less mature experimentation teams would lack a dedicated SME team. But, interestingly, 30% of transformative-level respondents disagreed or somewhat agreed they had a core team.

Team Structure used by different maturity levels



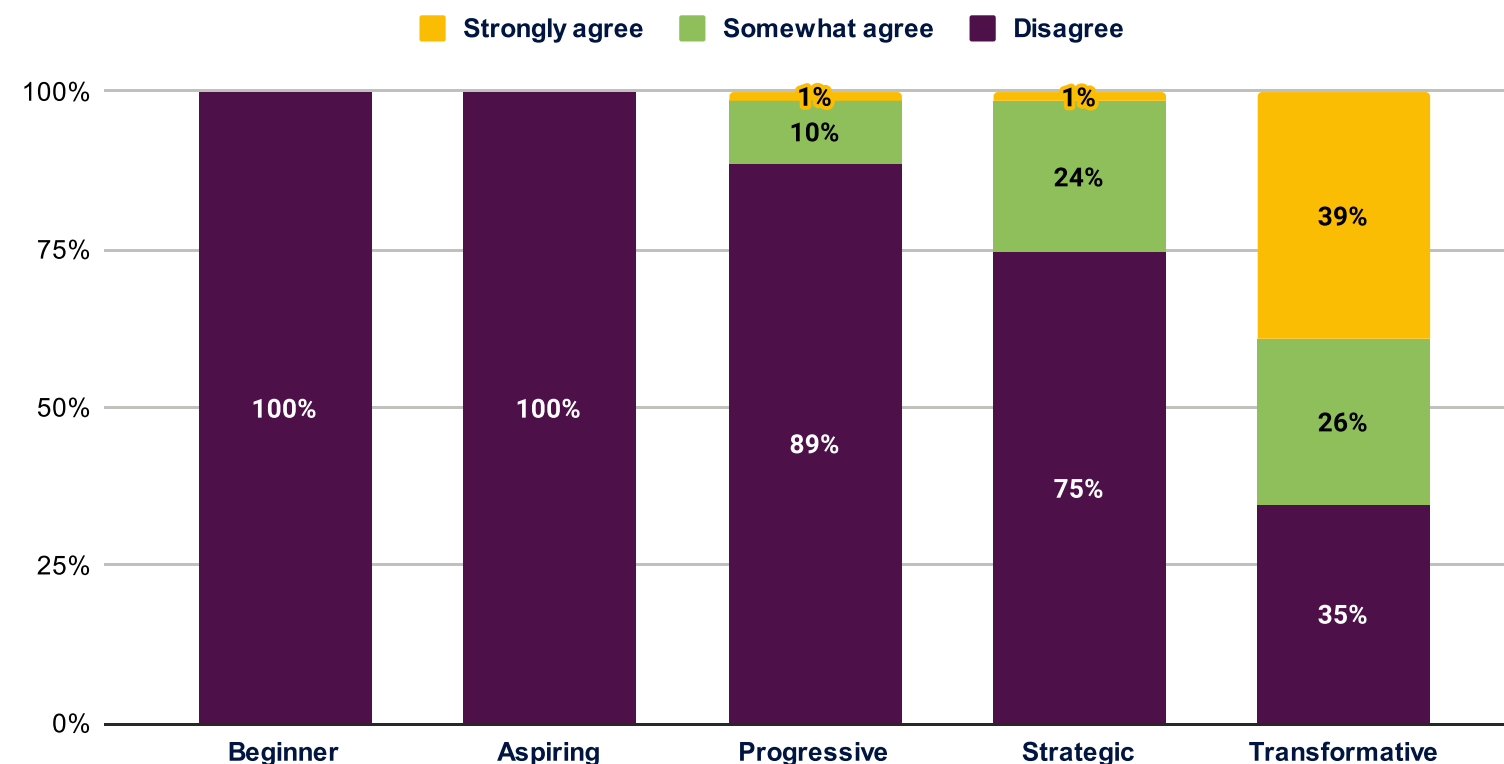
To interpret this we need to look at the experimentation structure as well. Maybe the 17% of transformative-level respondents who disagreed with having a core team use a **centre of excellence model**.

Here, specialists from functions like data and development sit within their own departments instead of a core team. This indicates you need the right skillset, but where your people sit inside the org isn't as important.

FINDING 8

You need education programs to improve experimentation knowledge

You have an organization-wide education program that develops the skills of everyone involved in experimentation



Are we missing knowledge because we lack education programs? If you want **to build and maintain quality educational programs you need resources**. But resources are already tight. So teams likely prioritize other initiatives.

Plus, when you don't have a standardized education program, investing in one becomes even less appealing.

You can avoid most of these problems if you use existing online courses specialized in different experimentation skill sets like **CXL**.

KEY FINDINGS:

- **Only 5%** of surveyed companies strongly agreed they have an organization-wide education program.
- **Even at the transformative level**, only 39% of respondents strongly agreed they have an organization-wide education program.
- **Decentralized centre-of-excellence** structured teams were the most likely to have an education program in place.
- **Only a quarter** of strategic-level companies strongly or somewhat agreed they have an education program.

FINDING 9

Brands are missing leadership and management skills

KEY FINDINGS:

- Respondents most frequently mentioned they have **gaps in leadership soft skills** : strategy, stakeholder management, change management, and getting more resources.
- This was followed by **data analysis or statistical knowledge**, then “basic testing knowledge.”

What emerged from the responses to the biggest skills challenges was the lack of soft skills, resources, and seniority. All of these themes relate to other findings in this year's report.

As experimentation expands out to individuals across the business, more people get involved. Now, you need leadership skills to manage and oversee experimentation.

*“Same amount of colleagues but active in a more strategic role/ position within the company.” **UX/CRO specialist at a 501-1000 employee retail business.***

*“We have so much work on our hands that we hardly have time to strategize.” **CRO Specialist at a 1001+ employee telecom business.***

*“A bit less of a flat organization where the team is given more voice and leadership roles to influence better and actually make a difference in the decisions made from higher up.” **Testing & personalization role at a 1001+ employee telecom business.***

“Weaknesses:

Stakeholders:

- communication
- setting clear roles and expectations
- resource management
- time management.” **CRO & User Research specialist at a 1-50 employee retail business.**

*“Very strong overall, biggest weaknesses icross-functional inclusion.” **Co-founder at a 1-50 employee professional services business.***

FINDING 9

Brands are missing leadership and management skills (Continued)

Again, respondents considered inconsistent and broken skills and knowledge as their major flaws. They also took the opportunity to mention their need for more dedicated resources as opposed to any specific skill set.

"Weakness would be that we're not given enough resources and latitude to exercise our skillsets and knowledge." **Testing & personalization role at a 1001+ employee telecom business.**

"It's a small team, everybody knows they can suggest a test. But we don't have enough capacity to run as many tests as we like." **CEO of a 1-50 employee healthcare business.**

Those who mentioned weaknesses around data and analysis did so in the context of getting better quantitative data to create informed hypotheses or improving post-test analysis by putting results into a business context.

"Building A/B tests goes reasonably well. There is growth in that. Actually analyzing and drawing a conclusion from it (what's next) is often difficult." **Product owner at a 101-500 employee finance & insurance business.**

"We have a central data science teathatch is quite knowledgeable, but the insights are often more academic than applied." **Senior Product Manager at a 1001+ employee technology company.**

"Weaknesses include low use of research-backed insights to identify customer issues and website issues to ideate experiments at scale." **Senior Experimentation Specialist at a 1001+ employee finance & insurance business.**

"Lack of business analysts within product teams to drive research and ideation." **Strategist at a 501-1000 employee retail business.**

Chapter 3

METHODOLOGY AND PROCESS



PROCESS AND METHODOLOGY

CULTURE, expertise, and data fuel great programs. But their success hinges on robust and well-defined processes. A wrong approach like "spaghetti testing," might hit the odd lucky streak. But to truly innovate (and increase velocity), you need a structured approach.

Robust processes become more important as maturity rises. As teams grow and experimentation expands beyond centralized teams, following testing standards and avoiding clashes or duplication becomes vital.

Define your end-to-end testing process. **Create** a monitoring process to assess the program itself. Both let you find issues in your processes and drive consistent, effective, and efficient testing across teams.

RESOURCES:

User research methods framework: Plan which research or validation method fits your business needs.

Validation methods: Different ideas sometime need different validation methods.

Experimentation decision matrix: Know when to implement, iterate, or abandon a hypothesis.

Test phase gate framework: Align the team on how things work and the cadence and flow of the experimentation flywheel.

A/B testing workflow map: An example workflow map for an A/B test showing the different steps before, during, and after a test goes live.

Test implementation checklist: Guesstimate how much buy-in and technical feasibility you need to implement the test.

Iterate vs. move on: Determine before the test if the iteration costs too much and whether you should iterate or move to a new hypothesis.

Multi-Armed vs. A/B testing: Decide if and when to use MAB or A/B test.

Problem-Statement hypothesis: Ground test ideas in research by using 'problem statements' as bridges.

PROCESS AND METHODOLOGY

Continued

RESOURCES:

Should I run an A/B test? Decide if something is worth testing, and let your team use this checklist to answer the question for themselves.

