

Negative Lifts

How a 24% loss produced a 141% increase in conversion

ABSTRACT

Many marketers are hesitant to run tests on their websites because they don't know what will happen if they get a loss. In this transcript of our original Web clinic, Dr. Flint McGlaughlin addressed this fear by teaching what to do when you get a loss in a test and how to ensure it positively impacts your bottom line.





Negative Lifts

How a 24% loss produced a 141% increase in conversion

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[Note: This document is a transcript of our original Web clinic on [Negative Lifts](#) that aired August 3, 2011.]

Flint McGlaughlin: All right, well here we go again. It seems like this is number 750 of these. It has been a long time years and years and years of research in the lab, and we are still going, and we are still learning every week. In fact, I was just having a conversation with Jon Powell, who is going to be joining me, talking about an A/B test that just ended with World Vision and the things that we learned from that, but today, we are discussing Negative Lifts, and the subtitle is this - How a 24% loss produced a 141% increase in conversion.

Now, that is an interesting subtitle. In fact, it seems at first a contradiction, but as a philosopher, I learned the nuance between a contradiction and a paradox, and it really is a bit of a paradox. Sometimes, our greatest gains come from what appears to be our greatest losses, and that is ever true in the testing process. In fact, when you don't get a lift, you often learn more than when you do. When you don't get a lift, you have a clear negative, direct, and what I would say is a flat one-dimensional learning. It did not perform as well. When you get a lift, you can't be sure that the lift you received is as high a lift as you could have received had you made the decision differently.

So, we are going to learn about negative lifts as this test unfolds, and today, it will be different. I have to say you are probably used to us laying out a series of key action steps. We will have some of that, but really, we are going to get into some deep theory to help you understand how to learn more from your testing process, and as we do that, we are going to take this to live optimization, and it will be different today.

We are going to be talking about these various pages that have been submitted by you in the audience about how to think them through, so that the test helps you not simply get a lift, but also an important learning. If you want to follow along in Twitter, you can do so with the information you see on the screen, [#webclinic](#). I am Flint McGlaughlin. I am joined by Jon Powell who has been with me for a long time. I watched Jon grow up and get promotion after promotion. Now, he is handling a

number of major projects across our group. That is wonderful to be with him on a webcast. Let's go straight to an experiment.

Background and test design



Experiment ID: *RegOnline Homepage Test*

Location: MarketingExperiments Research Library

Test Protocol Number: TP1427

Research Notes:

Background: RegOnline is event management software that lets users create online registration forms and event websites to manage their events.

Goal: To increase number of completed leads on home page.

Primary research question: Which page will achieve the greatest addressable lead rate?

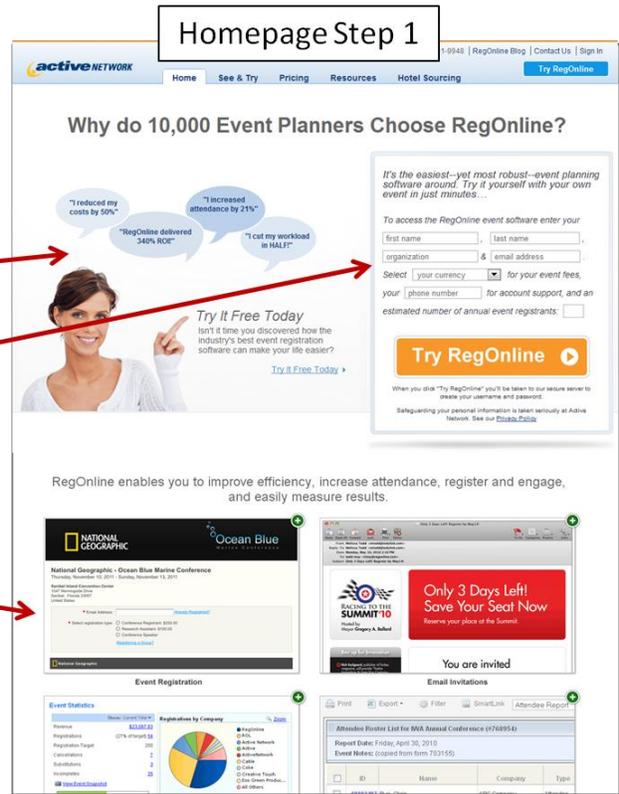
Test Design: A/B multifactor split test

Flint McGlaughlin: This is from test protocol 1427. It is a group called RegOnline. They are an event management software group that lets users create online registration forms and event websites to manage their actual events. Of course, the goal here was to increase the number of completed leads on the home page, and we had a primary research question, and that is which page will achieve the greatest addressable lead rate?

Pay attention to the primary research question. If you have been on these events before, you have probably watched me read the background or discuss the background and skip rapidly through the primary research question, but I would venture to say that 85% to 90% of the people who I query about designing tests cannot formulate a proper primary research question. I have asked the question to many academics including Ph.D.s who are unable to. Professors who are unable to articulate a proper research question or who do not know the difference between a research question as it is reflected in the primary research single factorial design and a theory question. We are going to talk about all of that as this session unfolds, but now, let's go straight back to the experiment.

Control

- Testimonials
- Lead form
- Screenshots



Flint McLaughlin: Here you see the control. Notice the testimonials, the lead form, and the screenshots. This was a winning page, and they wanted to improve on their other wins, and they wanted to see more leads, and so, the analysts and scientist at MECLABS went to work along with the designers, and they took the first page. They took the second page.

Homepage Step 2

1-888-351-9948 | [RegOnline Blog](#) | [Contact Us](#) | [Sign In](#)

activeNETWORK Home See & Try Pricing Clients Hotel Sourcing [Try RegOnline](#)

Great This is, you are almost done!

We just need to set up a username and password for you.

Username:

Password:

Confirm Password:

By checking this box, I agree to the [terms of service](#)

[Continue to My Account](#)

Resources:
[Help Center](#)
[Pricing Sheet](#)
[Buyer's Guide](#)
[RegOnline Brochure](#)
[Featured White Paper](#)

Company
[Contact Us](#)
[Careers](#)
[Sitemap](#)

Information:
[Class Registration Software](#)
[Event Management Software](#)
[Event Planning Software](#)
[Online Event Registration Software](#)
[Conference Registration Software](#)
[Church Event Software](#)

International:
[RegOnline UK](#)
[RegOnline CA](#)
[RegOnline AU](#)

Features List:
[Attendee Management](#)
[Badges & Signage](#)
[Onsite Tools](#)
[Payment Processing & Security](#)
[Online Registration](#)
[Surveys](#)
[Travel and Lodging](#)

Products:
[Online Registration Forms](#)
[Seminar Planning](#)
[League Registration](#)
[Seminar and Training](#)
[Professional Services](#)

