

Qubit.

Getting 6% more

Key findings from
a four-year study
of 2 billion user
journeys

Data & methodology independently
assured by Pricewaterhouse-
Coopers UK LLP ('PwC')

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Executive summary



Making customer journeys better through the use of data, analytics and optimization technologies has been on the agenda of marketing and ecommerce leaders for some time. As returns from the first generation of cosmetic and usability-driven testing begin to diminish, we're entering a new phase where individually personalized experiences amplify customer delight, boost persuasiveness and enhance conversion and revenue.

Consumers now expect websites and mobile apps to be more than just functional – they should be personal, reflecting the individual's needs, preferences and purchase history. In a survey of over 1000 consumers and almost 250 senior marketers, we quantify the burning user experience issues from both perspectives, and identify some misalignments in priorities that might be causing ecommerce businesses to lose time and money.

This industry-first analysis of optimization and personalization experiments was carried out across billions of user journeys. We ranked the most valuable customer experience enhancements by their real-world impact on online revenue.

Our methodology for the evaluation, classification and aggregation of online experiments in ecommerce has been independently assured by PricewaterhouseCoopers UK LLP ('PwC'). For more information: go.qubit.com/pwc

Some key findings include:



Consumer horizons are narrow, and loyalty is in short supply

According to our survey, around three quarters of respondents say that they do the majority of their shopping on up to just five sites. However, only 16% say that they would remain loyal to those stores if they fell behind in quality and value of service.



Customers don't always know which elements of the online experience they value most

Almost half of consumers say that they don't find influence from other shoppers' shopping habits (also known as social proof) important; yet in our analysis of real-world outcomes, social proof is the second most effective technique, achieving an average revenue per visitor (RPV) uplift of 2.3%.



Mobile is still a work in progress

Only 37% of the marketing leaders we surveyed reported that their mobile and desktop properties convert equally. According to marketers, blame is equally shared out across a range of user experience factors such as discovery, navigation and imagery, while consumers are unequivocal in laying the blame on small screen sizes.



Scarcity and urgency drive action, but trust matters

Techniques that seek to create purchase impetus are by far the most effective, driving between 2-14 times more revenue uplift than cosmetic techniques. However, their effectiveness tends to decline with overuse, and trust can quickly be eroded if customers suspect that low stock messaging and other scarcity prompts are not genuine.



Segmentation supercharges performance

Businesses who implement a range of these techniques can expect to see an uplift as high as 6% to their total digital topline revenues. However, customer segmentation boosts this performance substantially, with targeted experiences 3x better at driving RPV uplift than non-targeted ones.

The end-game for personalization is true 1:1 customization of the entire user journey. We think of this final iteration as 'personalization nirvana' – a state in which improved data collection, targeting and machine-learning combine to allow businesses to seamlessly influence visitor behavior with unprecedented depth and scale. At Qubit we've already built out our data infrastructure and AI models in anticipation of this future, and our most forward-looking clients are already starting to push against the boundaries of what's currently possible. As exciting as this is, it may be important to occasionally remind ourselves that personalization is a journey and not a destination.

up to a

6%

uplift to total digital
topline revenues from
implementing a range
of techniques

3x

greater uplift
from targeted
implementations

The full academic paper and methodology behind this study
can be found here: go.qubit.com/meta-analysis

Introduction

Like most aspects of ecommerce, customer experience optimization has been transformed over the past decade by a series of innovations. From the emergence of reliable tracking and analytics, to the development of A/B and multivariate testing, the range of tools available to online businesses has expanded, and with it the capacity to provide their customers with great service.

There's no doubt that users have embraced the improvements enabled by these tools and techniques. The volume of retail activity taking place online continues to increase, while the explosive growth of mobile has transformed the web from a place we visit to a place we live.

What isn't always so readily acknowledged is that as the basic usability of the web has increased, user expectations have increased with it. If improving online experience is a journey, then we're approaching a major junction, and the uncomfortable truth is that the technologies underpinning this first stage have reached a point where even late starters have been able to catch up.

We're now on the cusp of the next stage, where new technologies are allowing brands to individually tailor the online experience.

Boston Consulting Group estimate that brands who create personalized experiences by integrating data and advanced technologies are currently achieving revenue increases of between 6-10%¹, so early movers are already reaping substantial rewards.

¹ Profiting from Personalization, Boston Consulting Group, May 2017

At Qubit, we provide businesses with a detailed, data-driven understanding of their customers, and a technology platform that enables highly persuasive personalization at scale.

.....

Since Qubit launched in 2010, we've helped over 300 businesses deliver personalized experiences across billions of customer journeys, the impact of each experience is rigorously validated through A/B testing. We've built an unprecedented dataset covering a broad range of techniques which we're now mining for insights.