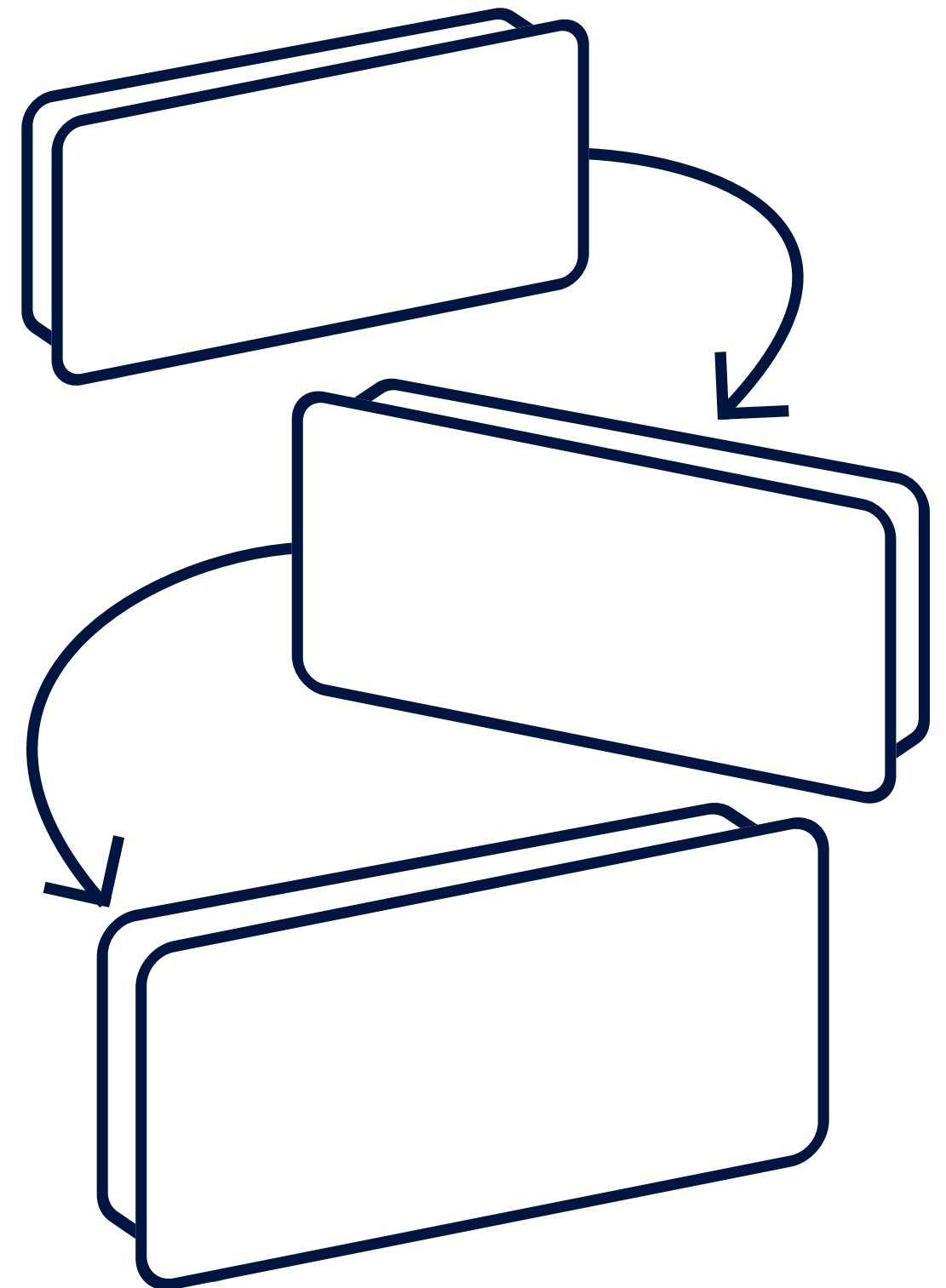
User- or Session-based test analysis? Know when to use session or user counts during test design, metrics selection, or post-test analysis.

Where and how should I test to make the most money? Work out if it's ok to run small-impact experiments or focus on high-impact tests higher in the funnel.

Research objectives blueprint: Plan specific research initiatives that focus on a primary objective and communicate this to the wider business.

Insight Categorisation: Use this decision tree to effectively categorize the insights generated via research and turn insight into action.

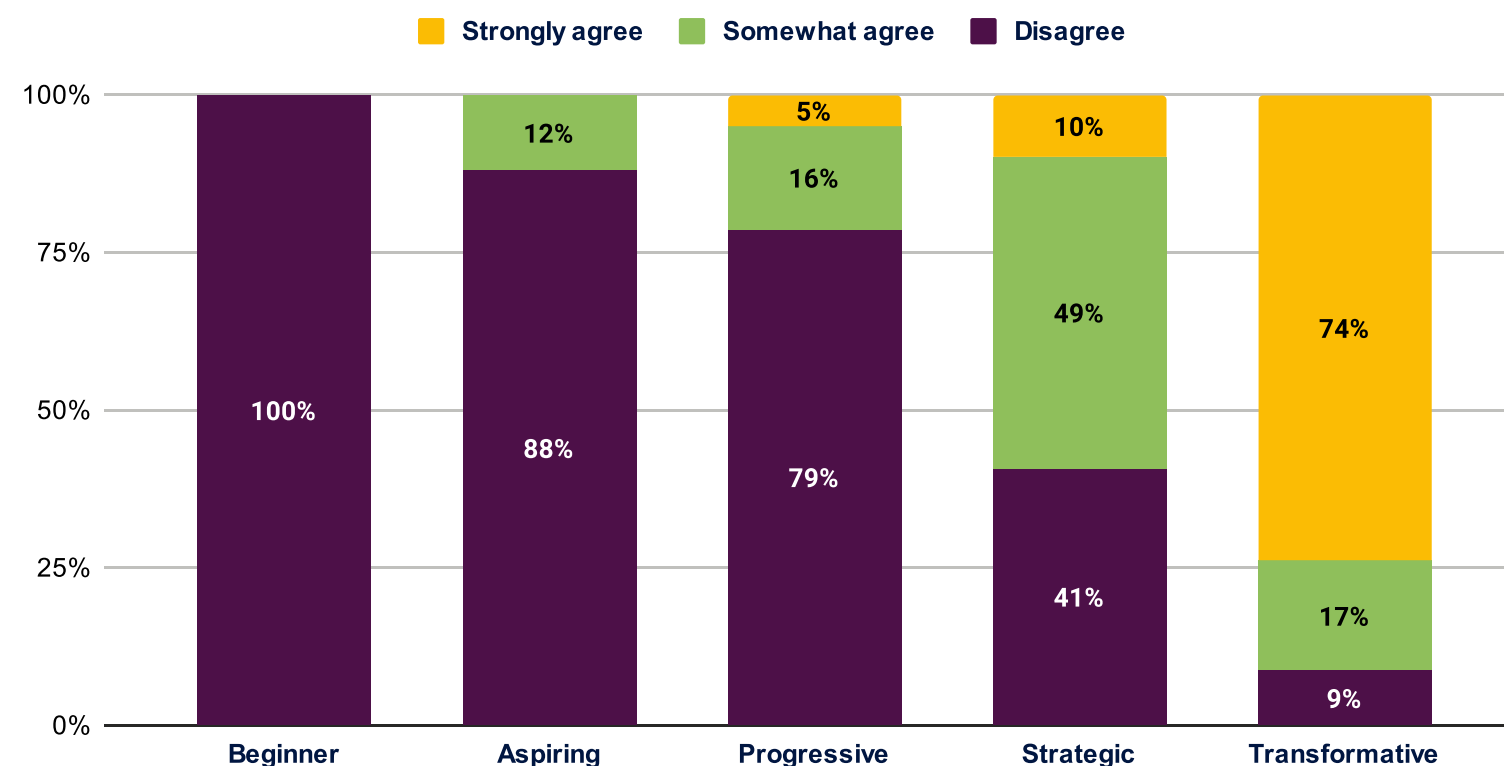
Heuristics Blueprint: Identify the key areas of opportunity on your website and evaluate how well your website meets key UX principles.



FINDING 10

Test ideas aren't (often) backed with research insights

You have a well-resourced set of research methods and sources to feed the ideation process for your experiments



Ideally, experiments should be based on **insights from multiple data sources**. So what are businesses actually **basing their hypothesis on** if so many lack a good set of research methods? Potential reasons include:

- Respondents lack adequate prioritization frameworks (only 16% strongly agree).
- Respondents struggle to get people to use their prioritization framework (only 18% strongly agree).

Typically, **prioritization frameworks like PXL** reward ideas backed by multiple data sources. Without a prioritization process, teams may not bother running research to support their tests.

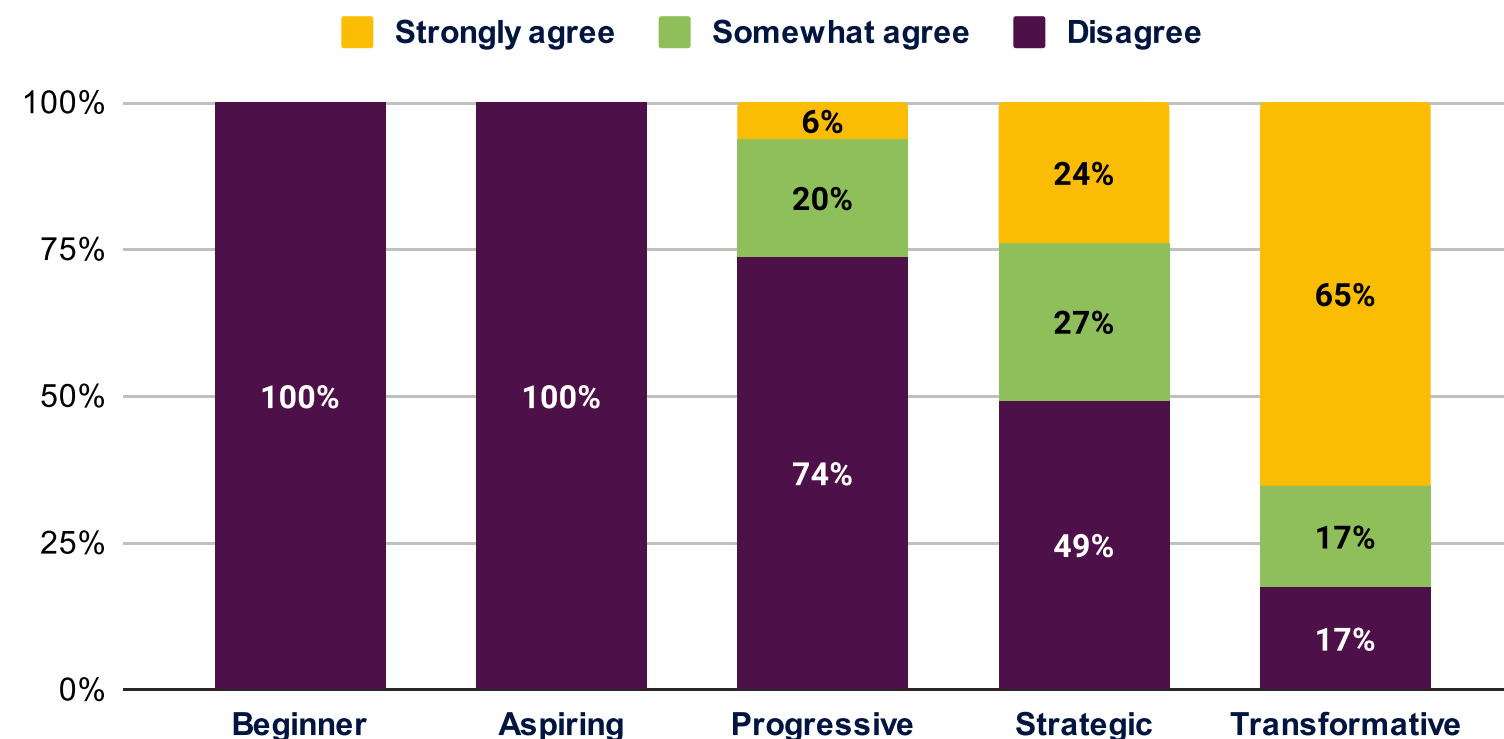
KEY FINDINGS:

- **60% of respondents** disagreed they have a well-resourced set of research methods and sources to feed the ideation process.
- **21% of Strategic and 70% of Transformative level** companies strongly agree they had a core team of SMEs.

FINDING 10

Test ideas aren't (often) backed with research insights (Continued)

Your prioritization framework is being used to assess every hypothesis and test idea.



