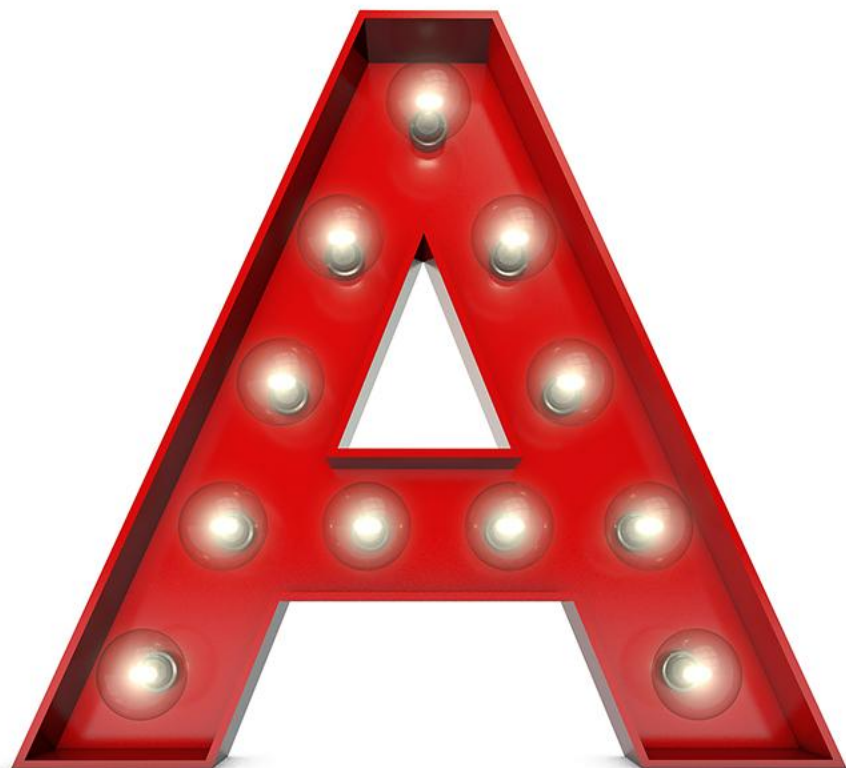




Avoid KPI tunnel vision for optimal business growth

Experimentation Culture | Marit Groot Zevert



When do you

consider an
A/B test a

WINNER?



The problem

+ 14%

new customers

+ 6%

subscription
cancellations

> 90% chance variant wins

> 90% chance variant loses



Limit risk

Guardrail metrics

Other team
KPIs

Financial
metrics

User
experience
metrics

Strategic
metrics



Without guardrails, your success can be washed away



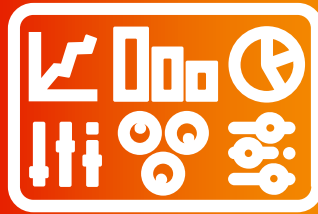
Challenges



Challenges



Data fragmentation



Decision complexity



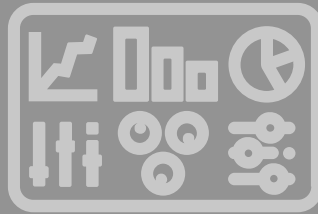
Cultural shift



Challenges



Data fragmentation



Decision complexity



Cultural shift

Measurement framework

Data fragmentation

Primary Objective

Why are you testing?

Drive growth

Test Hypothesis

A provable statement

By ... we expect ... because

Success Metric

Which metrics can drive growth and determines success

Increase: Upgrades | AOV
Decrease: Downgrades

Guardrail Metric

Other key business metrics which we don't expect to improve, but it may not be negatively impacted

Calls | Search
Subscription cancellations

Secondary Metrics

Metrics that help you understand why the success metric was affected and better understand customer behavior

Up- and downgrades per category (internet | tv | telephony)

