

## Index

### A

A/A test, 91–92  
Abandonment, 20–21  
ABC Family, 36–38  
A/B tests, 8  
A/B testing, 8  
    on Clinton Bush Haiti Fund  
    website, 25–30  
    and redesign, 42–45  
A/B testing optimization, 19–32  
    and constructing a hypothesis,  
    24–30  
    and defining success, 19–22  
    and identifying bottlenecks, 23–24  
    and testing, 31  
Action-oriented language:  
    and framing, 69  
    passive vs., 66  
Activity feed, changes in, 76–78  
Adidas, 104, 106, 111, 148  
Advocates, as component of  
    successful team, 115  
Agencies, 95  
Alami, Ali, 151  
Alexa Top 200, 76  
Allen, Lizzie, 106–108, 115  
“Always Be Testing,” 124  
Amazon, 90, 157  
Anchoring techniques, 151  
Automatic updates, 92–93

Avalanche Technology Group,  
    52–55  
AVG, 53

### B

Banks, Sara, 68  
Bed Bath & Beyond, 52  
Big bang launch, 42  
Blettner, Jeff, 65  
Bottlenecks, identifying, 23–24  
Brainstorming, 62  
Budgetary limitations, 94  
Built-in features (SaaS), 92  
Bush, George W., 25  
Business models, changing, 39–41

### C

Call-to-action clicks, 22  
CareerBuilder, 104–105, 112–114,  
    125  
Cent pricing, 150  
Change, resistance to, 42  
Checkout, 104  
Checkout funnel, 52  
Choices, reducing, *see* Reducing  
    choices  
Chrome Industries, 38–39, 79–80,  
    140  
Click-through rate, 145  
Clinton, Bill, 25

Clinton Bush Haiti Fund, 25–29,  
49–50, 61–62  
Clinton Foundation, 25  
Colli, Jarred, 103, 104, 124  
Comments, as metric, 22  
Communication, 105–106  
Community, 93  
Competitive pricing, 148  
Conversion(s), 21–22  
    identifying, 21  
    macro-, 21–22  
    micro-, 22  
    of mobile users, 158  
Cost-plus pricing, 148  
Cost Plus World Market, 52–53  
Creativity, 10, 116  
Culture, building a testing, 106–108  
Custom-built testing platforms,  
    90  
Customer reviews, 76

## D

Data-driven culture, 101–103  
Dell, 105, 114–116, 141  
Density project, 43–44  
Desai, Keval, 42  
Digg, 42  
“Digg v4” redesign, 42  
Digital marketing agencies, 95  
Disney, 36–38  
Distractions, removing, 52–55  
Dollars per pageview, 25  
Dorf, Eric, 40–41  
Duford, Kyle, 38, 140

## E

E-commerce, 75–76  
Eddie Rickenbacker’s (restaurant), 62  
Emails:  
    and communication of test results,  
        106  
    subscriptions via, 23–24

Emotional reactions (to framing),  
    67–68  
Empirical nature of A/B testing, 102  
Enabled testers, as component of  
    successful team, 116  
Engagement, customer, 128, 158  
    changing business models to  
        increase, 39  
    and Etsy redesign, 77  
    as metric, 38  
    and simplicity of website, 50  
    website redesign to increase, 44  
Etsy:  
    and in-house solutions, 90–91  
    testing at, 124  
    website redesign at, 76–78  
Ewald, Marie, 30  
Exley, Zack, 62–63  
Experimentation:  
    with hypotheses, 29–30  
    motivation for, 91  
Exploration, 35–36

## F

“Failed” tests, gaining information  
    from, 29, 73  
Failure, learning from, *see* Learning  
    from failure  
Formstack, 64–65  
Fortune 100, 92  
Framing, 66–69  
    and loss-framed vs. gain-framed  
        language, 69  
    and negative vs. positive language,  
        68  
    and passive vs. action-oriented  
        language, 69  
Frank, Lucy, 66  
Free trials, 66  
Fundraising appeals, wording of,  
    63–64  
Fundraising funnel, 23–24