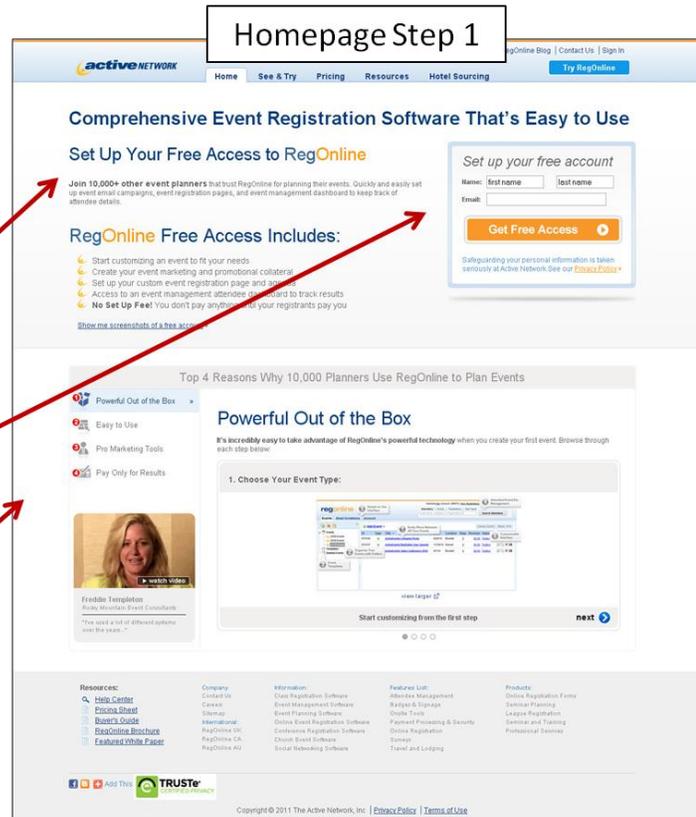
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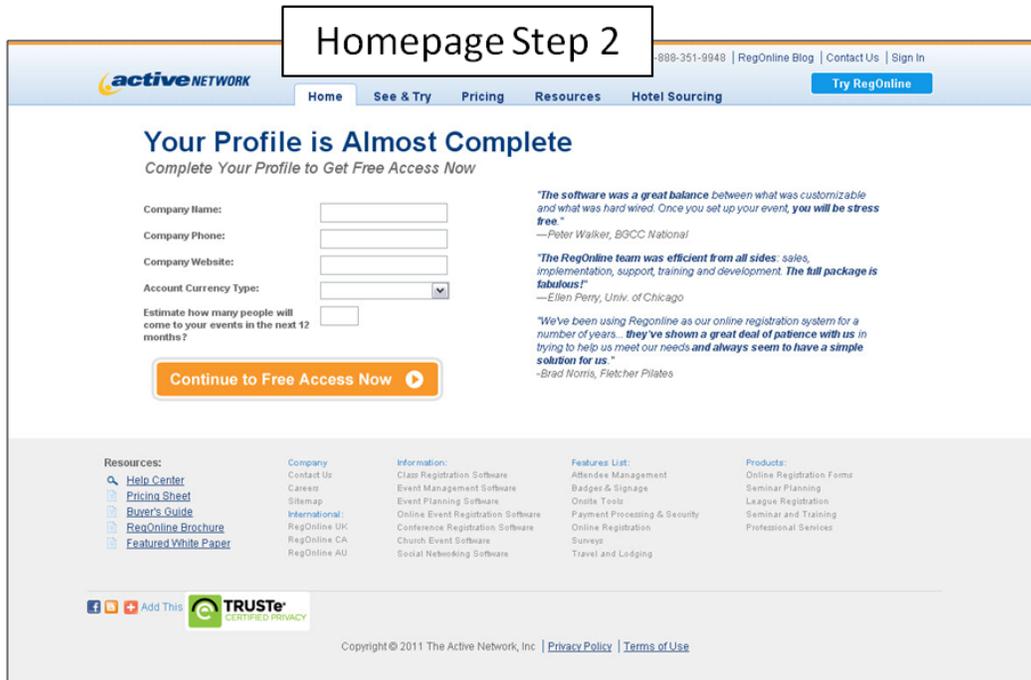
Flint McLaughlin: You are seeing the second page of the control, and they began to prepare a treatment.

Treatment

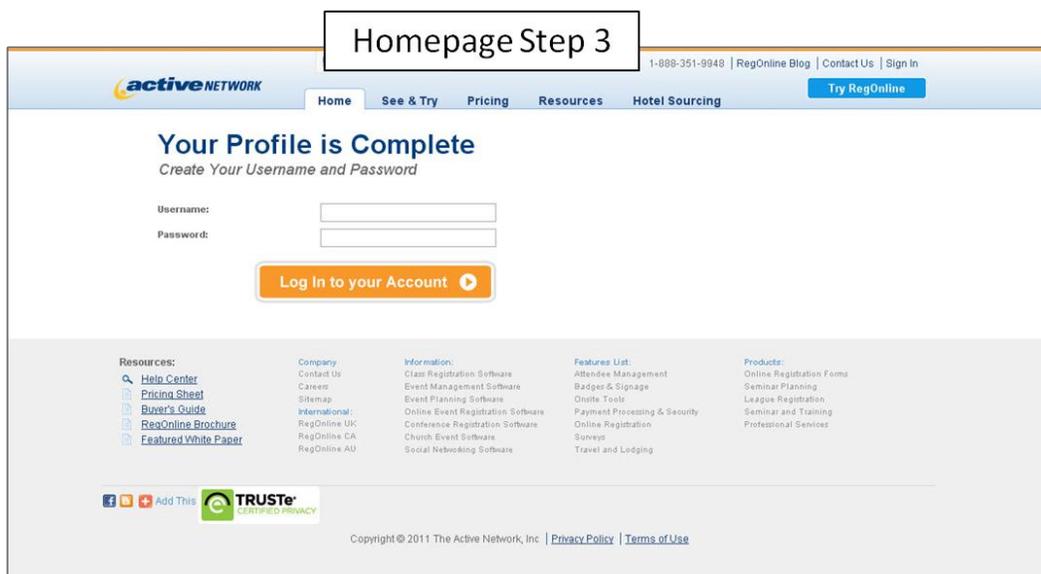
- Clarified the Value Proposition of the offer to emphasize Free Access.
- Reduced form fields in first step to capture more partial leads.
- Reduced friction by matching flow to thought sequence.



Flint McGlaughlin: Here is the treatment. This is the beginning of an attempt to achieve an optimized page. Look at it carefully. Notice the differences. Headline, good sub-headline, form is simpler. Page has a lot more clarity. We have reduced the fields themselves. The value proposition is much clearer, etc., etc.

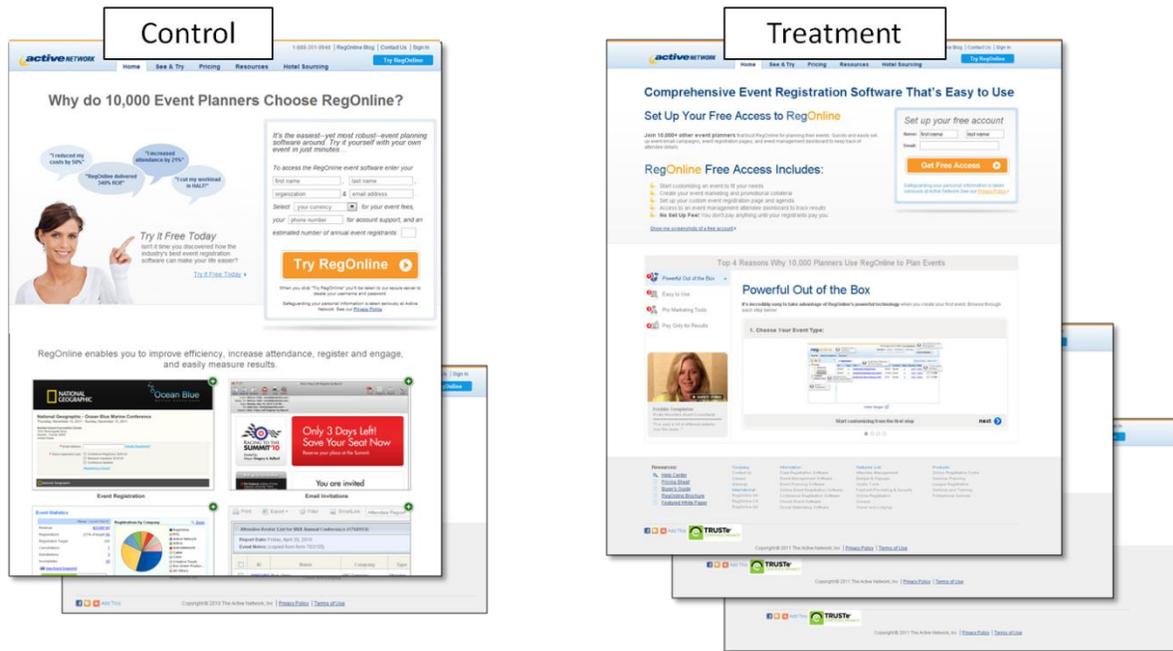


Flint McGlaughlin: Here is a simplified home page step two. Testimonial is on the right-hand side. A lot of the things that we have learned and taught in this clinic are taking place on this particular page, and then, here is a step three process where we are having them create the user name and password later in order to facilitate a quicker decision and less friction on the critical part of the process.



Flint McGlaughlin: Let's look at them side by side.

Side By Side



Flint McLaughlin: There you see the first page, and there you see the second, and now, I would like to take a look at this for just a moment. I want you to absorb it. You don't have to use your Q&A feature yet, but ask yourself, which one of these pages will produce the highest conversion rate, and why?