Using less research could also be because people don't trust their data. After all, **only 9% of respondents** strongly agree they regularly **calibrate or check their tools and data sources** for errors, gaps, and possibilities for improving data quality.

Or perhaps it's the lack of skills. Data analysis and research skills were mentioned as a skills gap in a previous question.

There are additional indications this might be the case: **only 36% of respondents** strongly agreed they had a dedicated person or team responsible for data analysis.

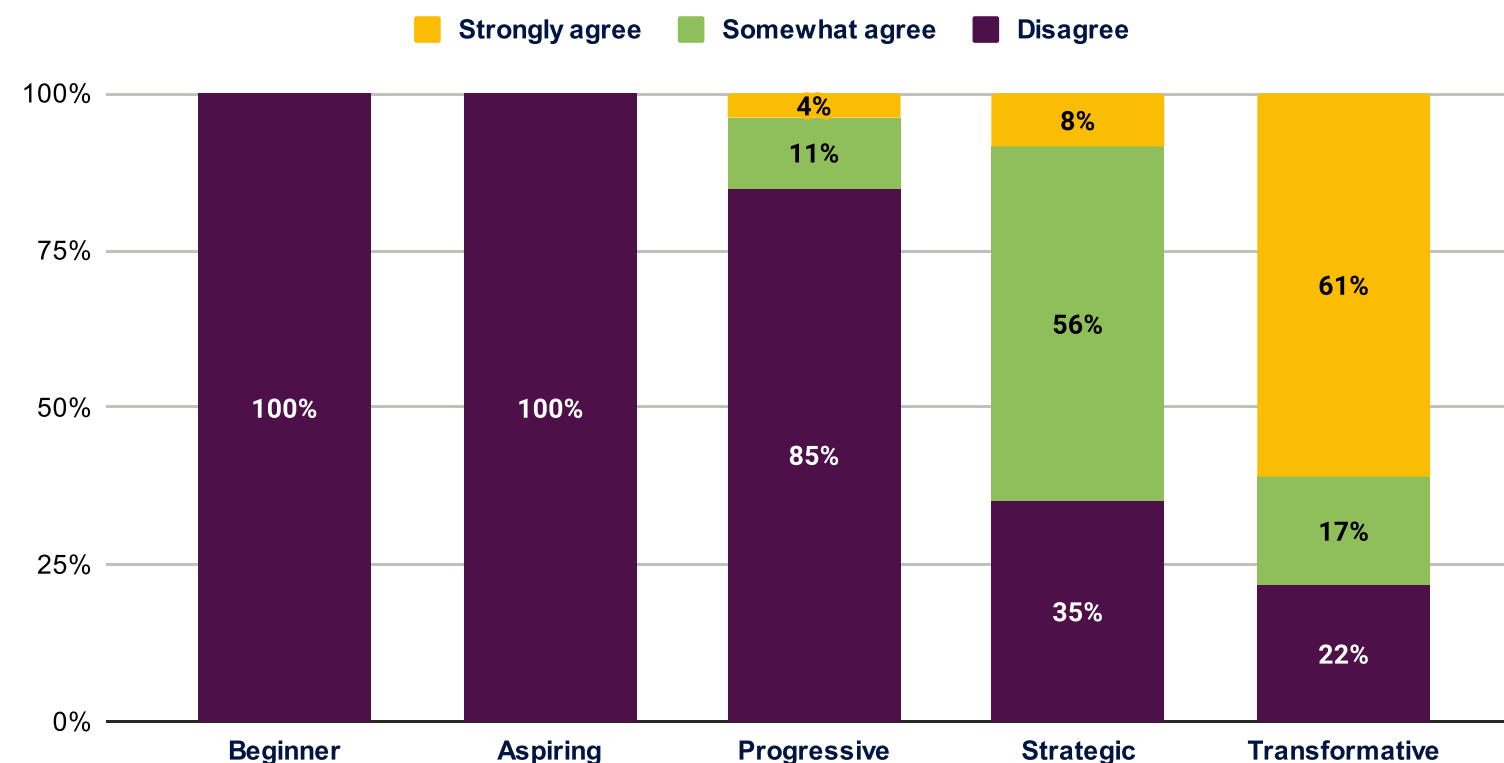
Also, **only 24% of respondents** strongly agreed they had a dedicated person or team responsible for qualitative research.

Overall, we know a lack of resources is a significant issue for respondents, so smaller testing teams will likely struggle to run adequate research and data analysis.

FINDING 11

You need the right metrics to optimize your experimentation process

You have experimentation metrics at a team or program level that help you manage and assess the health of your experimentation efforts.



KEY FINDINGS:

- **Only 11% of businesses** strongly agree they have program-level metrics in place to assess the health of their experimentation program.

Interestingly, 39% of transformative-level respondents disagree or only somewhat agree they had **program health metrics** in place.

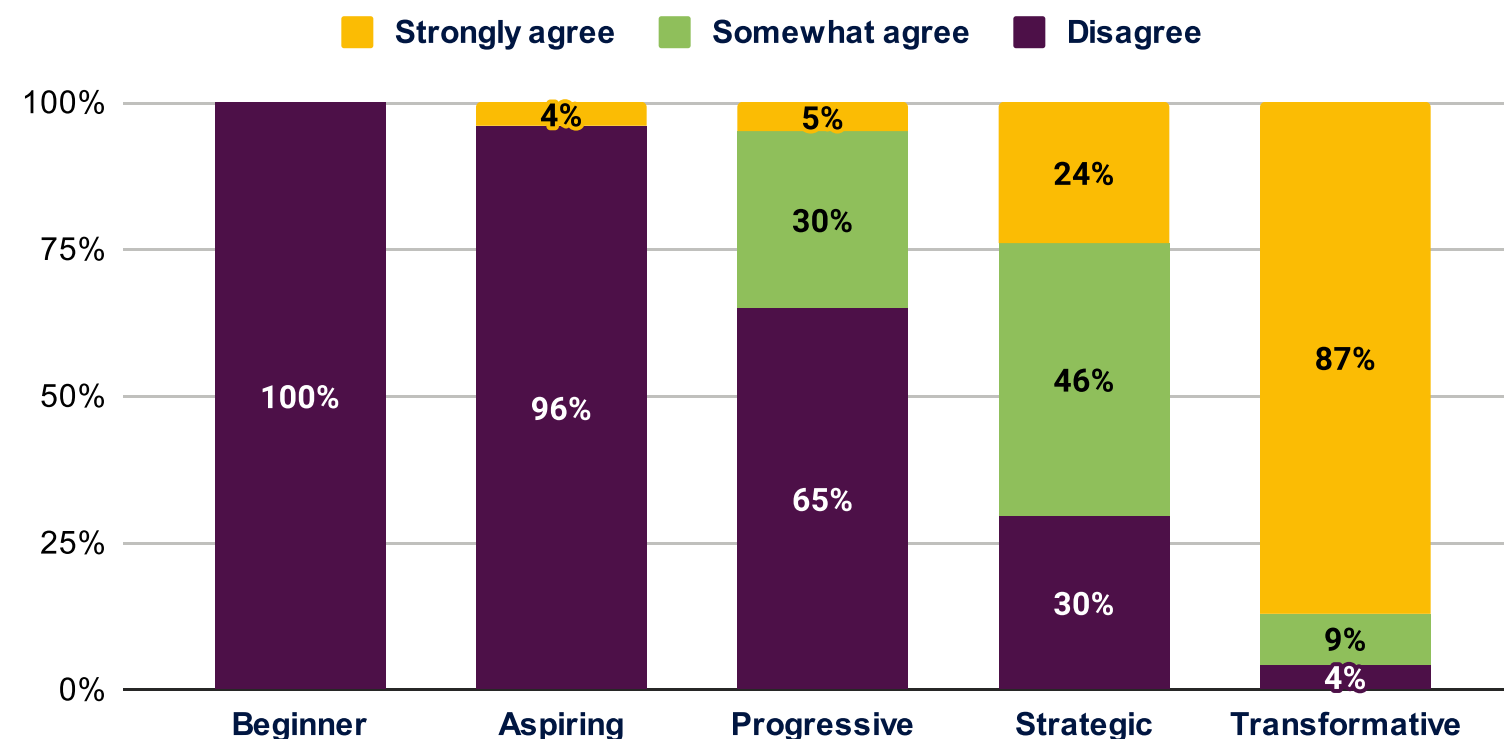
If you don't have such KPIs, you'll fly blind as you try to mature, since these KPIs help you find issues and areas to improve.

One potential WHY for teams don't use program metrics (even at high maturity levels) is that companies are so focused on results that managers and leaders don't pay attention to process optimization.

FINDING 12

If results matter, teams need to do a better job of recording and sharing results

Test results are presented in a standardized format that is accessible to all audiences within the business



KEY FINDINGS:

- **Over half (51%) of respondents disagree** their test results are presented in a standardized format accessible to all audiences.
- **50% of respondents disagreed** they have a repository or knowledge base for storing tests and testing insights.

There's more buy-in for experimenting. More teams are testing. And yet, most respondents don't present results in a **standardized or accessible way**. And this is an issue for even those at the strategic maturity level.

The lack of standardized test reporting is likely the reason for the lack of test repositories. Both issues seem easy to solve—**create a test result template and a place to store and search tests**.

However, as experimentation increases across teams under different leaders, getting everyone to use the same process, documents, and tools becomes hard.

Especially if experimentation teams lack senior authority to enforce these processes across other departments.

Check out our blueprint for community engagement blueprint if you need help with this.

FINDING 13

Creating a defined process is one of the biggest challenges the industry faces

KEY FINDINGS:

- **Defined processes across the entire workflow** (from hypothesis creation to measurement) are one of the biggest issues in experimentation.
- **Process standardization** was the second most cited challenge.
- **Process optimization** was the third in the context of increasing speed or implementing automation.

When experimentation grows beyond its siloed function, teams often **struggle to (re)define** their experimentation process that works across existing functions, processes, and practices.

It's not easy or simple to solve problems like knowing who's responsible for what. Or how these experimentation processes fit with agile or waterfall project management.

If you need customized processes on top of this, **standardization becomes a problem**. Test quality becomes questionable.

Respondents mention struggling to define the following processes:

- Prioritization processes.
- Improved pre-test calculations and post-test analysis.
- Research and data analysis, esp. qualitative and quantitative methods for deeper insights.