The first fruit of this analysis is a list of the most effective experience techniques, ranked by the average incremental contribution to the revenue from visitors being measured, this is also known as revenue per visitor or RPV.²

² Defined as the expected revenue from a single visitor

What's in this report

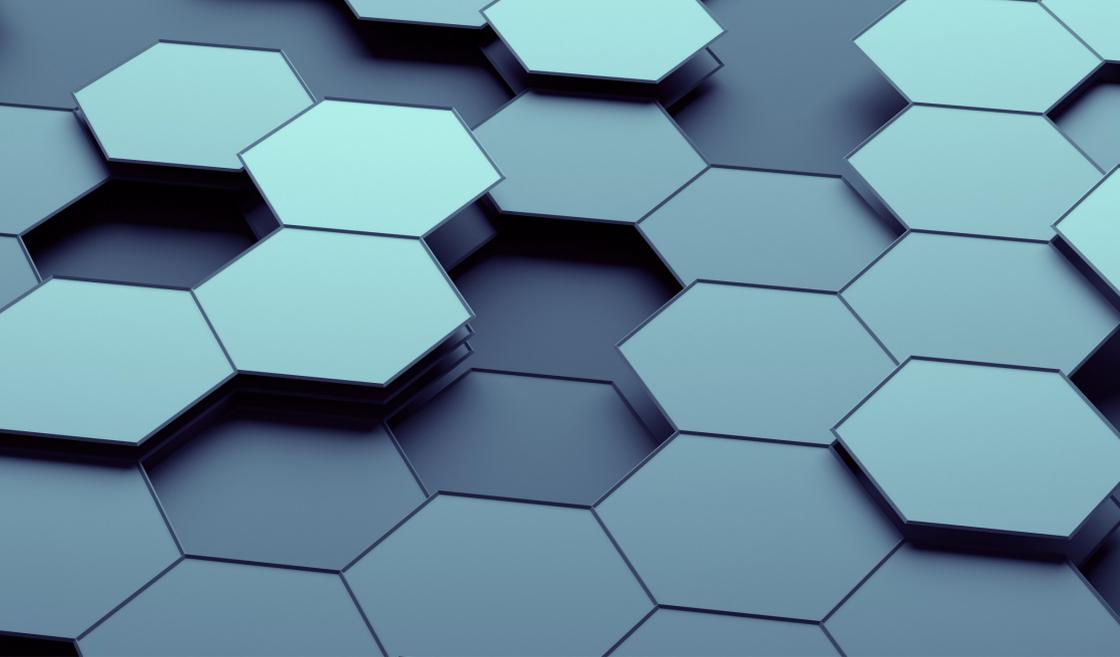


At the heart of this report is a world-first meta-analysis of optimization and persuasive personalization techniques fueled by Qubit's database of more than 12.5 billion user journeys. For the analysis, thousands of experiments were evaluated, consisting of 2 billion user journeys and 120 million purchases.

The range of tactics available to ecommerce teams is extensive and growing all the time, so we've ranked the experiences that have worked for our ecommerce customers by RPV, allowing you to accurately gauge their potential contribution to your bottom line.

We're committed to being as transparent as possible, so our methodology for the evaluation, classification and aggregation of online experiments in ecommerce has been independently assured by PwC.

We'll also be sharing a range of examples from Qubit clients, showing how data-driven digital experiences are already giving businesses a competitive advantage.



Answers from:



2bn

e-commerce user journeys



300+

clients



120m

purchases



Optimization & personalization:

A brief history



Making pages better

Throughout this report, we'll be drawing a distinction between 'optimization' and 'personalization', so it's worth taking a moment to explain exactly what we mean by these terms.

From cosmetic or UX testing (think Google's famous 41 shades of blue³) to conversion rate optimization (CRO), improving site experience has been on the agenda for most online businesses for quite a while.

These optimization activities are perhaps best characterized by thinking of them as focused on the design and content of pages (or screens if you're thinking mobile).

Page-based optimization has been a game changer for many websites, enabling them to transform their quantitative analytics data into testable experiments.

³ Putting a Bolder Face on Google, The New York Times, Feb 2009

Now, everything from the size and position of add-to-cart buttons, to the number of steps in a checkout funnel can be tested, and their impact on conversion and revenue easily measured. This has led to some big wins, and ecommerce businesses have already harvested a lot of low-hanging fruit. A classic win-win, optimization has created more revenue for site owners, and a better, less frustrating web for consumers.

But as a rising tide lifts all boats, the increasing ubiquity of CRO tools and techniques means that businesses looking for a sustainable advantage are now thinking beyond the page

Optimization

[op-tuh-muh-zey-shuh n]

The process of site improvement

Personalization

[pur-suh-nl-ahy-zey-shu-n]

Improving the experience for specific people



From pages to people

Optimization activity tends to be broad in scope and is guided by an aggregate view of site visitors. In contrast, personalization is all about creating interactions that address the individual customer.