24.5% Decrease in Conversion
The Treatment generated 24.5% less completed leads

Versions	Conversion Rate	Rel. diff
Control – Two-step home page	2.3%	-
Treatment – Three-step home page	1.7%	-24.5%

 **What you need to understand:** In spite of having clearer value and reducing the amount of form fields in the first-step the control still out-performed the treatment.

Flint McLaughlin: And while you are thinking about that, let me go straight to the data. Here you have it. The geniuses at MECLABS managed to grow conversion by a negative 24.5%. Look, the conversion rate on the control is 2.3%. The conversion rate on the treatment is 1.7%. That is a relative difference again of 24.5%. So, in spite of having a clearer value proposition, reducing the amount of form fields in

the first step and all the things that we did, the original page that is the control outperformed the treatment.

Now, what is going on here? We are losing it would appear on the surface, but are we really? I remember the background of the story, and Jon Powell is with me, and I may have Jon talk about the next test in just a moment, but Jon Powell is with me, and I remember Jon coming to me after this test with questions, and us thinking through a second test, which I don't think we are going to show you, but I will tell you the part that my gracious staff omitted in the slides, and that is, I designed and helped with the next test, and in it, I made a couple of simple changes, and we saw a dramatic increase of 26% on the front end and an embarrassing 26% loss on the back end, so that we grew a grand total of zero.

What is going on here? One of the things I tell my staff over and over again is that if anyone of us in this group tries to produce for ourselves a record of genius wherein every single time we recommend the treatment, it is the winning treatment, then we are not taking enough risks to make enough progress to learn enough. There are two essential qualities for every great marketer. One of those is a kind of brutal honesty because if you won't face the facts, you can't learn, and the other is a kind of embarrassing level of humility because you have got to be able to often fail, and fail with data sets to prove it.

The question is, are there failures? And that is what we want to talk about today because many of the tests that haven't achieved for you a lift are still replete with something far more important than a lift. In fact, I would say, and we will talk more about this in a moment, the goal of a test is not to get a lift. Let me show you a subsequent test, and so, here we are, and Jon, this is the same group. Go ahead and give us a little bit of a background.

Experiment #2: Background and test design



Experiment ID: *RegOnline Homepage Test 2*

Location: MarketingExperiments Research Library

Test Protocol Number: TP1428

Research Notes:

Background: RegOnline is event management software that lets users create online registration forms and event websites to manage their events.

Goal: To increase number of completed leads on home page.

Primary research question: Which process will yield a higher conversion rate?

Test Design: A/B multifactor split test

Jon Powell: So, this is the same page. This is the same channel of traffic, and really, the goal is the same. Everything was the same except we are trying a different approach, testing an entirely different approach because of what we have learned in the past, and also some tests that we ran just before. So, I am...if nobody objects, I would like to move right on to the pages, screenshots.

Side by Side

Control

Treatment

The image shows two versions of the RegOnline website side-by-side. The left version, labeled 'Control', features a headline 'Why do 10,000 Event Planners Choose RegOnline?' with a testimonial from a woman and a 'Try It Free Today' button. Below this is a screenshot of the software interface showing event registration details and a 'Only 3 Days Left! Save Your Seat Now' alert. The right version, labeled 'Treatment', features a headline 'Let Your Events Manage Themselves' with a list of benefits: 'Get more attendees', 'Manage events easily', and 'Build lasting relationships'. It includes a 'Set Up Your Free Access' form and a 'SIGN UP FOR FREE' button. Below this is a 'TAKE THE TOUR' section and a 'GET more attendees' section with a screenshot of an event website. Both versions have a footer with copyright information for 2010 The Active Network, Inc.

Jon Powell: So, on the left, we have, the control, the winner in this case, and then, we have the treatment, and I don't know if I have a chance to really talk about the treatment here, but just to let you know we tried a completely different approach, and it happened to do with the thought sequences. What thought sequences where we forcing the visitor to go through prior to making the ask, which is, the call to action, and it is subtle. You actually won't really see the difference unless you look carefully on the right. That is it.



 **89.8% Increase in Conversion**

The Treatment generated 89.8% more completed leads

Versions	Conversion Rate	Rel. diff
Control	0.3%	-
Treatment	0.5%	89.8%



What you need to understand: Using what we learned in previous tests, we directed the flow of the visitor's thought sequence through the value before revealing the price. This is what gave us our lift.

Note: After further testing, we were finally able to **increase conversion on the homepage by 141%**

Flint McGlaughlin: Okay. Yeah, all right. So, watch the two slides side by side, and let's look at the difference. The treatment produces an 89.8% gain over the control that we looked at in the first set of experiments. Let's go back again.

How did we turn this loss into a lift?

Key Principles

- A. The goal of a test is not to get a lift, but rather to get a learning
- B. To achieve the maximum amount of learning, your tests should be designed around two key elements:
 1. A research question
 2. A theory question

Flint McGlaughlin: The goal of a test is not to get a lift. The goal of a test is to get a learning. What happened between the first round of tests that we showed you and the last round of tests that we showed you is that we glean significant learnings about the customer, about the prospective customer,

and that set of learnings enabled us to translate the test into a maximum gain rather than an adequate gain.

The danger here would have been if we had gotten the 24.5% positive lift and not learned enough about the customer that we lulled ourselves with a false sense of security into thinking that we had a success. That is not a success. A 24.5% gain would have left what 65% is that the number on the table, that you would be losing every single day thereafter. Now, that depends on how you do the math, but you get the basic understanding.

So, we don't use testing simply to get lifts. That is too basic. That is too primitive in its understanding. We must use test to get learnings, and if we accumulate the right learnings, we can achieve the maximum lift. Think about that, and then understand the next two pieces here. To achieve the maximum amount of learning, your test should be designed around two key elements. There is first of all a research question, and there is second of all a theory question.

Now, I am learning and leaning towards something I want you to think very carefully about because our opportunity today is short to capture a new way to think about our testing. Many of us are pressed on all sides. We are just thankful that we are getting a test done at all. We don't have a design of experiments. Our testing is random. It is chaotic. We don't even identify all the validity threats. I will show you a chart about that in just a moment.

We are happy to throw a test up, and if we get a lift, we get to brag about it to our team. We are thankful that we have got a gain. The management is glad, and then, they are asking for the next lift. We hardly have time to celebrate one before we are being pressed to somehow get better results somewhere else. This keeps us from being able to think deeply enough, so that we actually learn something about our customer that transcends a mere lift. Let's talk about that.

To understand how we capture that kind of transcendent learning, we have to know the difference between a research question and a theory question.

Part 1: The research question

Test Protocol Section 1

1. Question
 $u = 2q + t + m + 2v + i$

1. < Final research question... >

2. Treatments (These Variables / Values will determine the test treatments)

(2.1) What is the variable?	< Description of test variable >
(2.2) What are the values?	< Description of specific values of the variable to be tested >

3. Metrics

(3.1) What must we measure in order to determine the best performing value?

Metrics	Notes
1. < Metric >	< This metric is measured as ... >

Flint McLaughlin: Now, here is a research question. As it would fit on a test protocol, you will see a formula that we use for getting a useful tests. At MECLABS, one of the things we teach in our fundamentals online testing is how to conduct a useful test. We had to develop a heuristic for that. You see it in the upper corner, $u = 2q + t + m + 2v + i$. I have never taught it on one of these programs, but I had to develop it because I found there was this great void.

The academics wanted to conduct a good test, a valid test, but a valid test might not necessarily be useful to a business. Just because the test has been successful in identifying an answer to a question doesn't mean it was the right question. It doesn't mean that that question will drive a success metric for the business.

On the other hand, you have the business leader whose goal is to move the needle, and they may not conduct the test that is even valid because once they start to see success, they are going to shut it down and go with it. That is very dangerous. What we want is a useful test, something that is both valid, and let's say, relative or relevant to what we are trying to achieve. Now that being the case, you have to start with the research question, and in our form, our preparatory form that we use in testing, this is just the top view of a detailed multi-page spreadsheet, we begin with a research question.