*"Not really a process – more case by case." **VP at a 501-1000 employee finance & insurance company.***

*"The biggest challenge/weakness is that every team does experimentation slightly differently, and standardizing is difficult as there are nuances across the product teams." **Director of Product, Experimentation at a 1001+ employee technology company.***

*"It would be nice if several departments adopted the framework or developed their own framework for the way of working. In addition, the insights from all the different experiments are easier to consult for the different departments." **UX designer at a 1001+ employee retail business.***

*"The experimentation process is very well defined on the CRO team. However, this process needs to be better integrated among other teams." **CRO manager at a 101-500 employee technology business.***

FINDING 13

Creating a defined process is one of the biggest challenges the industry faces

"Cons are that we don't have frameworks for other domains besides product." **Experiments leader at a 501-1000 employee technology company.**

"Waterfall design process means all big design decisions already taken before A/B testing is considered." **Global Optimisation Manager at a 1001+ employee technology company.**

"I'd like to have well-documented guideline for when and how to conduct experiments, how to interpret results, and process for post-experiment analysis." **Product Analyst at a 51-100 employee healthcare business.**

"Totally standardized between markets. Agile and able to flex to changing business goals." **Senior Experimentation Analyst at a 1001+ employee healthcare business.**

"Lacking continuity across business units. Consistent process adoption is a key focus area currently." **Testing at a 1001+ employee technology company.**

Define and standardize the processes first, then shift gears and optimize them. You'll also need to scale communication while you adapt to new requirements. While doing all of this, ensure you have governance to check those processes.

"Only some ideas get prioritized using our framework. Other ideas get pushed through without any proper prioritization...I'd like us to actually be using the process that I've built and painstakingly documented." **Head of innovation at a 51-100 employee professional services business.**

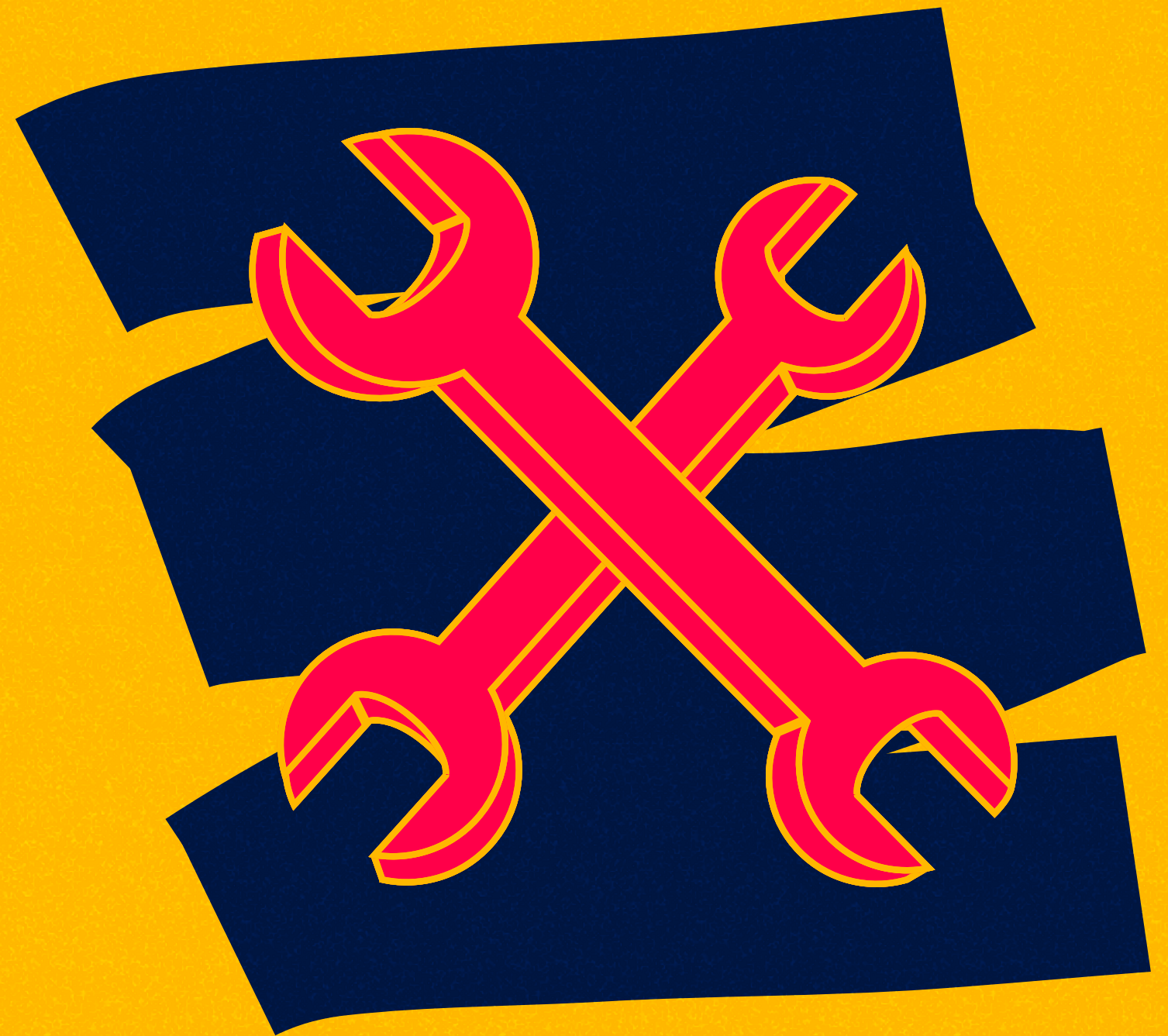
"Clear view on all steps of the process, how long they take, what the bottlenecks are, and how we can improve them (next year)" **CRO Team Lead at a 501-1000 employee retail business.**

"We use a framework to prioritize tests/hypotheses, but sometimes tests slip through the cracks, and the process is not followed in an effort to move fast." **Conversion Rate Optimization Manager at a 101-500 employee retail business.**

"In a year, we aim to evolve our experimentation process into a more agile and scalable model. Strengthening the implementation speed while tackling complex experiments more efficiently is a priority." **CRO Strategist at a 1-50 employee retail business.**

Chapter 4

DATA AND TOOLS



DATA AND TOOLS

A/B TESTING tools often mark the starting point for experimentation. But this maturity pillar includes far more than picking the right app.

How do you collect your data? In a single place? Or across multiple apps? How complex, server-side, and in-house are your tests? To improve here, think on:

- **Self-Service vs. Expertise:** Balance empowering users with self-service options while maintaining control and standards.
- **Implementing checks and balances:** Verify the accuracy and integrity of your tool-generated data to ground findings in reality.
- **Future-proofing your tech stack:** select tools with the right functionality for your current needs and potential future growth.
- **Unifying Your Data:** Data sources and metrics expand all the time. Create data interoperability and integration across tools to combat siloed data.

RESOURCES:

XOS Tool Stack: Main experimentation software categories and their examples.

Client vs. server-side testing tools: An evaluation of the pros and cons of each option. Get the blueprint.

Sample Ratio Mismatch: Determine the best next step if you get a sample ratio mismatch error.

3 Methods for Confirming Test Effects: Report on the ROI of a test initiative or group of tests and be extra confident in your results.

Hypothesis testing vs “do no harm”: Estimate the duration of an experiment and balance your portfolio of experiments.

Synchronous vs asynchronous snippets: Understand the differences between synchronous and asynchronous testing tool snippets and work out which suits your testing program.

Using a data warehouse: Decide whether you need a data warehouse and if so what features.

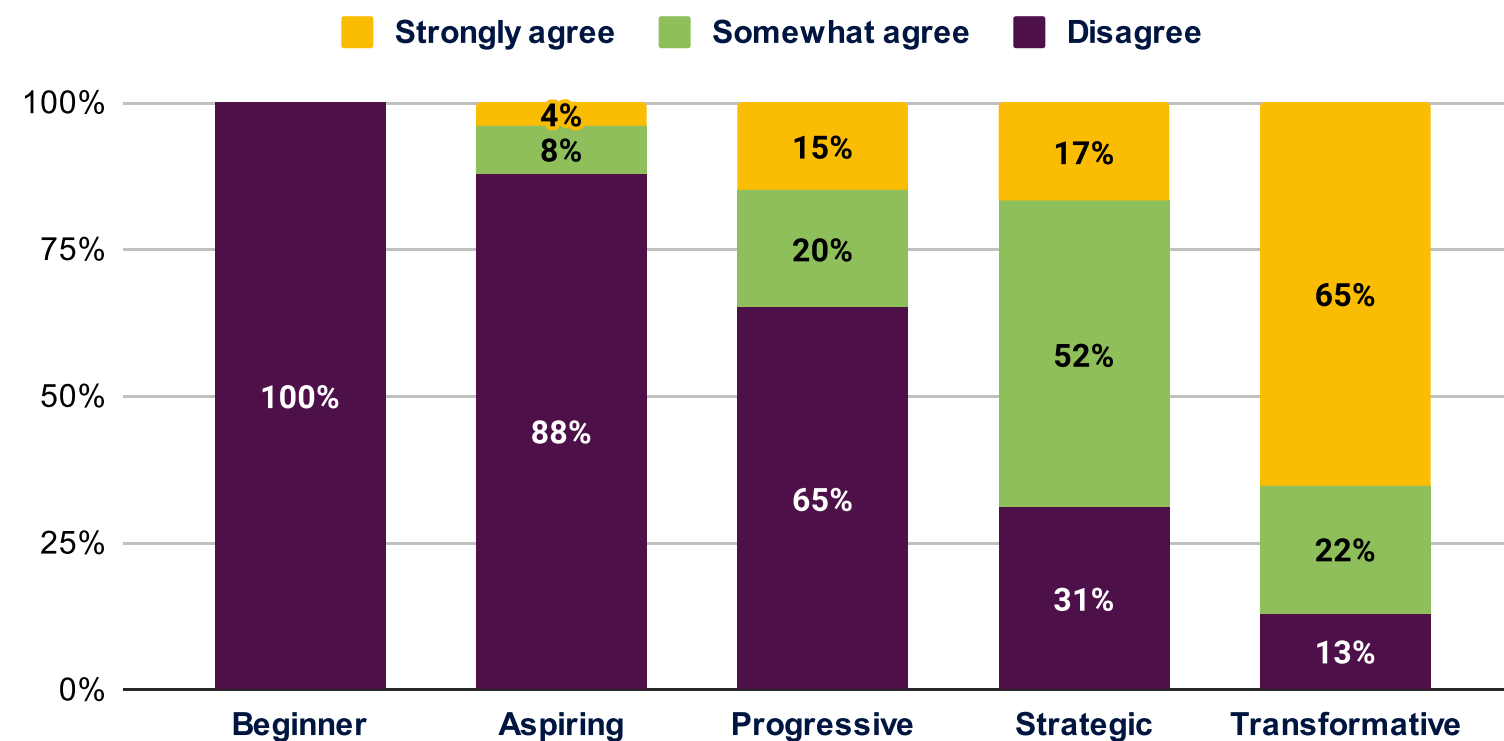
A/B test calculator: One test calculator to answer all your pre and post-test analysis questions.

A/B testing tools comparison: Find the perfect A/B testing tool for your experimentation needs.

FINDING 14

Think about the growing experimentation footprint when selecting tools

Your experimentation setup allows you to run tests on all areas of your website/app.