Personalization requires both scale and speed, so programmatic execution is essential. Data-driven, automated experiences have both the specificity and immediacy to persuade customers in real time.

The starting point for personalization is the customer profile. Derived from both qualitative and quantitative sources, the goal is to build a comprehensive picture of each customer's interactions, purchases and preferences. Although data is often abundant within online businesses, forming it into a coherent visitor profile can be difficult.

According to Gareth Rees-John, Digital Director for Topman, "stitching up all the data from the different touchpoints with the consumer is the biggest single challenge a multichannel retailer faces today."

This is one area where the right tool really does help, as the Qubit platform collects an average of 92 variables per customer, and is able to accurately build out profiles by extrapolating characteristics such as category preferences and propensity to buy.

92 variables
collected
per customer

Once you combine a deep understanding of your visitors as individuals, and a programmatic platform with the power and flexibility to deliver enhancements to the customer journey at scale, you have all the ingredients necessary to deliver persuasive, delightful experiences.

And with McKinsey & Company estimating that personalization has the capacity to reduce acquisition costs by as much as 50%, lift revenues by 5% to 15%, and increase the efficiency of marketing spend by 10% to 30%⁴, the potential upside for brands is truly transformative.

50%

reduced acquisition costs
due to personalization



⁴ Marketing's Holy Grail: Digital Personalization at Scale, McKinsey & Company, Nov 2016

The current state of personalisation

The consumer perspective

For almost three-quarters of consumers in our survey, a maximum of just five online stores accounted for the majority of their online spending. However, within these relatively narrow horizons, only 16% of respondents said that they wouldn't consider switching loyalty from the stores they currently shop with, highlighting just how crucial it is for retailers to make the journey towards purchase as effortless as possible.

As the results below reveal, consumers are already weighing up a broad range of factors in evaluating where they spend their money, and sites that fall behind can only count on the unquestioning loyalty of a very small minority of their customer base.

When asked to rate the importance of features within the shopping experience, consumers responded most favorably to elements that enhanced and simplified product discovery and selection.

49% of respondents rated having access to advanced product search filters as 'Very Important', while 62% felt the same way about the quality of product imagery. Product recommendations are also highly valued, with 73% of consumers rating them either 'Very Important' or 'Somewhat Important'.

73% Find product recommendation 'somewhat' to 'very' important.

16% Would stay local to the stores they currently shop with.

To get a better understanding of how both consumers and marketing professionals feel about personalization strategies and techniques, we've conducted two surveys, consisting of over 1000⁵ consumers and almost 250⁶ senior marketers.

⁵ Survey of 1,197 consumers in the US and UK conducted online by Toluna Quick Surveys on behalf of Qubit on May 25, 2017

⁶ Survey of 243 US and UK marketers conducted online by Research Now Group, Inc. on behalf of Qubit between May 25-31, 2017



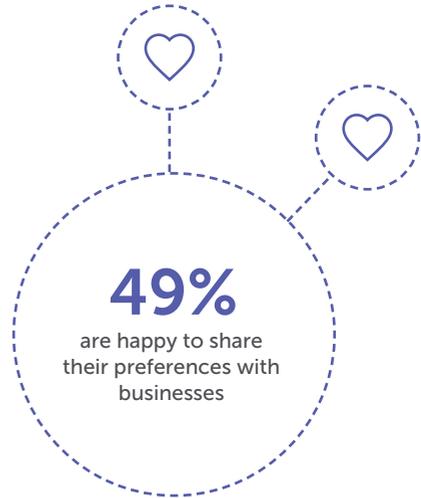
One of the more surprising results from the survey concerns the importance of influence from their peers also known as social proof. 45% of consumers said that being told how many other people were interested in a product wasn't important to them, but as we'll see in our meta analysis, social proof is consistently among the best performing customer experience enhancements.

This disparity between consumer perception and reality is a useful reminder that many of the signals feeding into the decision-making process are unconscious, and subject to cognitive bias.

Summing up what retailers can do to improve the shopping experience and make their lives easier, our respondents emphasized personalization and ease of use.

49% of consumers in our questionnaire said that they were happy to share their preferences with businesses who use that information to make the shopping experience better, with 57% revealing that their favorite retail websites already make efforts to personalize around their preferences and interests.

As Claire Cronin, Customer and Marketing Director of Virgin Holidays notes, "our research shows customers want the same quality of holiday advice online, but beyond that, they also want recognition they have visited your website before."



81% of consumers were open to switching loyalty to sites that provide them with a better, more personalized service, brands that aren't investing in targeted experiences face a real risk of losing some of their most valuable customers.



The marketer perspective

According to senior marketers who responded to our industry survey, the biggest challenges in implementing an effective personalization program are a lack of necessary data (42%) and a lack of the required tools and technology (31%).