Definition: The research question

The Research Question:

A research question is a behavioral question expressed in a factorial split so it must begin with **“which.”**

Flint McGlaughlin: Let's learn how to formulate one. A research question is a behavioral question expressed in a factorial split. Now I just got academic on you, and I apologize. I am going to get simple in just a moment, but because of this, it must begin with the words, which. If you give me a research question when it is a single factorial split, by the way, you know of A/B testing. A/B testing is single factorial testing. So, when we are talking about testing one factor and we are splitting it as we would in an A/B format, then you are literally looking at two versions, and because you are looking at two versions unless you are going A, B, C, which is still single factorial, you must begin your research question with the word, which.

Example #1:

Not this..

What is the best price for product X?

But this...

Which of these three price points is best for product X?

Flint McGlaughlin: So this is not a good research question. What is the best price for product X? That might be a question that drives your research question, but it is not the research question, and if you don't formulate your research question right, you can't answer it right. If you can't answer it right, you can't get the right information to make the right decision. So, this is a research question. Which of these three price points is best for product X?

Example #2:

Not this..

Why am I losing customers in the last step of my checkout process?

But this...

Eliminating which form element best reduces customer drop-off?

Flint McGlaughlin: Not this. Why am I losing customers in the last step of my check-out process? But this. Eliminating which form element best reduces customer drop-off? Now, I am hoping that you are understanding this because I want to teach something more profound than this, but you have to know this, so I can move to the next step. Let me test the audience.



How would you refine the following research questions?

- 1. What is the best headline for my landing page?*
- 2. How many objectives should I have on my homepage?*

Flint McGlaughlin: Take a look at the question number one on the screen. What is the best headline for my landing page? And use your Q&A feature, so that we can see you articulate a good research question. Take a moment. Type in a proper research question. Think about what we just said. Here we go. Which headline will give me the best result for my product? That is a good answer. Which of these headlines converts the best? Which is the best headline? Yes, you are getting it. By the way, I saw somebody use a four-letter word, and as the noun and academic as the adjective, standby. You got to think deeply for a few minutes, and then we can get practical, but you need to understand this. Sometimes, we don't have the right mix of depth and width in order to get a result. You are getting it. The audience is answering correctly. Susan Del, you did it right. Robert, you are right. Greg, you are right. Craig, you are right. Steven Graff, you are right.

All right, so let's look at one more, and then, we are going to move on. How many objectives should I have on my Home page? Now, let's formulate that into a research question. Do it swiftly, so I can keep teaching, and then go to live opt. All right, I am watching. Let me see which...take your moment to type it in. How many objectives should I have in my Home page? Can you turn that into a research question? All right, here we go. What motivates? Which is the best of these three objectives? You might say instead of headlines because we have moved to objectives. There you go, turn it into a "which" question, and you are beginning to understand the formulation of the research question.

Now, let me concede to everyone on the line that asking which headline works A or B isn't as exciting or sexy as asking some of those other questions, but it is the only one you can answer in the test, and you need to know what you can answer, and what you can't. Now the test can start to answer something more fundamental, and that is where we go next. And that is the theory question, and this is a piece that you probably are not familiar with, and yet, in some ways, you have heard of things that connect with it, and I want to bring all of that together, and when we are done, we are going to look at your landing pages and show you how this connects with getting a lift tomorrow when you run your next campaign.

Part 2: The theory question

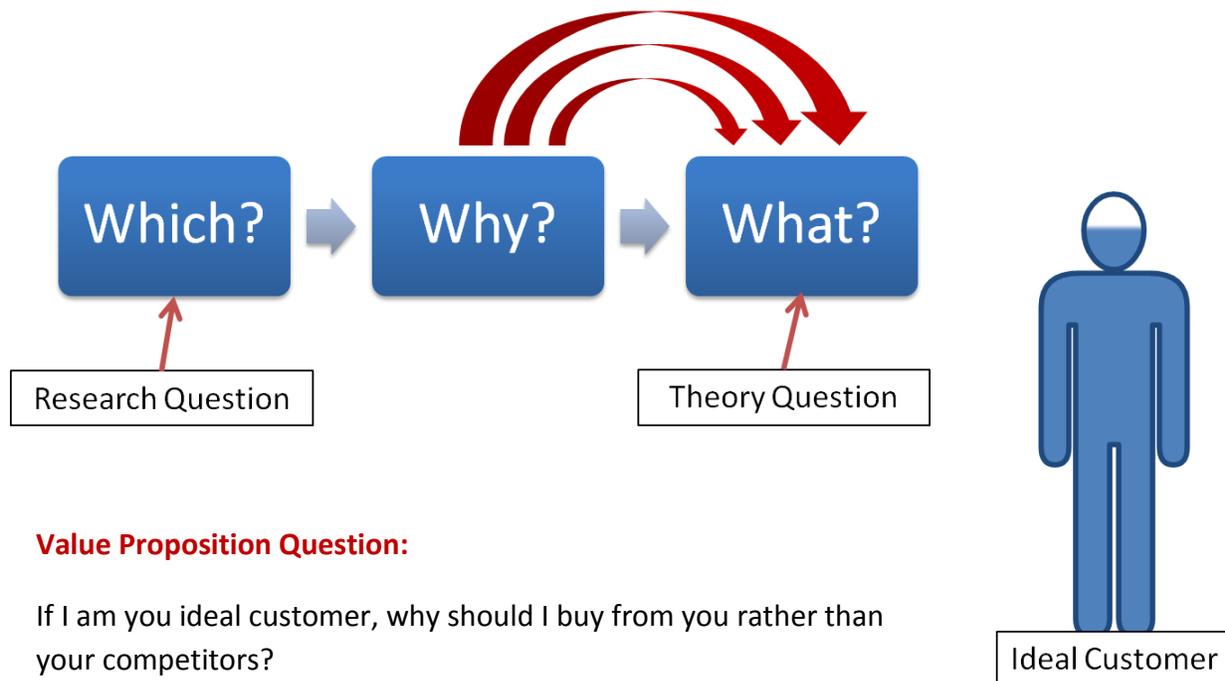
The Theory Question:

The theory question is a broader question about your customer that is derived from asking "WHY" of the research question.

The answer to the theory question should contribute to a wider understanding of your customer.

Our researchers call this the **Customer Theory**.

Flint McGlaughlin: Let's understand the theory question. The theory question is a broader question about your customer. It is derived from asking why. Just hang on to that because I am going to illustrate this in just a moment. The answer to the theory question should help you get a wider or a deeper understanding of your customer. We call this the customer theory. Every business should be built around a customer theory.

Theory Question: Behavior reflects identity**Value Proposition Question:**

If I am your ideal customer, why should I buy from you rather than your competitors?

Flint McGlaughlin: Let me explain. The “which” question that you see on the screen on the left is what drives that particular test. Behavior is going to help you understand identity. Identity is over here on the “what” question. The theory question helps me understand the identity of my customer, and it is essential to know that because as we have taught, and if you have not been to one of our sessions before, you need to look up one of our sessions on value proposition. If I am your ideal customer, here is the key question that should drive every business’ marketing messaging. If I am your ideal customer, why should I buy from you rather than your competitors?

Now, that question is essential and until you have the answer to that question, you are simply surviving on pockets of ignorance. So much of marketing is waste because we haven’t taken the time to understand the answer to that question and then articulate it very carefully in all of our messaging, but it has a kind of pre condition, and that is if. See this contingent. See, if I am your ideal customer. Now, central to understanding the value proposition is the word ideal customer, and what you have got to do is fill in this void in your mind about who your customer is, and you have got to understand that customer theory.