While it's a positive finding that over half of the companies have a setup that supports testing across the web and apps, use cases and areas for testing will grow.

You need to understand new needs and ensure **tools fit their purpose.**

Because more leaders want to experiment, testing has new requirements. Many brands now test across sales, customer service, marketing, and product functions.

Without the right tools, teams fail to get their foot on the maturity ladder.

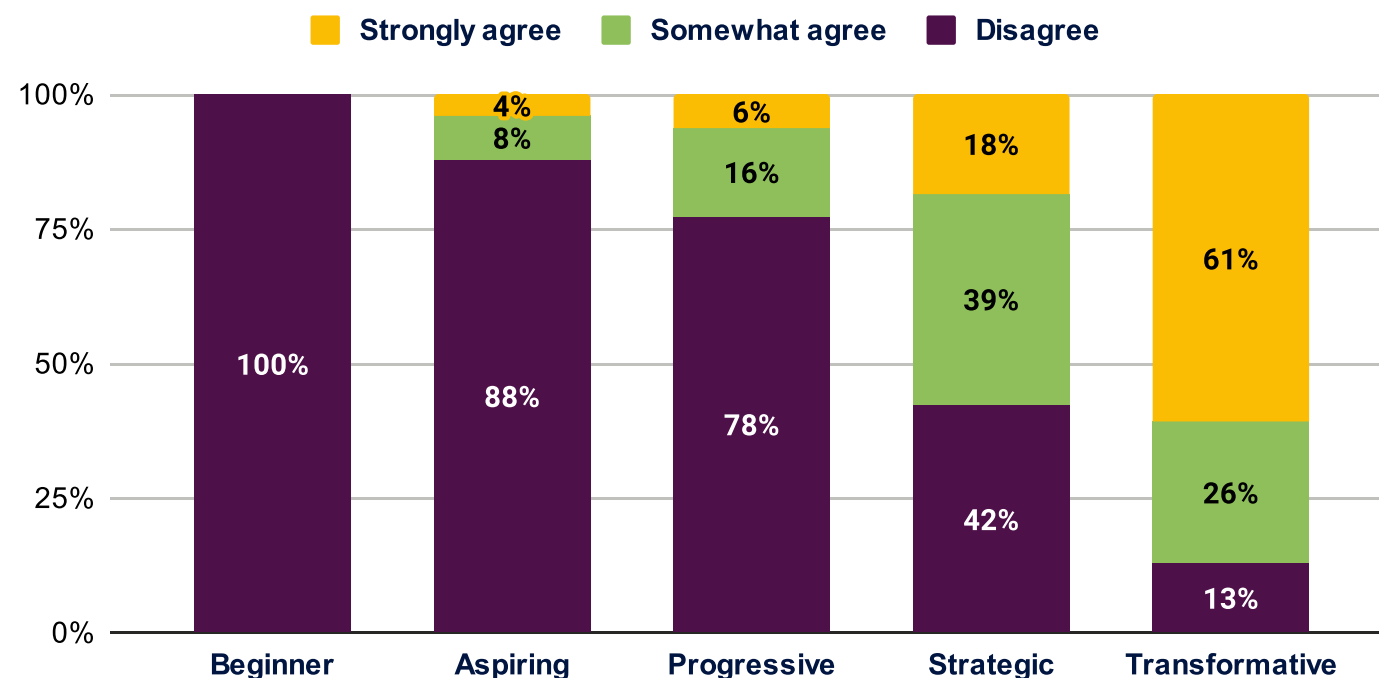
KEY FINDINGS:

- **Most brands (65%)** strongly agree their setup supports testing on all areas of their site or app.
- **But over a quarter (31%)** of strategic-level brands disagreed with this statement.

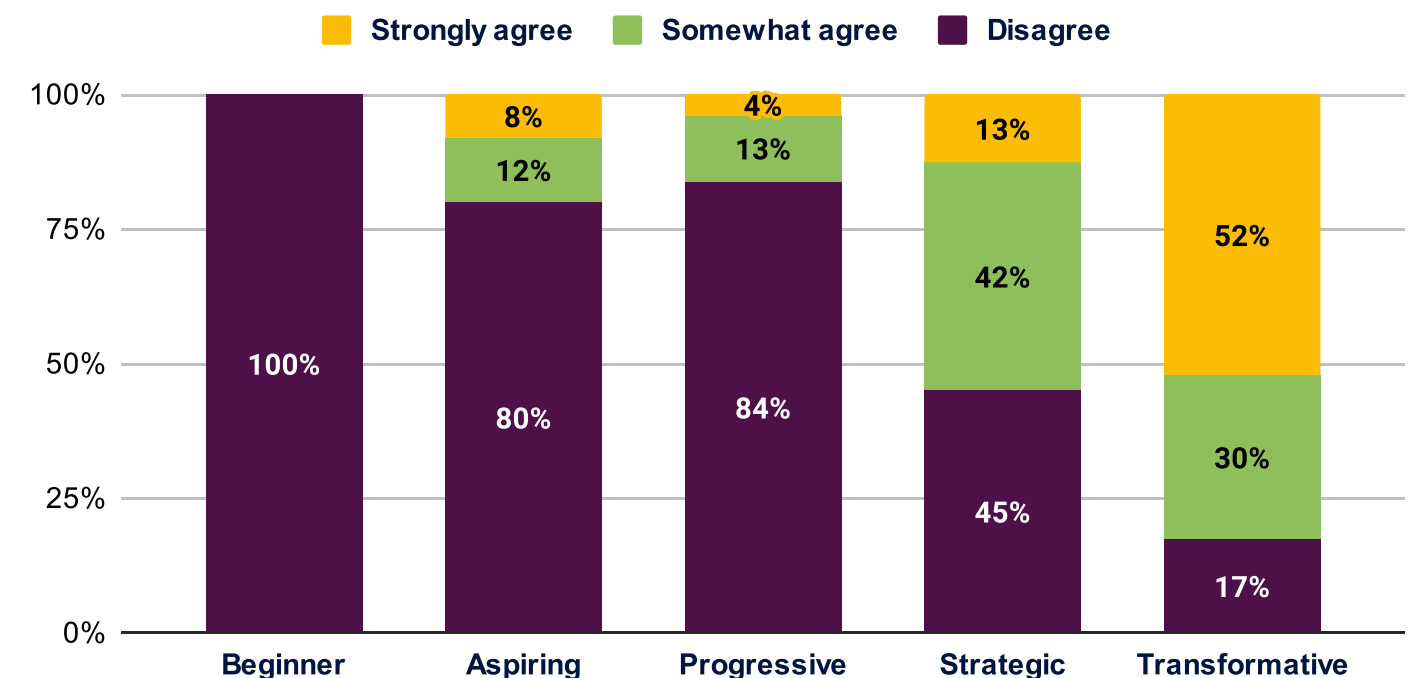
FINDING 15

Only 16% of teams use a Customer Data Platform

You have a customer data platform that contains all relevant data for experimentation.



You have the ability to track the full customer lifecycle from first touch to last touch



KEY FINDINGS:

- **Acquiring data in a consistent format** through a central place is challenging for many. Customer Data Platforms (CDP) can help.
- **But only 16% of respondents strongly agree** they have a CDP and all relevant data.
- **63% of respondents disagreed** they can track the full customer lifecycle from first to last touch.

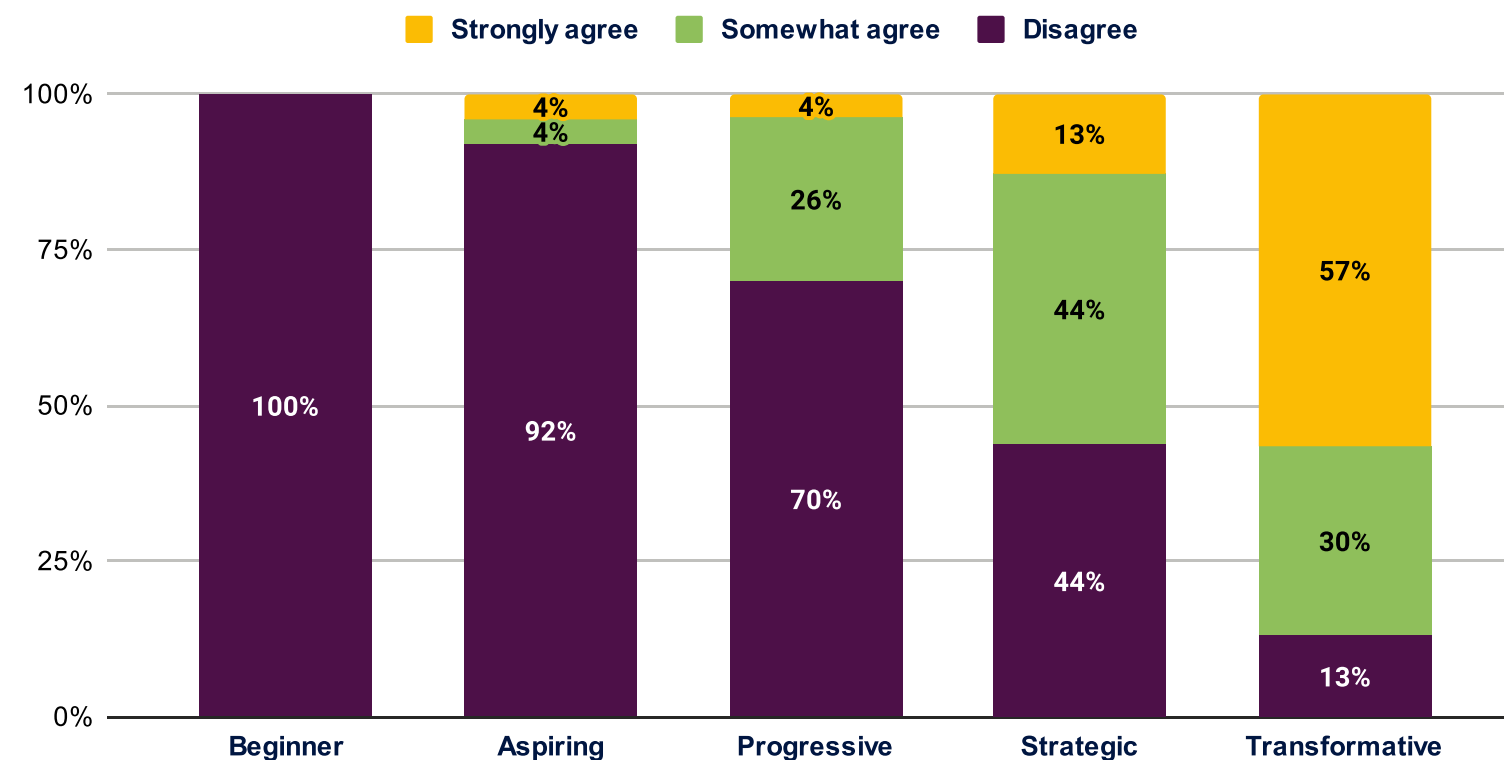
Difficulties with tracking customers across journeys and lifecycles may be **why CDPs aren't widespread**. Without accurate data tracking and collection, why store and analyze data? Respondents also likely struggle because of the recent cookie ban.