Despite this sentiment, 30% of respondents revealed expenditure of over \$50,000 on marketing analytics in the past twelve months, with 11% investing more than \$100,000. Money is being spent, data is being collected, and businesses are clearly reaching a point where effective personalization feels within their grasp.

In fact, 64% of respondents said they intended to change their web optimization or personalization investment strategy within the next twelve months, with 74% agreeing that their current efforts in this space are already positively influencing sales and customer loyalty.

If there is one area of significant concern shared between most of the marketing leaders in our survey, it is the lag between desktop and mobile ecommerce rates. Only 37% reported approximately equal performance between device classes, with as many as 10% of respondents seeing rates 40% lower, or worse, on mobile.

In diagnosing the issue with mobile conversion, blame is equally shared between a host of potential issues such as product discovery, navigation and the ability to evaluate look and feel. There is wide acknowledgement that the gap between mobile and desktop can only be closed by improving the customer experience on small format devices, and to that end 65% report that they are actively investing in processes and technologies that enhance the mobile shopping experience.

Investment in marketing analytics within the past 12 months



Personalization quantified

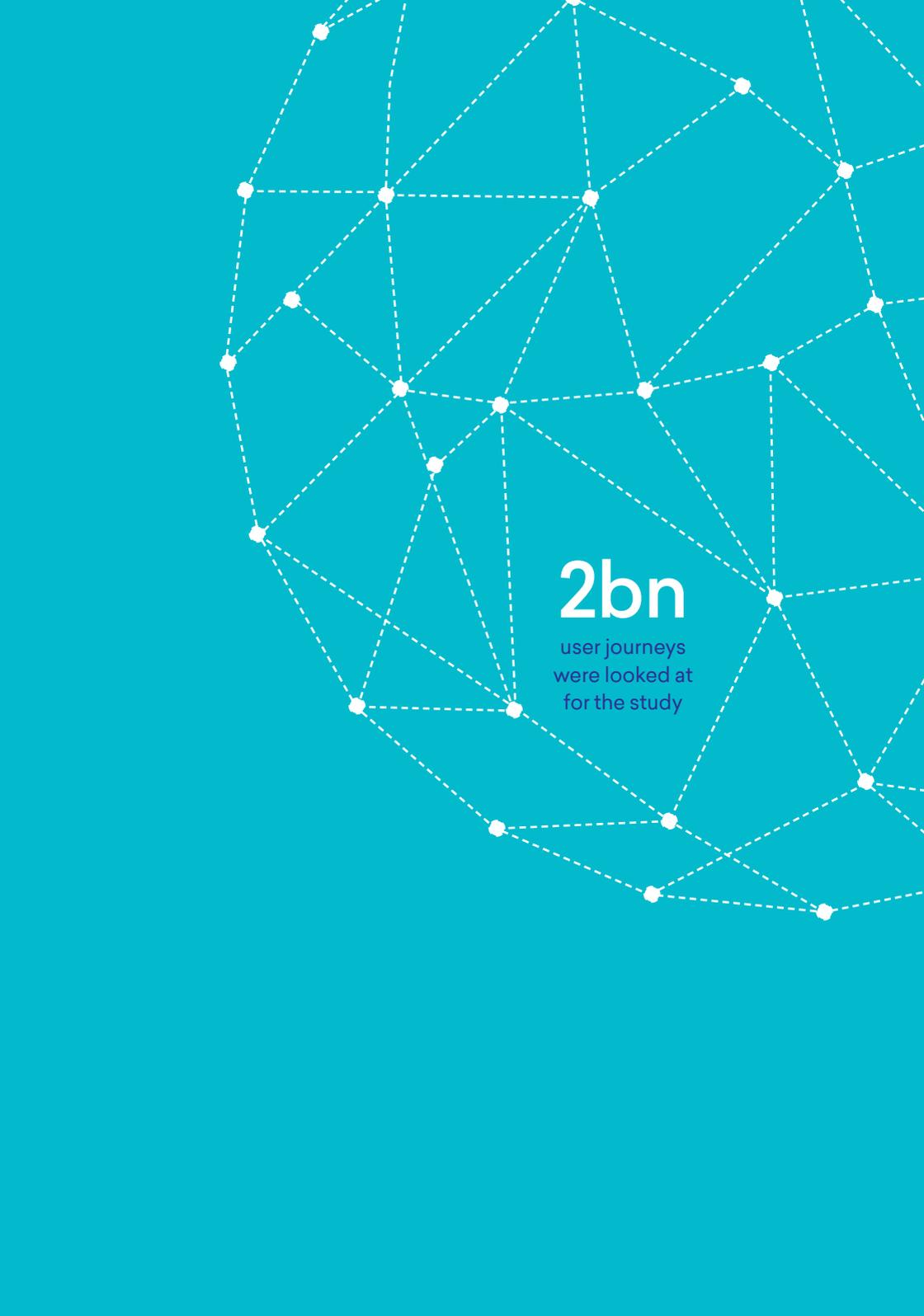
● **Customers can't find what they want**

Underlying the need for better product discovery is a simple fact: people behave differently when shopping on the mobile web, creating a demand for new and better tools to improve user experience.