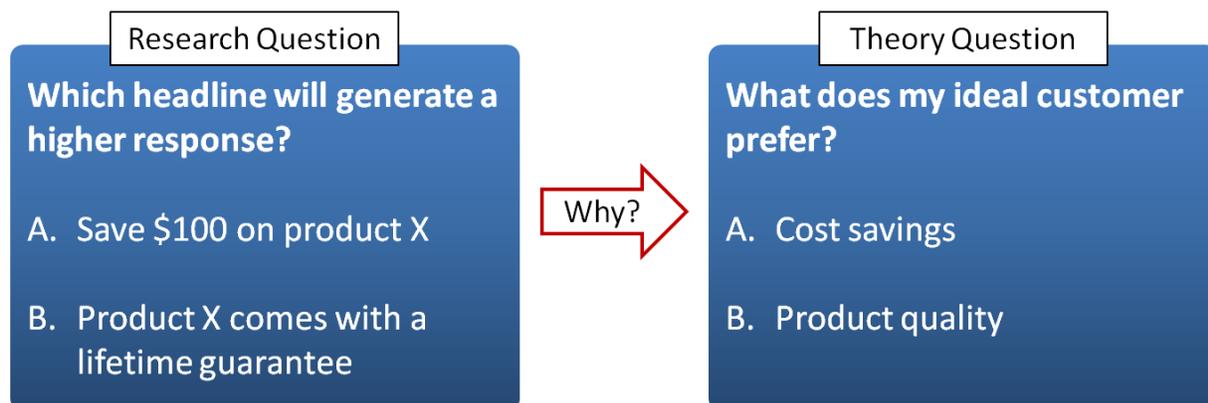
Now let me help...let me help you for a moment. You are probably sitting here wondering right now how do I connect this to what I am doing tomorrow? And you might be hearing all of that language we have heard about demographic profiles, and there are lots of sexy terms that most of us can’t actually cash in when it comes time to trying to market. Listen to me carefully. The best way to understand somebody is not to get them to give you a description of themselves, but it is to watch their behavior. I was teaching

yesterday, and I said I know more about a person by monitoring two forms of metrics than I do about anything they say. I say give me their schedule and give me their check ledger. Show me how they spend their money. Show me how they spend their time, and I will know more about who they are and what they value than all the words they want to give me.

Now, let's take it from that right back to marketing. Let me see your behavior. Behind the success at MECLABS in the conversion heuristic and so many things that I have seen around the world were massive gains, is the fact that we discovered long ago in our theory of value exchange that what you don't need is another focus group. You don't need another set of opinions. Those are useful, but only if they are anchored in behavioral testing. I want to see what you do and then, base my response on your actions, not your words or your predictions about your actions.

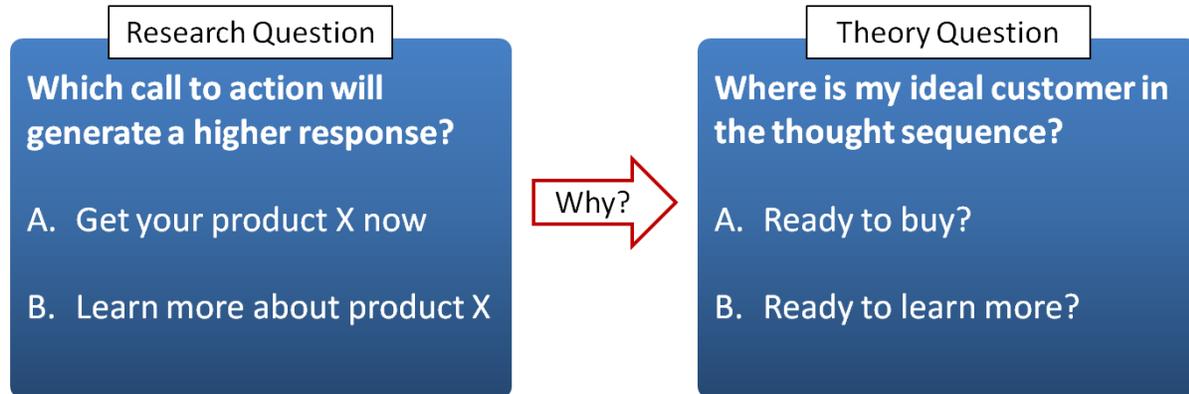
I saw a 40 million dollar launch from one of the biggest brands in America, bomb. They had 40 million invested in developing the product, 25 million for the first three months marketing budget. They had a burn rate of a million-and-a-half to support the staff, and they had not done the basic thinking I am talking about right now, and they lost every bit of it as we predicted they would because they did not articulate the value proposition properly.

Example: The theory question



Flint McGlaughlin: You need a customer theory. Who is this customer? So, stay with me because now, we are moving from which to what, and I will show you how they come together. If...let's take the headline test. You offer two kinds of headlines, and they choose the headline that emphasizes features as opposed to low price. Then, I ask a question, why did my customer or my prospective customer choose the feature's headline over the discounted price headline? And as I do that, it leads to a question of what does that tell me? I'm back to what now. What does that tell me about my customer, and that allows me to fill in some of the missing information, and I keep...then when they answer that, I say, but why then does my customer think this way, and I keep asking these...these what questions driven by these why questions that help me to fill in my understanding of the customer.

So, when you design a test, you need to ask a question, not just which headline will perform best, but why does that headline perform best, and what does that tell me about my customer. As you capture that knowledge, you can cash it in over and over again with campaigns that work more effectively, and success that will multiply and can be repeated.



Flint McGlaughlin: So, look on the left. Here is the research question, which headline will generate a high response? Look at the two headlines. Save \$100 on product X, and here is number two, Product X comes with a life-time guarantee. That is not the whole headline. That is just the headline essence, and then, you ask but why, and what does my ideal customer refer - cost or savings? So, we went from which to why to what. The more you do that intentionally, the more you are going to understand your customers.

Now, I am going to stop there for just a second. I want to show you another example, but I want to switch to the audience feedback, and I want to ask you to give me direct optimization work right now. Are you learning from this? You know, if you have attended these clinics before, we look at lots of examples. I am getting ready to show you examples, show you some "how," and then take you through live op, but does this make sense? Is this...is the pace that I am taking with you the right pace? Please give me feedback immediately using the Q&A function, so that I can see that we are connecting with you, that you are understanding, and that I am going at the right pace. I am watching. Just use the Q&A function and give us your comments.

Okay, I will watch as those comments are coming in. In the meantime, let me go to the second piece. All right, which call to action will generate a higher response? Get your product X now or learn more about product X? Now what...we are going to ask let's suppose that A wins. We are going to ask why, and that leads to a what question. What is the thought sequence of my ideal customer at this point in the funnel? Are they ready to buy? Are they ready to learn more? Is it too early to ask them to purchase? Good. Now, if you are following that, follow with me because I want to take this and show you precisely how that other experiment unfolded.

Theory Question: How we turned our loss into a win



Flint McGlaughlin: Remember this, 24% down on the Home page. Now, let's take it and show you how we went from the result that looked like a loss and turned that into a win by capturing a learning.

So, you ask the question, why did this treatment under-perform? And you looked at each element in the treatment and you asked why, which led to some questions a kind of pre-theory that allowed us to design a new test not on the Home page, but on a landing page for SEO. We felt in that environment, we could capture more information that would help us understand how to go back and approach the Home page. What happened on the SEO landing page? Will we get a 548% increase in conversion? Were you going to say something, Jon? Go ahead.

Jon Powell: You guys should know that the left is the winner on that one, not the right.

Flint McGlaughlin: Yep.

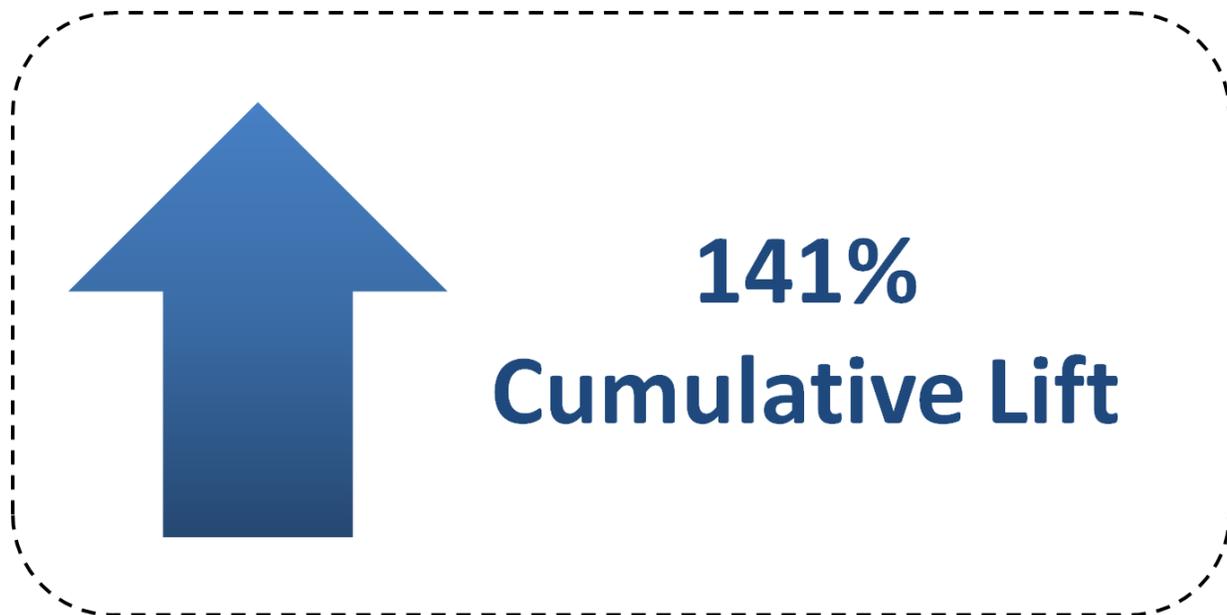
Jon Powell: Okay.