To win here, you need **data warehouses** and data processing tools to help with collecting first-party data.

FINDING 16

Integrating tools across teams is a headache

You have tools integrated and working (for experimentation, data & metrics) across all parts of your website and product, and the tools



KEY FINDINGS:

- **Only 13% of respondents strongly agreed** they have working and integrated tools (for experimentation, data & KPIs) across all parts of their site or product.
- **This appears to be a challenge** across all levels of maturity, with 57% strongly agreeing with the statement.

Integrating tools is a serious challenge. You have to use more and more tools, each more different than the next. Many teams use different tools for the same processes.

This is a barrier to cross-team collaboration and impacts the ability to get consistent, joined-up data. Without integrating tools, teams might use "workarounds," bypassing the right processes to achieve their aims.

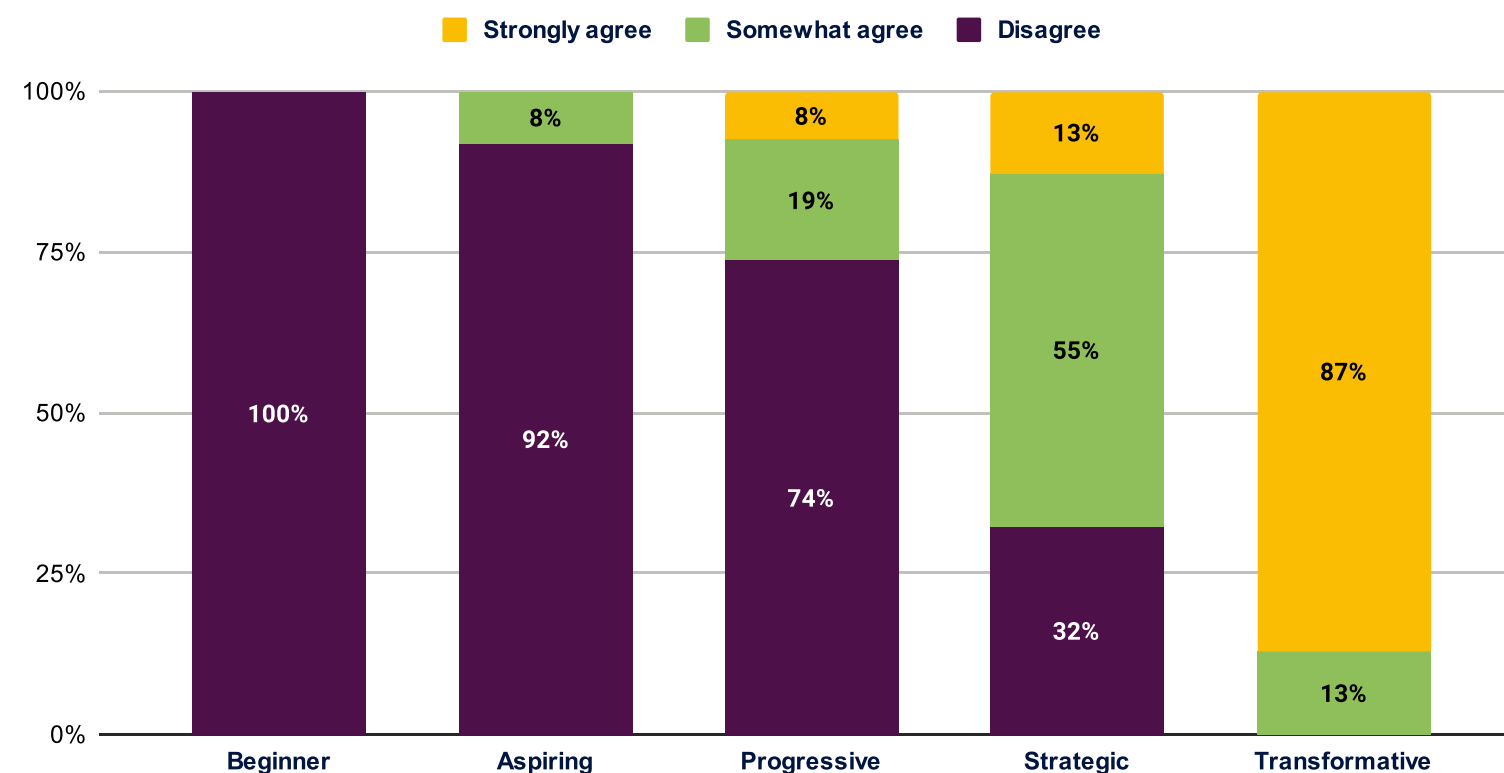
Conquering tool integration requires a two-pronged attack:

- **Bridge the Gaps:** Leverage APIs and data connectors to help tools communicate. Data warehousing solutions let you create a central repository for cleansed, unified data accessible to all relevant teams. Workarounds are quicker but create long-term data silos and hinder collaboration.
- **Streamline and Standardize:** Consolidate tools. Opt for solutions with broad functionality that meet multiple teams' needs. Establish tool selection and usage guidelines, prioritizing interoperability and data-sharing.

FINDING 17

Test management systems are in place, but the process isn't

You have a robust test management system that helps manage the process from hypothesis generation to post-analysis and implementation.



While almost half (46%) of experimentation teams reported having a test management system, the results show there's room to improve: a potential disconnect between recognizing the value of organized testing and implementing it.

As we've seen in earlier sections, the more pressing issue for teams is defining and **standardizing their processes**. At this point, teams can only assess if their existing test management system is fit for purpose.

For example, new features that help with communication and transparency will become increasingly important since experimentation is growing across teams.

KEY FINDINGS:

- **46% of teams** somewhat or strongly agree they have a robust test management system to manage their testing process.

FINDING 18

Testing teams want a complete customer journey view

KEY FINDINGS:

- The most mentioned need from respondents is integrating tools and tracking to get a full-funnel journey view.
- Connected to this was wanting to get a centralized/single source of data.
- Additional themes included getting goal/revenue measurement.

Respondents overwhelmingly **wanted better tool integration and tracking** to get a complete customer journey view. This desire highlights their struggle to connect data across silos, limiting the ability to understand the impact of experiments.

"Single data repository to be able to test across the whole customer lifecycle" **CRO Manager at a 1001+ employee retail business.**

"Integration between VOC and testing missing. Post-sales data - returns etc. difficult to get." **Strategist at a 501-1000 employee retail business.**

"An evolved toolkit that not only streamlines integration but also enhances efficiency across data collection, analysis, and experimentation. We aim for seamless interoperability among tools, facilitating a more holistic view of our data landscape." **CRO strategist at a 1-50 employee retail business.**

"Easy dashboard view that makes it easy to get an overview of experimentation data, which combines data sets from various tools in one." **Senior Conversion Rate Optimization Manager at a 1001+ employee technology business.**

FINDING 18

Testing teams want a complete customer journey view (Continued)

External factors like the cookie ban have undoubtedly amplified challenges to getting a full view of the customer journey. Sifting insights from distant sources is more and more important.

Finally, **goal/revenue-related measurement** was one more common need. But achieving this with fragmented data is almost impossible. This shows the need for better integration between experimentation platforms and business intelligence tools.

The fractured data landscape is a massive roadblock for effective experimentation.

Businesses want comprehensive solutions for a holistic view of customer behavior, to measure business impact, and to seamlessly integrate with existing tools.

Addressing these challenges will be crucial for organizations to optimize their experimentation efforts and drive revenue growth.

"I'd like to be able to see the impact that experimentation is having on business goals and be able to report on the revenue influenced, generated, or increased from experimentation and implementation." **Digital Marketing Manager at a 501-1000 employee technology business.**

"Would love to be able to measure profit generated per variation." **Head of CRO at a 1-50 employee retail business.**

"Able to track from Lead to Closed business/ROI." **VP at a 501-1000 employee finance & insurance business.**

"Better tracking of experiments across products (e.g., cross-sell experiments that span two products) and better integration with commercial metrics." **Director of Product, Experimentation at a 1001+ employee technology business.**

SPEERO'S WORKSHOPS

Hands-on. Practitioner-led. We have productized core services into workshops for your experimentation team.

- **Two** program boost workshops (**Gap analysis, how to start or scale**)
- **Three** workshops to improve your testing impact (**ROI, win rate, RVP**)
- **Three** workshops to improve your testing velocity (**rapid ideation, test wiki, statistics**)

[Learn More](#)

SPEERO'S FULL-SERVICE EXPERIMENTATION PROGRAM

From initial audits and assessment to user research and test execution. We not only run the full experimentation process, we also help you embed the experimentation function within your business.

- **Wikis**, training, systems, and experimentation ops.
- **Scale** your experimentation program velocity and ROI.
- **Training from CXL and Speero**, maturity auditing, research sprints, optimization roadmaps and more.

[Learn More](#)