**G**

Gain-framed language, 69  
Gamification, 107  
Geo-targeting, 159–161  
Global maximum, 35–45  
    ABC Family, 36–38  
    Chrome Industries, 38–39  
    Digg, 42  
    Lumosity, 39–41  
    Netflix, 43–45  
    as term, 35  
Google, 20, 101–102  
Gumm, Bryan, 43–45, 103, 113

**H**

Haiti earthquake, 25  
Harris, David, 105, 112–114, 125  
Headline clicks, 22  
HiPPO Syndrome, 74, 101–108  
    communication and, 105–106  
    cure for, 101–103  
    IGN and, 106–108  
    and winning over stakeholders,  
        103–105  
Homepage, 104  
Hypotheses:  
    constructing, 24–30  
    value of, 29

**I**

IBM, 73  
IGN, 73–75, 106–108, 115  
Incremental approach, 37  
In-house solutions, 89–92  
Interaction effects, 122–123  
Interviews, user, 24  
Iteration, 121–130  
    and CareerBuilder, 125  
    and Optimizely, 125–129  
    and universal truths, 124  
Iterative testing, multivariate testing  
    vs., 122–124

**J**

Judy's Book, 151–152

**K**

Kahneman, Daniel, 67–68  
Key performance indicators (KPIs),  
    139  
Knuth, Donald, 35

**L**

Language:  
    loss-framed vs. gain-framed,  
        69  
    negative vs. positive, 68  
    passive vs. action-oriented, 69  
Last-minute discount, 149–151  
*The Lean Startup* (Ries), 140  
Learning from failure, 73–81  
    Chrome Industries, 79–80  
    and e-commerce, 75–76  
    Etsy, 76–78  
    IGN, 73–75  
Less is more, *see* Reducing choices  
LiveChat, 65–66  
Localization effects, 152  
Local maximum (term), 35, 121  
Logs, 117  
Loss-framed language, 69  
Lumosity, 39–41

**M**

McKinley, Dan, 90–91, 124  
Macroconversions, 21–22  
Malpass, David, 145–147  
Mardenfeld, Steve, 91  
Market-based pricing, 148  
Meerstein, Ryan, 159  
Meetings:  
    and communication of test results,  
        105  
    less, as a result of testing, 103  
Metrics, vanity, 22

Microconversions, 22  
 Multivariate testing, iterative testing  
     vs., 122–124

## N

Naming conventions, 116  
 Navigation, 64  
 Negative language, 68  
 Netflix:  
     and data-driven culture, 103  
     decentralized model for testing, 113  
     website redesign by, 43–45  
 “New media,” 3  
 New users, returning vs., 75  
 Non-website testing, 145–154  
     actual price testing as, 153–154  
     billing testing as, 152–153  
     Judy’s Book, 151–152  
     and last-minute discount, 149–151  
     Prezi, 145–147  
     price testing as, 147–149

## O

Obama presidential campaign (2008),  
     3–7, 23–24, 122–123  
 Obama presidential campaign (2012),  
     8–9, 55–56  
 Off-brand testing, 140–141  
 Open rate, 145  
 Optimization consultants, 95  
 Optimizely:  
     at Digg, 42  
     and establishing teams, 114  
     history of, 7–8  
     and iteration, 121  
     and redesigning your redesign,  
         125–129  
     as SaaS model, 92  
     and targeting vs. segmentation,  
         157–158  
     used for ABC Family homepage,  
         36–38

Options, minimizing, on websites,  
     52–53

## P

Passive language, 69  
 Personalization, 157–163  
     Romney presidential campaign,  
         159–161  
     and targeting vs. segmentation,  
         157–159  
     Wikipedia, 162  
 Photo, video vs., 79–80  
 Pitfall(s), 137–142  
     off-brand testing as, 140–141  
     testing without traffic as, 137  
     UserVoice example, 138–140  
 Point person, as component of  
     successful team, 114–115  
 Positive language, 68  
 Prezi, 145–147, 152  
 Prices, testing, 147–149  
 Prioritizing, 30–31  
 Product page, 104  
 Professional support, 93  
 PS3, 113  
 Psychological tactics, 149  
 Purpose of your website, 19–20  
 Pushback:  
     from team members, 96  
     from users, 42