Flint McGlaughlin: And then from the 548%, we went back, asked the same question why. What does that tell us about the mindset of our customer, and we went up to the Home page again, ran a new test, and this test produces a 90% increase in conversion, and overall, again, we are asking why. We run a second test and drive it up yet again 27%, and what is happening. Please, as a teacher, it is kind of important for me...for you to capture what is going on here. We are not just trying to get lifts. We are

trying to learn about the customer. We are intensifying our understanding. We are building out our customer theory.

So now, we have refined what we learned in this test. Ask why again, and you get a 27% increase. Overall, just on the Home page, not including the SEO landing page, they are getting an aggregate 141% cumulative lift in their process.

Results



Flint McGlaughlin: They are getting it right now as I speak. That test probably occurred what three months ago? So, it is real, and it has translated to dollars and cents, and it is important for you because some of you who are a little...who may not be thinking now well, I hear all this academic stuff, but how do translate it? Listen, it is translated right here into revenue, and it could translate a revenue for you if you will stop and take the time to get more out of the test you are already doing.

All right, now I am going to take you forward to another test. If this is helpful for you right now, I just want to point out for you that this whole event today is being made possible because HubSpot once again has underwritten the cost of this, bringing all this research to you live in this event. This is a very, very elaborate procedure here. We are actually producing a video for you that tells you how a MECLABS Web clinic comes. I am in a studio. There are people everywhere. There are mikes and sound people, and there is work that has been done, research, all of it aggregated hours and hours or hundreds of hours of work that goes into producing clinics, and HubSpot made that possible today, and we want to thank them for this, and for their research grant to make it happen.

The theory question applied



Flint McGlaughlin: Let's look at this one more time the theory applied. I remember this one. This is the largest list provider in America. We have anonymized their brand, but I think we could use it now, but it doesn't matter. Just get the idea. This is the original page. The first test produces a 201% lift, but we are trying to understand something more profound about our customer. So, we have the gain, but we are wondering now can we translate that gain and the learning about the customer to their standard template? What we want to do is put this same change on a new template without going backwards. It is a win if we don't go backwards. The next test is run. We get a 2% increase. That is a big gain for us. That means we were able to hold on to what we learned. That leads us to thinking well, you know, the template itself is flawed.

- The discoveries and insights about customer motivation from the three prior tests were applied to other landing pages and used to optimize PPC campaigns.
- The purposeful effort to identify and selectively apply these transferrable insights led to widespread optimization gains.



Flint McGlaughlin: Let's test the template. So, we take the template, test it again, and guess what? We get another 29% increase, this time by modifying the essential template driving the website's marketing messaging. Now, at this point, it would be easy to pronounce success, but the success, please hear me is not in the numbers that have been lifted. It is not the 201. It is not the 2%. It is not the 29%. It is in the aggregated learnings about the customer. The success is not in the lift. The success is in the learnings. You see well, I just want the lifts. If you focus on the lifts at the expense of the learnings, you will never get the maximum lift. Once we have the 29% lift, it was like something that occurred inside the researchers and the scientists understanding. It was a click.

Now we get it. Now we understand. Here is what happens next. We push those lifts all the way around the site achieving massive gains over and over again throughout the business almost simultaneously. I mean, this drove revenue throughout the business that was unexpected. It had me in the...and I didn't conduct this research, my team did, but I was in the city, and I ended up in the C suite with the CEO of this Fortune 500 company because he is trying to figure out what is going on in that division. What is happening is somebody optimized the process, and in doing so, got a deeper more profound understanding of the customer. That is the customer theory, and that is driving everything I am trying to teach you today.

Summary: Putting it all together



Key Principles

- A. The goal of a test is not to get a lift, but rather to get a learning
- B. To achieve the maximum amount of learning, your tests should be designed around two key elements:
 1. A research question
 2. A theory question

Flint McGlaughlin: So, if you are here, I'm about to start live optimization, so standby, but if you are here and saying all right, so, how does this change what I do tomorrow? Well, first of all, it means that you should do something very simple, in terms of me describing it, but very important, in terms of its impact. After you have got your research question formulated, I don't care if you are using GA, that is, Google Analytics or Test & Target or Visual Web Optimizer or a home-grown system, you put together your basic research question. You start your test, but you should stop and say why? Why did my customers choose this over this? You have got to ask more why questions if you are going to be an

effective marketer, and the why question will always lead to the what question, and that is, what does this tell me about the identity? Remember something again. Behavior is the best way to understand identity.

So, I am going to go from which, that is a behavioral choice. He chose which. He chose A over B, that is behavior. Which is the behavior piece, Why is the philosophy spade that you dig down deep with, and What is the great learning about your customer that helps you become more effective overall as you market. Very good if you have gotten that. I would like to ask you if you want to hear more about this with perhaps some practical steps. If so, use the Q&A feature and vote right now. We are going to count every vote and determine whether or not to have a part two for this particular clinic. While you are voting, I would like to pull up a couple more things for you because we are moving rapidly into live optimization.

There is this summit in Boston I am going to be teaching extensively in Boston and San Francisco at our two summits for lead generation and B2B marketing that is coming up. You can read more about that at the MarketingSherpa website, and I want to especially point out HubSpot again. I am starting live op, so we are not wrapping this up by the way, and I am not drawing to conclusion. The best stuff is coming next. We are going to look at your websites, but I don't want to fail to recognize HubSpot for all the work they did in making this possible, and we are grateful that they have provided and sponsored this research presentation.

Testing Strategy Sessions: Submission #1



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Home Insurance
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✓ Easy
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Auto insurance quotes will protect you against financial loss if you have an automobile accident. Auto insurance provides property coverage to pay for damage to or theft of your car. Liability coverage is also provided by your auto insurance to pay for your legal responsibility to others for bodily injury or property damage. And finally, your auto insurance provides medical coverage to pay for the cost of treating injuries and rehabilitation.

Car insurance quotes - Purchasing car insurance can be quite confusing. We are here to help you. To begin, our free car insurance quotes give you the financial protection you want and need whenever you have a car crash. Car insurance rates can vary greatly from company to company, so let us shop around for the best deal for you. Good auto insurance will provide you with medical coverage to pay for any necessary injury treatment and rehabilitation costs.

The **Home insurance quotes** section provides you real financial protection against disasters, and a standard policy insures the actual home itself as well as the personal property you keep there. Homeowners insurance is a package policy, which means that it covers both damage to your property and your legal responsibility (liability) for any injuries you or your family might cause to other people. This can include damage caused by pets and by most disasters (although there are exceptions).

We are working hard to bring you updated Health Insurance and Life Insurance products; for the interim, we recommend you visit our partner for an immediate [Term Life Insurance Quote](#).

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Flint McGlaughlin: So, let's move on then to live op. Now you have seen us optimize landing pages live before, but this time we are going to look at a page. Here is the first one. This was submitted by the audience, and we are going to help you start to think about your testing strategy, and that is, what would you test first, so that you just didn't get a learning, but you also got a lift? And before I answer that, I am going to take you through the whole page because on the left side of the page, you will see that it is a long page, and so, that we could make it especially visible, we have blown up the top half. There it is, and here is the bottom half.