Segments

Break down your result

Devices
Prospects | Customers

Decision

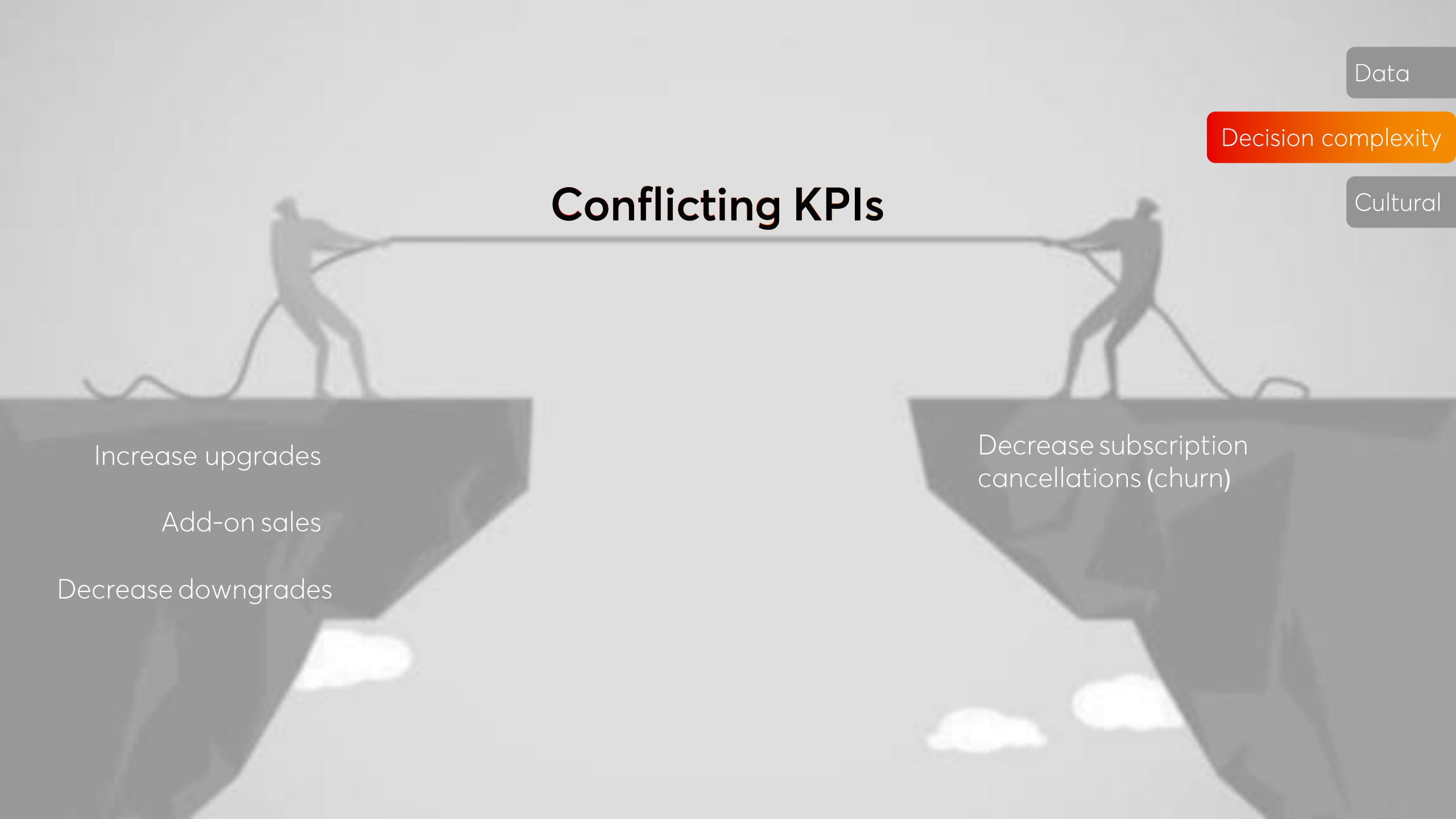
Cultural

Data

Decision complexity

Cultural

Conflicting KPIs



The illustration shows two stylized human figures in silhouette, standing on a thin, horizontal tightrope that spans a wide, dark chasm. The figures are positioned at opposite ends of the rope, leaning forward and pulling on the rope to maintain balance. The background is a light gray, and the chasm below is dark gray with some white, cloud-like shapes at the bottom. The overall theme is the tension and conflict between two different goals or KPIs.

Increase upgrades

Add-on sales

Decrease downgrades

Decrease subscription
cancellations (churn)

Redefining success

+ 7%
downgrades

- 3%
subscription
cancellations

> 90% chance variant wins

> 90% chance variant loses



Data

Decision complexity

Cultural

Conflicting KPIs

Increase upgrades

Decrease downgrades

Add-on sales

Decrease subscription
cancellations (churn)

Increase downgrades

Data

Decision complexity

Cultural

Would you implement the test variant?

- 6%

Downgrades

+ €€€

Revenue

- 5%

Upgrades

+ 12%

Calls

> 90% chance variant wins

> 90% chance variant loses





Data

Decision complexity

Cultural

Know your boundaries

Data

Decision

Cultural shift

Avoid KPI tunnel vision
for optimal business growth



Data

Decision

Cultural shift

Measurement Framework

Collaboration

Value each
metric

Trade-offs

Strategy



What criteria did you set with
your company to declare the test
variant as a winner?



Measurement framework

Primary Objective

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Test Hypothesis

A provable statement

By ... we expect ... because

Success Metric

Which metrics can drive growth and determines success

Guardrail Metric

Other key business metrics which we don't expect to improve, but it may not be negatively impacted

Secondary Metrics

Metrics that help you understand why the success metric was affected and better understand customer behavior

Segments

Break down your result



Set your rules together, be clear about your boundaries, and make every experiment a win for the whole business, not just your team



Scan & let's connect