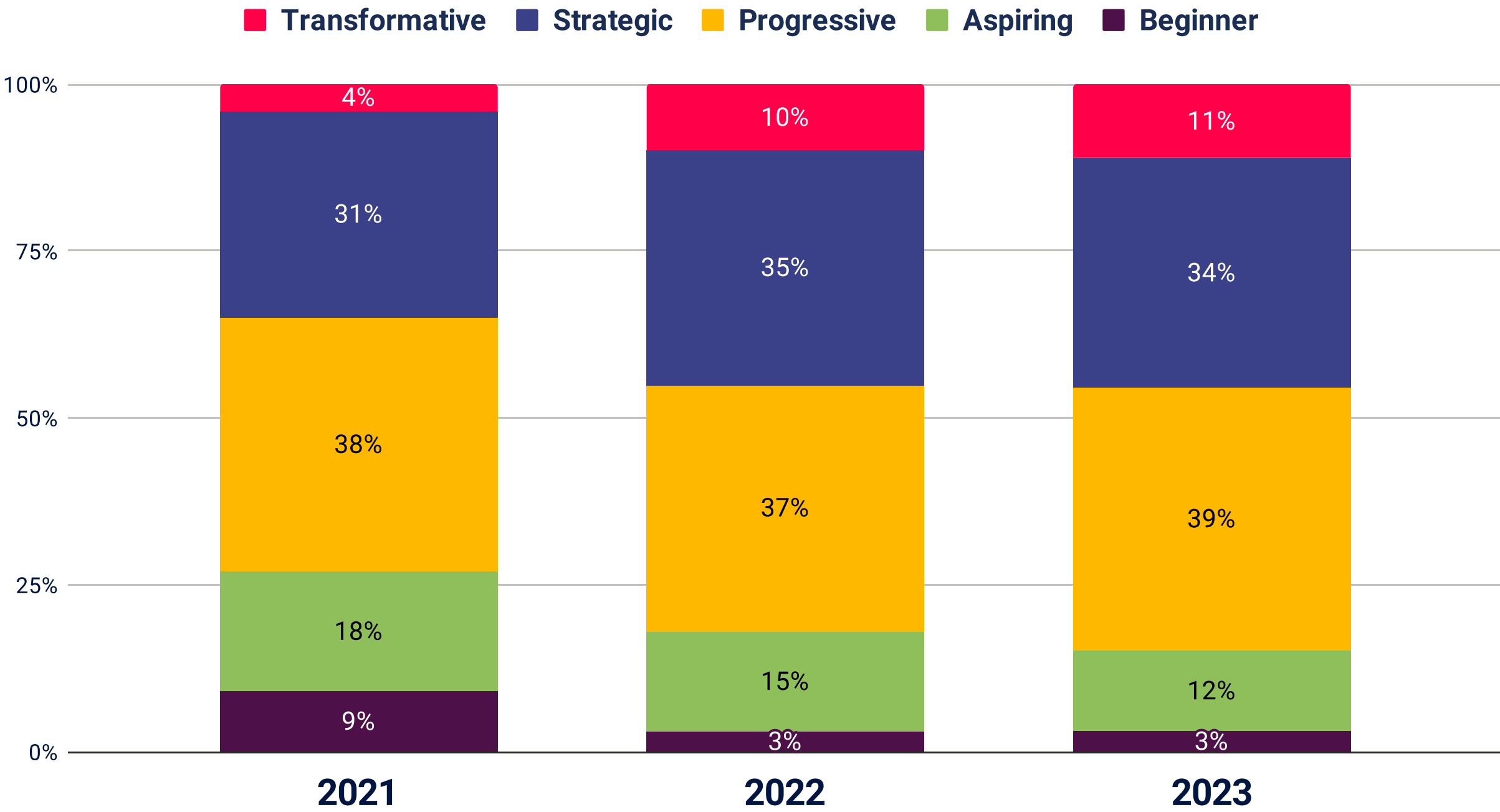
Appendix

RESPONDENT ATTRIBUTES

APPENDIX

The maturity level of the respondents

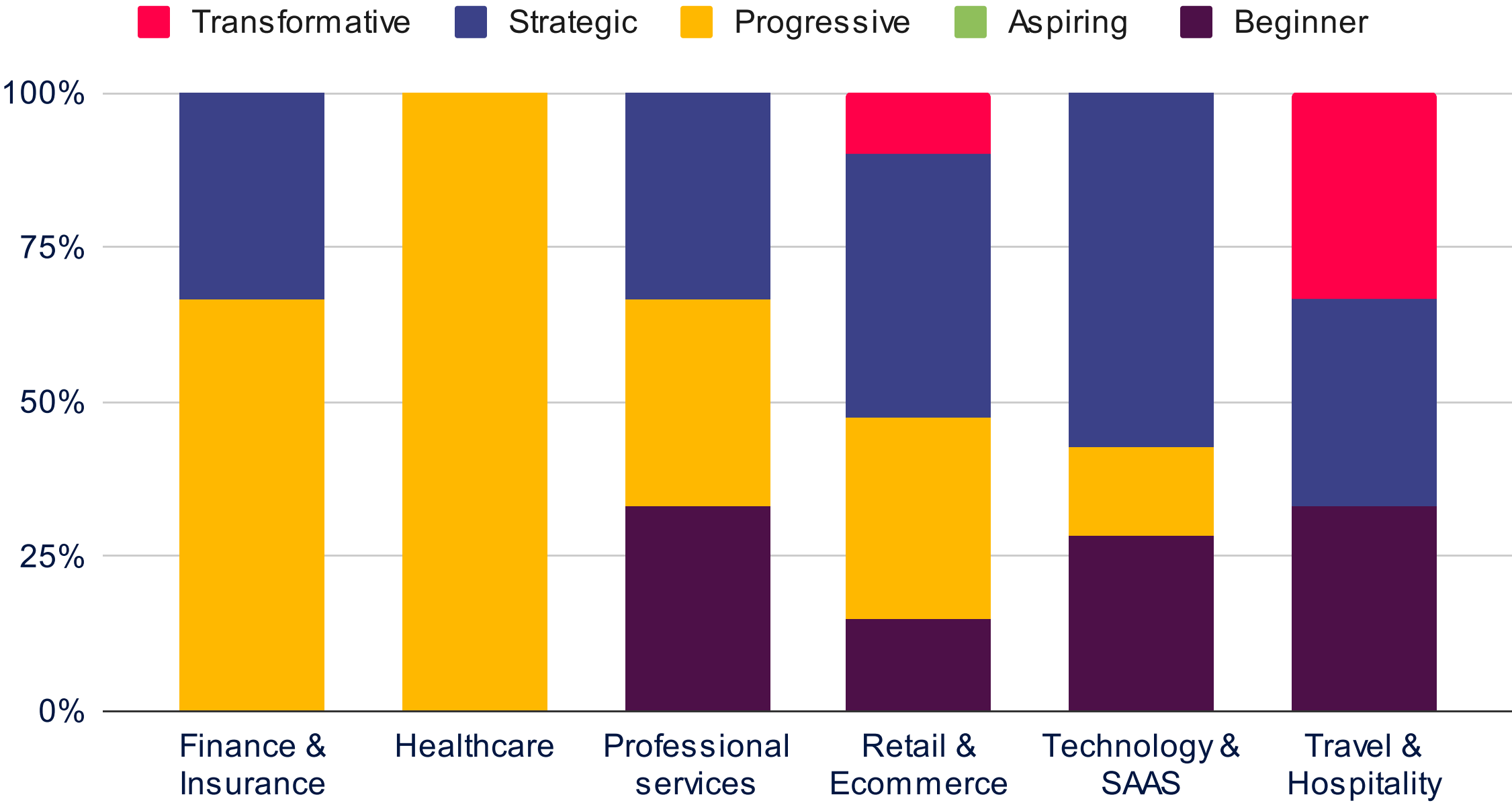
Maturity Level



APPENDIX

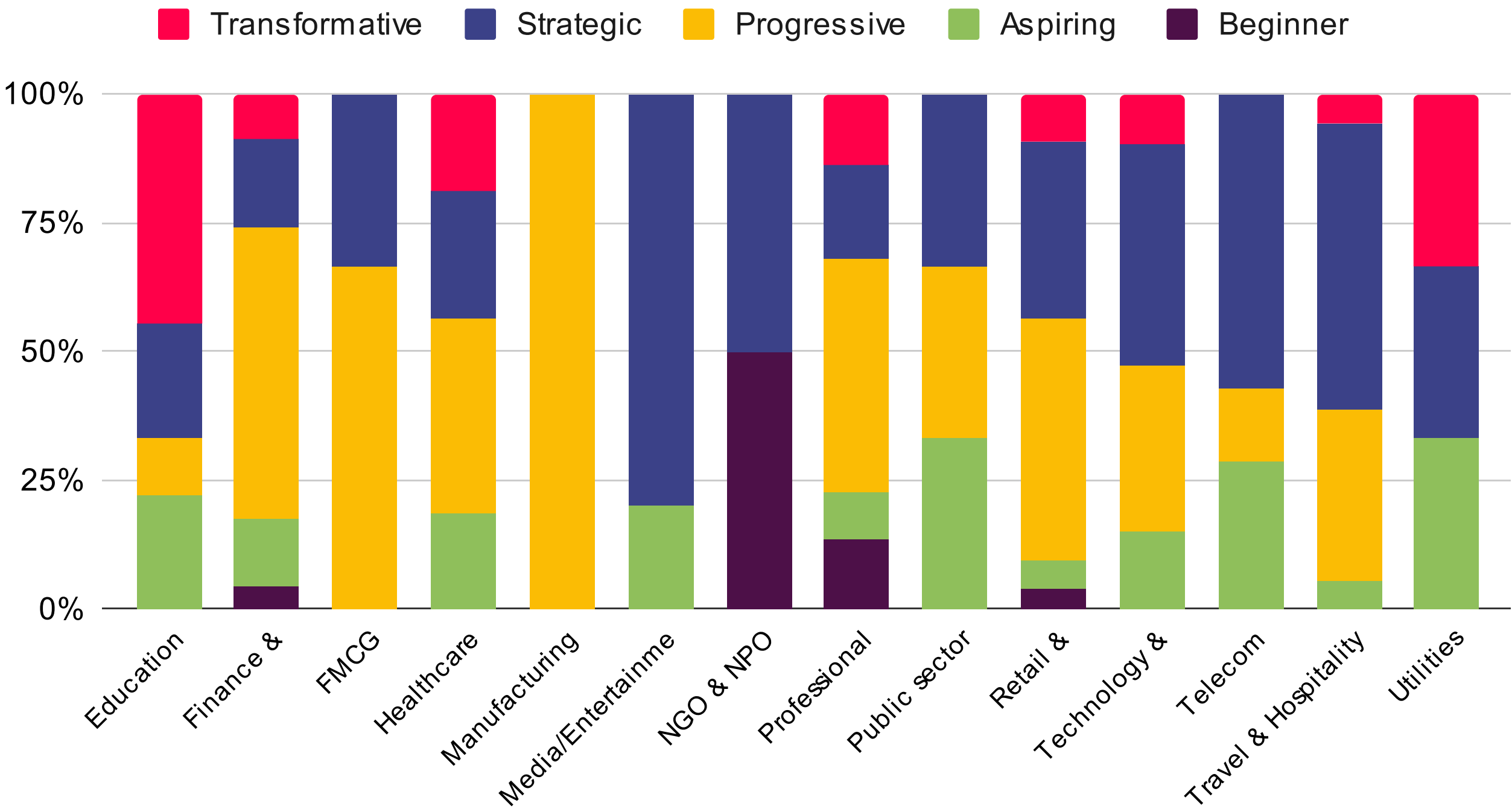
Maturity by top six industries represented in the dataset