So, you have the top half and the bottom half, and by the way, if you don't know what just happened, they are making fun of me in the studio. My mike...they gave me a new microphone. Last time I said I want a better microphone because people had an issue with audio, and it is a very expensive microphone, but we had laughter in here when I tried to figure out how to put it on my ear, and apparently my ears are deformed because I can't get it to stay on properly, and it just fell off in mid-sentence, and I really wish that we were more effective, but we need a separate Ph.D over here to help us wear the microphone or didn't wear it right, and there it goes again. Alright, so...so, we are going to just keep going.

Jon Powell: You obviously need some bubble gum or something else to go with it, yeah.

Flint McGlaughlin: Sounds...yeah that is a great thing in the research lab. We do most things with duct tape. All right, I am looking at QuoteScout.com, and this was submitted by Jon. This site has not been tested. The objective is to drive traffic into our forms and convert them into leads. Traffic is coming from organic search, and I wanted to go ahead and see Jon Powell give us some thoughts on what you might do to make this site more effective for testing.

Jon Powell: Well, what I would want to learn first off is really what is...you have got a bunch of different people coming into the Home page because of their organic...you know, their organic traffic. I would want to know what the majority of those people respond to you. So, you can find that out with the headline. Which headline will produce, you know, a greater click-through rate, and you could do that. For example, what I would want to learn is, are they more interested in finding the best price because that is what you get with multiple quotes. You find the best price or they are interested in just seeing all the quotes right away or just the number of quotes, so you don't have to five or six different websites. Are they interested in, you know, one easy place to apply? That kind of thing, though it seemed small, can make a tremendous difference in the response because you don't know exactly what they are looking for there.

Another thing that I would test too would be presentation of the product. So, right now, you have an image on the right of. It is, kind of, visible that it is a car, but for the type of the site that this is, this is kind of like an all-in-one type of thing. Would customers respond more quickly or more immediately to imagery that actually describe, that shows the process in a visual of how it works? You apply here, and you get all of this, all at once. So, you don't actually have to visit multiple sites. You know, is it stock imagery or is that imagery that helps explain the value proposition or even intensify it as opposed to just it is a car. They are driving and you could be too. You know, that all...you know, those are two main

things. Also, when you take a look at the, you know, the content itself, you have got all of that copy there, but what if you replaced that with more of a...you know, less copy, more imagery, something that would describe the process in more detail. Okay, what would be the effect of that in conversions? Those are the kind of things that would teach me the kind of response customers have to the stuff that I am presenting on my site, and then, more importantly, the appeal or my value proposition, which is what I am offering at the core.

Flint McGlaughlin: All right, now let me just step in it for a second. We saw three pages. If you are standing by and watching, your page might be coming up, and we might be optimizing it, so remain with this, but here is the key. To get the most out of these sessions, we want to optimize these pages with transferable principles that you can apply to your own websites. So, start listening carefully for things that would be applicable to you. I want to give you one right now, and that is that sometimes we get incremental improvements because we keep testing against a page design that is overall, in its category, the wrong page. The short way to say that if some pages shouldn't be optimized, they should be burned and you should start over. I am not saying this page should be burned, but I am saying it should be tested by a radical re-design.

Now listen carefully, too many times, we take a page like this, change a few pieces, and test it, and that doesn't work. We try another, change a few pieces, and test it, and that doesn't work or we test or change one piece because we have heard that it is an A/B split test. If you change more than one variable, you don't get a valid learning. That is not true. You can change variables in clusters. We teach you how to do that, but whether you understand that or not understand this, every page should have some radical re-designs thrown against us.

In the New York Times after achieving nearly a 1000% increase across a series of tests, we tested again, this time challenging the entire design that we had thoroughly optimized after 12 months with a long copy. They were against it. They held us back for six months. They said, look what you have already done is winning. The conversion rates are so high. We can't take the risk of another test, but when we ran our new design against our best previous design, we got a further 88% lift. What happened? We changed the page category.

One way to change a page category is the length of copy. Another way is the actual tone and style. Another way, when I say tone and style, I'm talking about the whole look of the page, and another way is to...the function of the page, whether use a configurator or regular nav, some major device, all of those are ways to change the pages designed into categories, but this page can be improved. What I would like to do is back up, oops, right here, and get you ready because I am going to take you to a new page.

Testing Strategy Sessions: Submission #2

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Flint McGlaughlin: This is the top. This is the bottom, and I want my audience to optimize. Go to the Q&A function right now in your site and tell me how to make this page better. If Mary, you are online, there is a lot that can be done with this page, and I want to let the audience help us, okay? Good, here we go. Give us some thoughts quickly. Tell us how you would fix this. Somebody said, can we see the top again? All right, we will start with the top. So, the bottom is, these two columns and the top looks like this. Tell us what to do. Which...put more content on the top, no call to action, a clear call to action that needs a headline. Somebody said Feet. Derrick, I don't know what feet mean. Oh, I see. I see...I do see what Feet means. Good point. He has the word Feet with a question mark. Hemmingway said make every word tell. Derrick, you did it in one word. Yes, what are the feet about? Well done. All right, reduce your images, smaller fonts, one column, what am I getting? The main image doesn't re-enforce value.

Mary, I haven't got to meet you personally, and I don't know if you designed the page, and I am going to hope that you didn't design the page because you might not like me if I give you an honest assessment of this page, but I want to do it right now. The audience is making good points. Too many form fields around the page, good, but I say this gracious because I want to help you, and I am sure you probably didn't design it by the way.

This is one of those pages that you do not optimize. This is a page that you figuratively douse in gasoline and then light a match to it, and I mean that...I mean that. I am trying to say it kindly, but it is a horrible page, and you can make it better not by changing something incrementally, but the image is completely wrong at the top. If it is a Flash presentation, it is more wrong. The form is right...wrong on the right. The three boxes evenly weighted on the bottom hurts conversion. Nothing is worse by the way than having a paragraph almost as long as a page, and no eye path through it, and worse, it is divided into two columns. So, there is something worse. Well, something worse than worse.

We have two columns. How many of my audience have heard about two columns? We have seen over and over again that you can have a sequential thought flow. You control the geography. You control the chronology of the thought process with the geography of the page. It is very important that you use chronology to control, you know, let it be controlled by the geography of the page. So, you need a vertical flow, and we lose the vertical flow here. You don't understand the call to action, and almost everything about the page violates what we have learned before from 10,000 tests like this.

Jon is going to help you by talking about exactly what to test, not just to get a lift, but to get a learning. I just had to weigh in because listen to him. He is going to teach you something for a moment, but the bigger issue here is the whole page is wrong. Go ahead, Jon.

Jon Powell: Actually he is right about the whole page being wrong because the one thing Flint didn't mention is that most of the traffic, it comes here is from AdWords. You know what that means? You can control where it goes, and you actually know what they are searching for. So, you have got a potential home run here, meaning make channel based specific pages, one page for this ad group, one page for this ad group. In fact, you can completely throw it out. You can even take out the navigation. You can have a headline, that specific sub-headline. You can have a copy. You can do the entire page specific to

an appeal that somebody has told you that they are looking for. You can match that motivation, give them a call to action far greater than any Home page can do, and guess what, you could decrease your cost by increasing the quality score.

So, the potential, the double conversions, and slash the cost in half is really the potential that you have with this, and that is one thing that a lot of people miss is, you know, what can you control coming to this page? That is why when he says burn and start over, that is what I mean. You can literally burn it and start over because you can tell where people are going with an AdWords-based traffic.