For our meta-analysis into the effectiveness of optimization and personalization techniques, we looked at more than 120 million purchases made across 2 billion user journeys, mainly from the retail and travel sectors.⁷ The many different experiments applied across these user journeys have been grouped by theme, allowing like-for-like comparison between optimization, merchandising and personalization tactics.

For each category of test we calculated the mean effect on RPV, along with measures of variance and uplift probability. This has enabled us to isolate some of the most effective user journey optimizations, as well as identify a few widely popular tactics that didn't perform as well as expected.

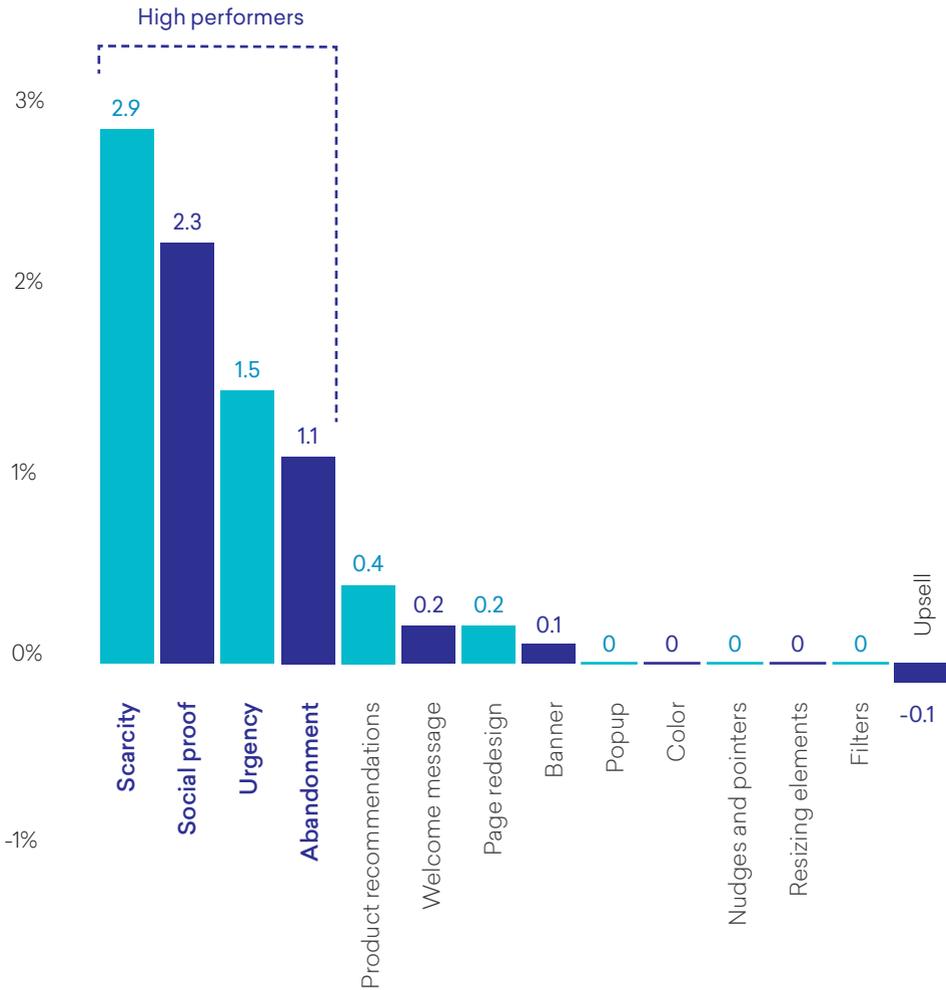
⁷ The Qubit paper entitled "What works in ecommerce - a meta-analysis of 50k A/B tests", June 2017

A network diagram consisting of white dashed lines connecting various white dots. The dots are arranged in a somewhat circular pattern, with lines forming a complex web of interconnected nodes and edges. The background is a solid teal color.