Maturity by Industry



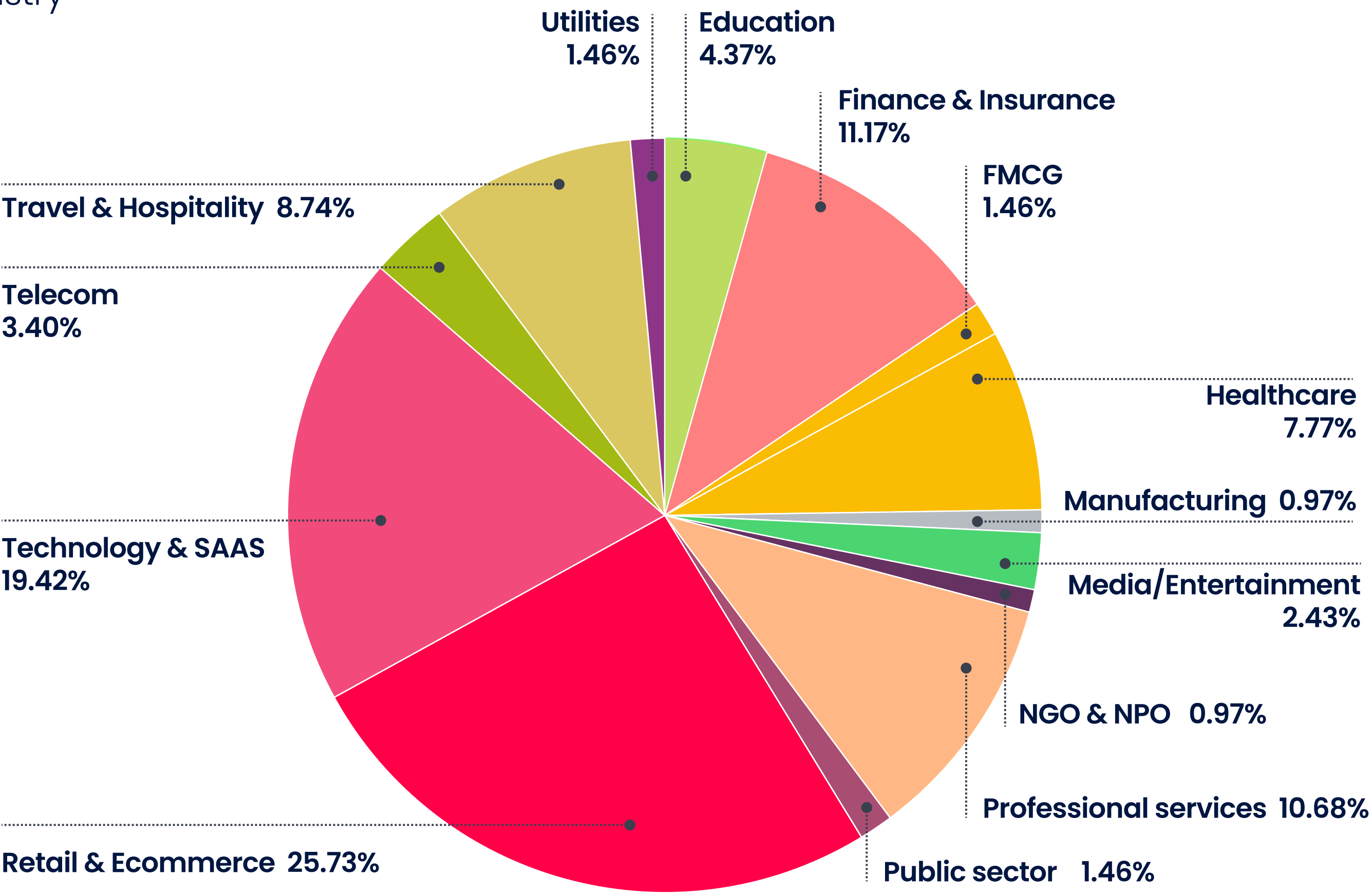
APPENDIX

Maturity by industry



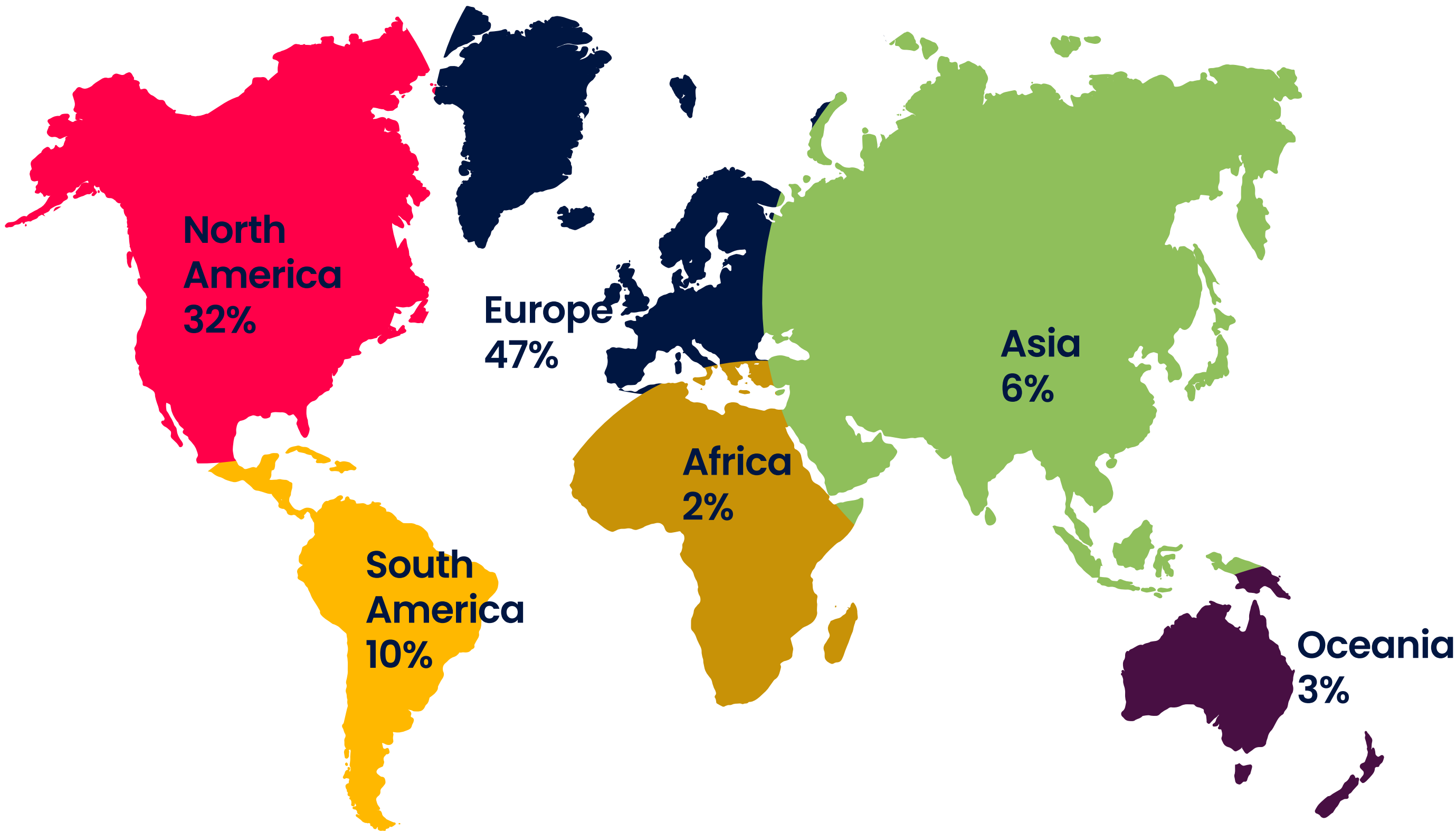
APPENDIX

Industry



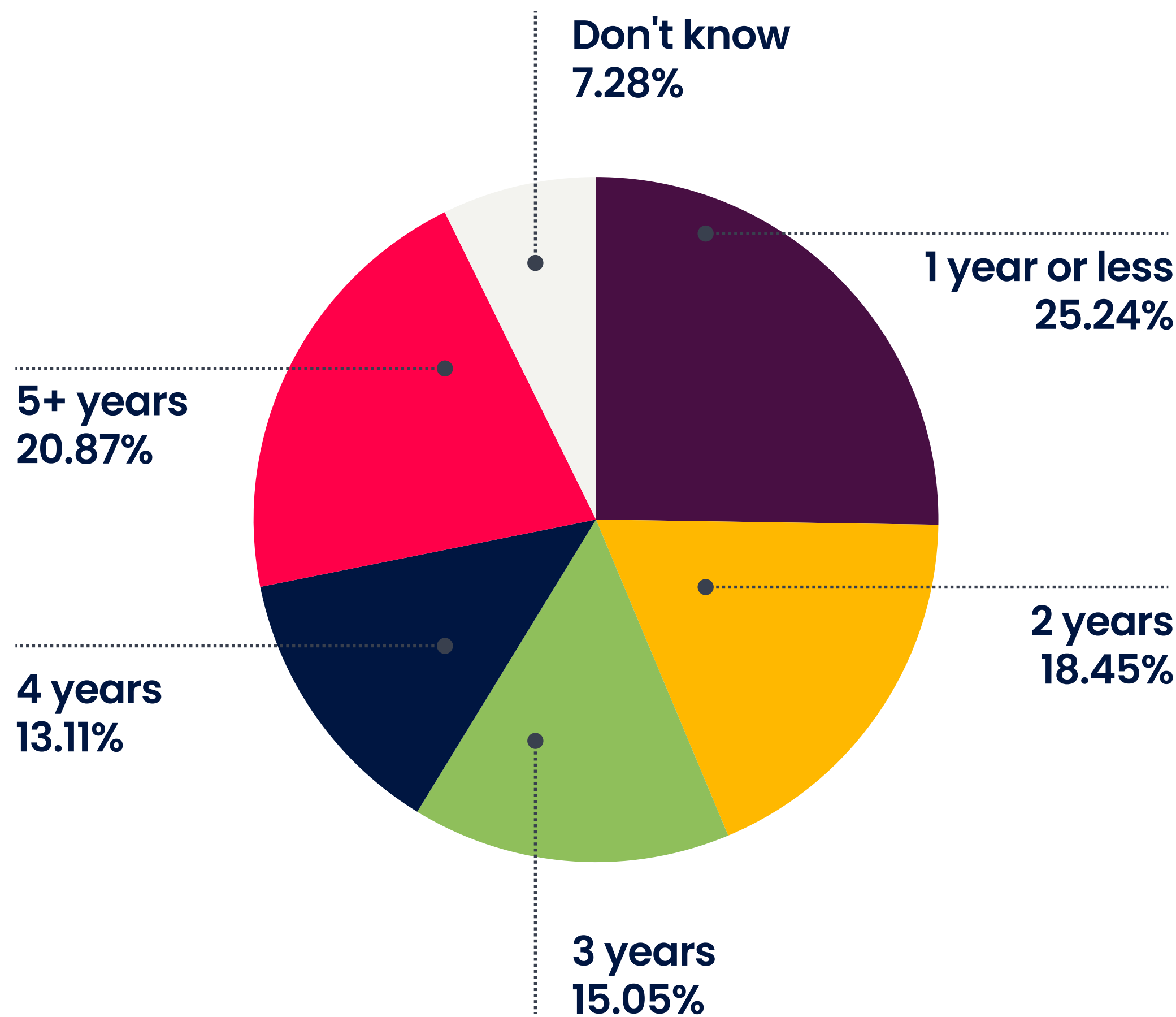
APPENDIX

Location



APPENDIX

Number of testing years



APPENDIX

Testing team structure

	2023	2024
Centralized (One team)	42%	48%
Decentralized	20%	22%
Centre of excellence	18%	11%
No dedicated team	20%	19%
Note: we did not ask this question in the 2022 survey.		