## Q

Quantifiable success metrics, 20, 38,  
     138, 145

## R

Redesign:  
     and A/B testing, 42–45  
     learning from “failed” tests of, 77–78  
 Reducing choices, 49–57  
     Avalanche Technology Group,  
         52–55

- Clinton Bush Haiti Fund and, 49–50
- Cost Plus World Market, 52, 53
- in Obama 2012 presidential campaign, 55–56
- SeeClickFix, 50–52
- Refinement, 35–36
- Repeat visits, as metric, 22
- Research, user, 24
- Resistance to change, 42
- Resources, 116
- Retention, as metric, 44
- Returning users, new vs., 74–75
- Return on investment (ROI), 30–31, 94
- Revenue per visitor (RPV), 153–154
- Ries, Eric, 140
- RocketLawyer, 103, 104, 124
- ROI (return on investment), 30–31, 94
- Romney, Mitt, 9
- Romney presidential campaign, 159–161
- RPV (revenue per visitor), 153–154
- Rush, Kyle, 30, 55, 56
- S**
- SaaS, *see* Software-as-a-Service model
- Screenshots, and communication of test results, 106
- SeeClickFix, 50–52
- Segmentation, targeting vs., 157–159
- Sequential test, 55
- Shares, as metric, 22
- Software-as-a-Service model (SaaS), 92–95
  - automatic updates in, 92–93
  - built-in features in, 92
  - community with, 93
  - professional support with, 93
  - questions to consider when evaluating, 94–95
  - statistical reporting and calibration in, 93
  - WYSIWYG editing in, 93
- Solution choices, 89–98
  - building, 89–92
  - buying, 92–95
  - hiring, 95–96
- Spiegelman, Michael, 43
- Stakeholders, winning over, 103–105
- Staples, 106, 111, 148
- Star ratings, 76
- Statistical reporting, 93
- Streamlining, 49–50
- “Submit” button, 61–62
- Subscriptions, email, 23–24
- Subtraction, *see* Reducing choices
- Success, defining, 19–22
- Success metrics, 25, 153
  - common, 21
  - quantifiable, 20
- Support, professional, 93
- “Support Haiti” button, 61–62
- T**
- Targeted Victory, 159–160
- Targeting, segmentation vs., 157–159
- Teams, 111–118
  - centralized, 111–112
  - decentralized, 112–114
  - key components of, 114–117
- Testers, enabled, as component of successful team, 116
- Testing:
  - custom-built platforms for, 90
  - initial, 103–104
  - multivariate vs. iterative, 122–124
  - outsourcing of, 95–96
  - resistance to, 101–103
  - shaping of, by previous tests, 75

Testing culture, building a, 106–108

Testing platforms:

control testing, 91–92

custom-built, 89–92

outside services handling,  
95–96

and providers' approach, 94–95

SaaS model for, 92–95

Thinking, Fast and Slow

(Kahneman), 67–68

Track record, as element of

successful team, 116

Truk shoes, 80

## U

Universal truths, 124

Updates, automatic, 92–93

Users, new vs. returning, 74–75

User backlash, 42

User funnel, 23

User interviews, 24

User populations, 157

User research, 24

UserVoice, 138–140

## V

Value-based pricing, 148

Vanity metrics, 22

Victoria's Secret, 106, 148

Video, photo vs., 79–80

## W

Watch Instantly, 43

Watson, Thomas J., 73

Website, purpose of your, 19–20

Whichtestwon.com, 107

White, Richard, 139–140

Wii, 113

Wikipedia, 162

Wikipedia Foundation, 62–64

Wording, 61–69

Clinton Bush Haiti Fund, 61–62

Formstack, 64–65

and framing, 66–69

LiveChat, 65–66

Wikipedia Foundation, 62–64

Wu, Ed, 114–116, 141

WYSIWYG editing, 93, 126

## Y

Yammer, 107

Yuzak, Nazli, 105

## Z

Zakrajsek, Scott, 104, 106, 111–112,  
147–148