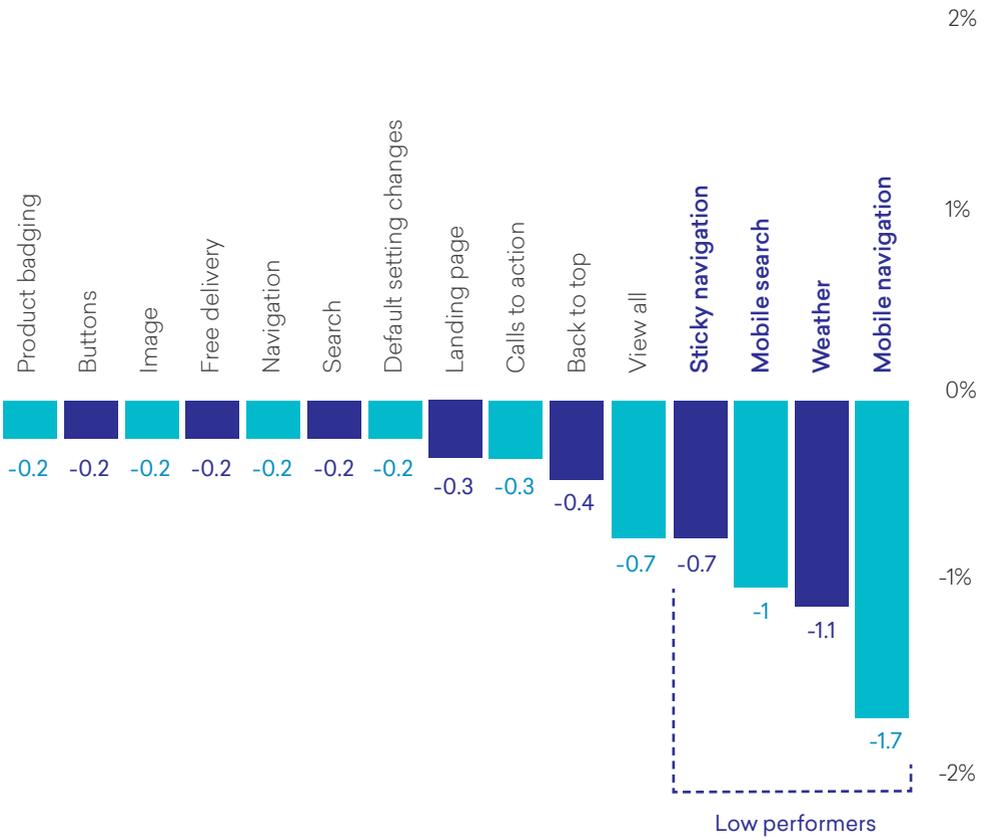
2bn

user journeys
were looked at
for the study

Percentage mean RPV uplift driven by personalization techniques^{8*}



⁸ For full definitions of each technique, and the full table, see Appendix 1 Qubit's methodology for the evaluation, classification and aggregation of online experiments in ecommerce, independently assured by PricewaterhouseCoopers UK LLP ('PwC'). All audited figures indicated by *





By far the most valuable set of techniques in our analysis can be grouped around the idea of creating purchase impetus. Techniques that highlight scarcity by indicating low stock levels are the most effective of all the experiences in our dataset, returning an average RPV uplift of 2.9%*. In a similar vein, experiences that create a sense of urgency by imposing time limits within which customers must complete their purchase generally achieve an uplift of 1.5%* on average.

An important caveat to bear in mind with these techniques is their tendency to lose effectiveness if over-used and damage the trust between customer and brand if used insincerely: something the Qubit platform is designed to help you avoid.

And on those occasions where users have indicated a purchase intent but failed to proceed all the way through the conversion funnel, abandonment messaging and incentives can increase RPV by an average of 1.1%*

A second important set of optimizations forms around product discovery and selection, with several guided experiences that help users identify the products they want appearing in our top ten. Using social proof such as reviews, ratings or trending/popular products returns an average 2.3%* increase in RPV, while highlighted product recommendations achieve an average of 0.4%*.

Asserting value propositions and USPs early in the user journey proves to be a valuable approach too, with welcome message experiments achieving a 0.2%* uplift and in-site banners 0.1%* on average. Although the uplifts from these individual messaging experiences may seem relatively slight, their similarity makes them simple to implement simultaneously, promising cumulative gains.

Although product recommendations was a top performer at 0.4%* expected RPV uplift, the impact was due to increasing the amount that purchasers spent rather than persuading new visitors to buy.



1.5%*

mean uplift in RPV driven
by experiences that create
a sense of urgency



Just as interesting as those tactics which demonstrably work well across a broad range of customers, are those which don't perform as expected. Cosmetic tests around button design and navigation are the entry point for many into the world of optimization, and while they may have worked well in the past, our data suggests that returns are diminishing.

These kinds of undertakings turn out to have only a minimal impact on revenue, with button modifications having an average effect of -0.2%*, while experiments that alter navigational elements also achieve only a -0.2%* effect on revenue. Compared to the cost in time and resources often allocated to such experiments, the returns may not justify the outlay for these largely aesthetic improvements, with programmatic experiences at least twice as effective at driving RPV, and some as much as 14x better.

Of course, many of the retailers within our dataset consistently run multiple experiences across the high performing categories and achieve as much as a 6%* increase in total RPV.

As powerful as these individual optimizations are, perhaps the most essential finding from our analysis concerns the impact of coupling these tactics with targeted personalization based on user behavior and preferences. When these experiences are personalized in this way, the average uplift increases by 3x* compared to non-targeted implementations. So no matter where businesses are in their optimization journey, there's enormous scope for improving the bottom line through an enhanced understanding of the customer journey.



Personalization success stories

Multichannel retailer

\$1.3 million in annualized revenue

One of the UK's largest multichannel retailers utilizes both social proof and intelligent abandonment techniques through the Qubit platform. Customer segmentation enables the company to deliver personalized messaging throughout the visitor journey, highlighting trending items and adding positive reinforcement during checkout. Coupled with abandonment techniques such as copy/paste detection and messaging, these segmented, personalized optimizations have delivered over \$1.3 million in annualized revenue so far.

eGaming giant

10% inc. in gaming activity. 9% inc in viewing

Using the Qubit Platform to deliver targeted recommendations allows one of the world's biggest egaming companies to present their customers with the most relevant gaming opportunities, every time they log in. In addition, homepage personalization based on customer history has led to subsequent increases of 10% in gaming activity by ensuring that the right recommendations appear directly on the homepage for the brand's most loyal customers.

For their mobile strategy, the company have also made use of urgency experiences, pushing mobile notifications of live-streaming events. This has led to a 9% increase in viewing, with a knock-on effect on in-play betting activity.



Pure-play ecommerce retailer

25 x improvement in gross ROI

One of the UK's largest multichannel retailers utilizes both social proof and intelligent abandonment techniques through the Qubit platform. Customer segmentation enables the company to deliver personalized messaging throughout the visitor journey, highlighting trending items and adding positive reinforcement during checkout. Coupled with abandonment techniques such as copy/paste detection and messaging, these segmented, personalized optimizations have delivered over \$1.3 million in annualized revenue so far.



Global airline

Social proof boosts sales

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World-wide retailer

Segmentation is key for personalization

A global retailer focused on the mother and baby market has made understanding and segmenting their visitor base by their stage in the customer lifecycle a key priority. Through analysis of ingested data, behavioral data, and data collected by customers self-segmenting, the company has been able to personalize each and every customer journey. Personalizing the homepage, geo-targeted trending products, and social proof urgency have all been used to appeal to different segments.

Multi-brand retailer

\$17M annual incremental revenue drive

Social proof, urgency and scarcity messaging were all implemented across multiple clothing brands for this global retailer, leading to significant increases in revenue. In one example, urgency messaging was utilized, showing how many times a product had been added to basket within a particular timeframe. The company have used these tactics across all of their brands and have driven over \$17 million in annual incremental revenue as a result.



Luxury fashion retailer

9% return on investment

A fashion retailer with locations across the globe wanted to connect the online experience with a platform that allows them to understand their customers and influence them with relevant and meaningful experiences. The company used the Qubit platform to personalize a visitor's experience based on location, with a trending product feed that shows the most popular styles sold in their area. Using this tactic, along with others, has resulted in a 9x return on investment.



Worldwide men's fashion retailer

\$32M annual revenue driven

Creating an experience focused on the VIP segment represented a huge opportunity in loyalty and revenue for this global fashion retail brand. Having compiled a detailed understanding of their most valuable customers using behavioral and transactional data, the company were able to create highly customized messaging conveying the benefits of their VIP program. The messaging is currently served to hundreds of customers a day, representing over \$32 million in annual revenue.

Personalization nirvana

Our data shows that as these tactics are combined, their impact on revenue and conversions increases. So, if you apply every single effective experience from our list, your personalization journey is over, right?

Not quite.

The end-game for personalization is true 1:1 customization of the entire user journey.

Achieving this level of individualization has been an elusive goal for many businesses because of limitations in two main areas. First, there have been traditional limitations around the ability to collect and leverage fresh customer data to create the kind of influence that makes a real impact to the bottom line.

The second significant limiting factor has been the ability to scale through automation, as many efforts are essentially one-offs, limited by analysis and imagination. Today, a real competitive advantage can be achieved by solving the influence and scale challenges simultaneously.

We think of this final iteration as ‘personalization nirvana’ – a state in which improved data collection, targeting and machine-learning combine to allow businesses to seamlessly influence visitor behavior with unprecedented depth and scale.

Getting there is non-trivial. To reach this nirvana, advanced technology for customer data collection, processing, and activation is required to satisfy the level of customer understanding and influence needed for effective personalization. Additionally, emerging AI technology must be leveraged to personalize at scale across disparate groups of high value customers. Lastly, these must all be done in a way that gives businesses transparency and control over their personalization and merchandising strategies.

At Qubit we’ve already built out our data infrastructure and AI models in anticipation of this future, and our most forward-thinking customers are already starting to push against the boundaries of what’s currently possible. As exciting as this is, it may be important to occasionally remind ourselves that personalization is a journey, and not a destination.

Conclusion

Anyone who's been on the road from measurement to optimization to personalization knows that we've been picking up speed the whole way, and we're not slowing down anytime soon. No matter where you are in your optimization journey, if you want to delight your visitors and earn their loyalty, you need to personalize the online experience.

Customer expectations are a moving target, and it's easy to sink below the rising tide of better, more personalized offerings that pioneers like Amazon and Netflix are spreading across the web. If cosmetic user experience optimization has worked well for you in the past, now is the time to take the next step, and we're here to help you on your journey towards personalization at scale.

If you're already building out personalized experiences, we'd love to talk to you about how our platform can enhance your existing strategy.

As the data and examples we've shared in this report show, we already know a thing or two about what works in this space. If you're interested in finding out more, visit qubit.com.

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**No matter where you are
in your optimization
journey, if you want to
delight your visitors and
earn their loyalty, you need
to personalize the online
experience.**

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Appendix 1:

definitions of techniques



Abandonment – Techniques that aim to capture users before they leave the site after indicating purchase intention.

Back to top – A button used to take the user to the top of a page, usually used on mobile on longer category pages.

Banners – Any change that affects an onsite banner.

Buttons – Any change that involves a button.

Calls to action – Any change to the wording of a call to action.

Color – Any change to the color of something.

Default setting changes – Techniques that alter default settings on a website.

Filters – Techniques that interact with category filters.

Free delivery – Experiences focused on the offer of free delivery of products.

Image – Any techniques that involve images.

Landing page – Changing the first page a user lands on when entering the site.

Mobile navigation – Techniques focused on altering the navigation bar or link structure for mobile.

Mobile search – Techniques that focus on the search box, or changes to the results of a search query on a mobile site.

Navigation – Techniques focused on altering the navigation bar or link structure.

Nudges and pointers – This category covers those tests which add additional pointers or tool tips to draw a user's attention to a feature (for example filtering by size) or information (log in to your account).

Page redesign – Some techniques explore the effects of changes to the design of a page. These redesigns differ from smaller cosmetic changes as they usually involve multiple elements on a page.

Popup – Using an image or message that “pops up” on screen to inform the user.



Product badging – Adding badges to certain products or areas to inform users of extra information about said product/area.

Product recommendations – Techniques that recommend alternative products to users.

Resizing elements – Changes to the dimensions of an element.

Scarcity – Techniques that highlight items that are low in stock.

Search – Techniques that focus on the search box, or changes to the results of a search query on site.

Social proof – Techniques that leverage the behavior of other users to provide information about trending products and items currently popular.

Sticky navigation – Techniques which create a persistent or sticky navigation, usually on mobile devices.

Upsell – One avenue that clients can take to increase AOV is to cross-sell and upsell. This category groups techniques that aim to do this together.

Urgency – Techniques that use a time limit to promote urgency to complete an action before a deadline.

View all – Techniques that introduce a view all products default.

Weather – Techniques that personalize content based on a request to a weather API to show the current weather in a location.

Welcome – Techniques that use a welcome message/page to users to introduce them to the site, many provide copy to highlight reasons to purchase.

Appendix 2:

Table of techniques



Experiment	Mean uplift RPV*
Scarcity	2.9%
Social proof	2.3%
Urgency	1.5%
Abandonment	1.1%
Product recommendations	0.4%
Welcome message	0.2%
Page redesign	0.2%
Banner	0.1%
Popup	0.0%
Color	0.0%
Nudges and pointers	-0.0%
Resizing elements	-0.0%
Filters	-0.0%
Upsell	-0.1%
Product badging	-0.2%



Experiment	Mean uplift RPV*
Buttons	-0.2%
Image	-0.2%
Free delivery	-0.2%
Navigation	-0.2%
Search	-0.2%
Default setting changes	-0.2%
Landing page	-0.3%
Calls to action	-0.3%
Back to top	-0.4%
View all	-0.7%
Sticky navigation	-0.7%
Mobile search	-1.0%
Weather	-1.1%
Mobile navigation	-1.7%

About Qubit



Qubit is the leader in delivering highly persuasive personalization at scale. Award-winning brands in ecommerce, beauty, luxury fashion and travel work with Qubit to transform the way they understand and influence their customers.

Companies like Shiseido, Diane Von Furstenberg, Topshop, ColourPop, Estée Lauder and NARS are using the Qubit personalization platform to increase revenue, build loyalty and significantly improve their marketing efficiency. Every week Qubit is used to personalize approximately \$600 million in online sales.

Headquartered in London, the company has offices across Europe and the U.S. For more information, please visit:

qubit.com