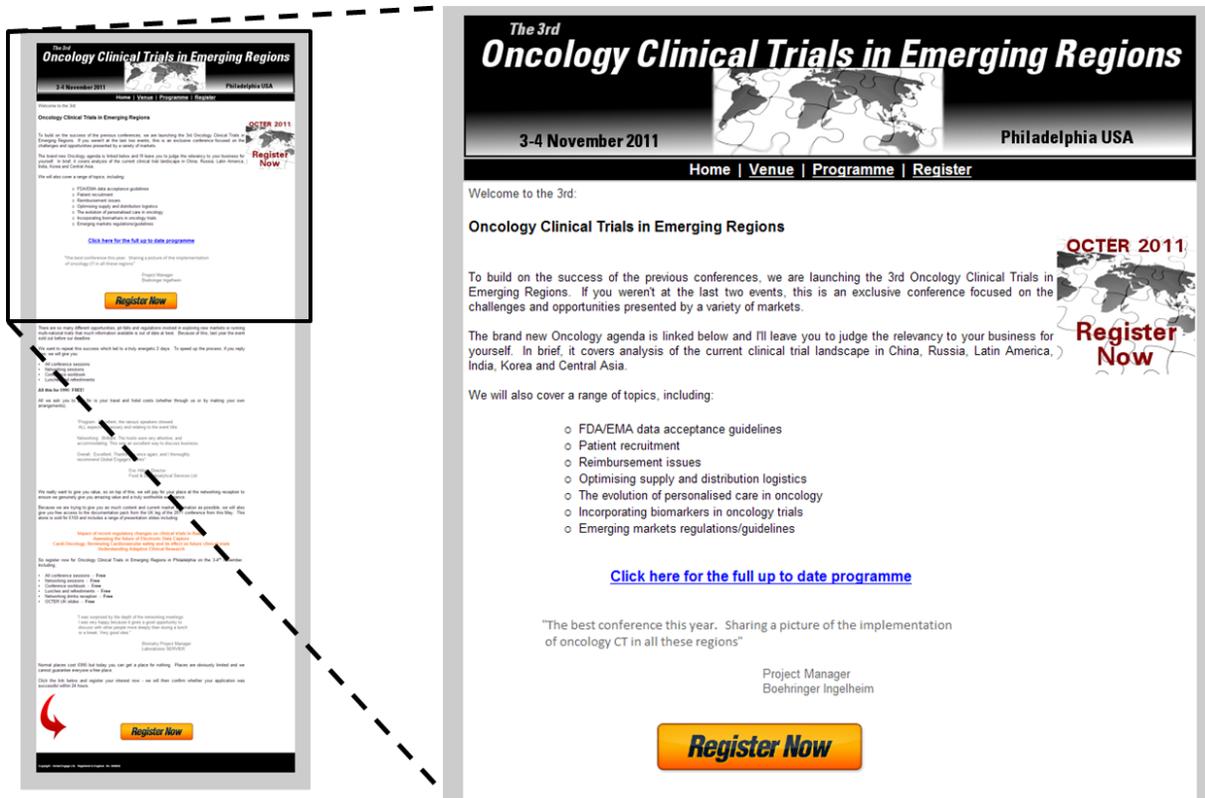
Flint McGlaughlin: Excellent. I have got another page coming up, and I am going to take...show you that page. We are going to optimize it together, but the audience just submitted a question that we are going to answer. It says, what sort of volume do you look for, so that you have a statistically relevant test? And how many visits are enough to draw a conclusion? That is from Jeremy. Some of you know the answers to that immediately. Many of you know do not. The reason I know that many of you do not is this chart.

We just finished our optimization benchmark study. 196 studies done around the world to see what people are currently doing in optimization. The benchmark guide has been released. I am certainly not selling it now, but I just need this chart for you to see. It was shocking for me to discover when our analysts showed us that 40% of the world is still not even doing the basic form of a validity analysis. That is a statistical significance. In every test, there are many things that keep you from getting a valid result. Most of us don't know about any of them, but sample size, and in this case, even though we know about it, 40% of the world isn't testing that.

If you are running a test and you are not waiting till you have an adequate sample size, all you are doing is lolling yourself into a false sense of security. You are medicating yourself into thinking that we will win, but if you have ever watched the test on a Bell curve swing left and right, up and down, you will discover that you could have shut that test off at any key point and came to a different conclusion. You must do these sample size tests, and the answer to the question is simply this. How many actions you measure, we call it actions, depends on two things. Primarily, well the length of a test, let's say, how long it runs depends on A - how many actions you have to measure, and B - the difference between the control and the treatment. If there is a big difference, you can do with less actions.

So, in simple terms, if you have 500 people a day visiting your website, you are probably going to have to run that test longer. If you have 10,000 people a day visiting your test site, that test will validate sooner. However, if there is a huge difference between the control and the treatment, then either one of those tests will end much, much faster as it can reach validity.

Testing Strategy Sessions: Submission #3



Flint McGlaughlin: All right, let’s keep going. Are you ready to look at a new page? Audience, I need you. This is a page that is better than the last one, has lots of weaknesses, however, and it is a long page. Please notice we are looking only at the top. Here is the middle and here is bottom. Now, you can still see it. I am going back to the top. You can see the whole page on the left side that you can’t read it, but you get a sense of the flow. I need you to tell me, how would you fix this particular page? “Why register now?” Derrick Fischer says. “Spell check”, says someone else. “Too long and too much copies”, says Avery. Avery, I recognize you. You have been on here before. “Needs a headline with benefits”, Lizette. Linda says, “It needs a headline. I can’t keep up. They are moving in fast, keep coming.” “Graphic on the right doesn’t help”, Richard Lee. “The picture is wrong”, someone says. “What exactly am I registering for?” says Mike. “Confusing with To Register Now. “Needs more color”, somebody says. “What are customers registering for?” Sally says this. Namita says, “CTA too long”. “Why should I register?” said Gram. “Why no color?” says Jim Coe.

All right, keep going because here is what we do with your...we read all of these responses. We catalog, study them, learn from them. They influence how we build our clinics. We like to see what I would say the optimization IQ of our audience going up over time. We have noticed that. As time passes, you get

better and better. Let's look at the page. Let me hear from Jon. Now, remember, we are not just optimizing here. We are asking, how would we test something that would teach us something and help us learn more and expand our customer theory? Jon, go ahead.

Jon Powell: Actually, here is one idea. We actually...one of our partners have just tested this, and that is the effect of the credibility on visitor's performance. So right now, this page looks either looks dated or old or something looks wrong about it. I mean, it looks like...it doesn't look like a professional page, and what is funny is that can actually have an effect on visitor behavior. That is one thing that I would do. So, that is where graphic design actually does matter in credibility. Also, channel-based specificity, the e-mail is a lot of the traffic that comes here in some PPC, but mostly e-mail. Why aren't you making individual e-mail pages? I hope, I hope, I hope, you are not sending all of your e-mail traffic to this one page.

Okay, so right away, channel-based specificity. How do my visitor respond to individual messages with individual specific benefits? You know because you are probably e-mailing different audiences with different interests. On page value exchange, sometimes, it is harder for visitors to move forward with that big question mark behind the registration door, so meaning, what if they saw all that value, and the only thing that they had to do to register was give their name and e-mail address, and then, they could see that actually could produce a gain for you. You don't know. You should test it. I have tested it before, and it works. Also controlling the thought sequence, do people really immediately navigate away from this page and on to others? You see that nice little...that is a navigation?

Sometimes, navigation can be a horrible thing, meaning, if you got price up there, and they see your page, and it is just not immediately clear, they are going to go straight to price, and then, they are going to back their way into the value. That is bad, especially if you have an expensive product. What you want to do is you sometimes, you want to use navigation to control what they see first. So, if it doesn't matter, if it doesn't help them make that next step or build them up to that next step, take it out. Those are some of the things that I would do, and I would understand the effect of thought sequence again on conversion.

Flint McGlaughlin: All right, excellent Jon. So, what we are going to do now is, we are going to take the page apart. We are going to learn more from it. We are going to talk about how to re-design it and how to test it in a way to expand your customer understanding? It says 'Oncology Clinical Trials in Emerging Regions', and let's begin with that. I don't know if that is a title. I don't know if that is meaningful to the people coming in from the e-mail, but it leads to a capital question. How much information are you providing in the e-mail?

Now audience, this is a transferable principle. The goal of your e-mail is not to sell. The goal of your e-mail is to get a click. If you are trying to sell on your e-mail and then drive into a landing page where you are trying to sell them again, all you are doing is ensuring that you are doing one of those jobs wrong. If you can do a better job of selling on the landing page, then why don't you focus on getting more people to click through on the e-mail, that way you get as many people as possible engaging with your best possible sales presentation.

Think of it as evaluating two different sales people. The landing page is a better salesman or a better sales person than the e-mail is, largely because the e-mail is trying to be read, when images could be turned off in a browser, small browser Window when there...it is competing with a lot of messaging. At the same time, on the left side, screaming, you don't have their sole attention. I could go through it over and over again, but the biggest thing you want to do with an e-mail is get them to the place where your best salesman can do his best job, and that happens by using the e-mail to give them just enough information to ensure that they click through, and there, you give them enough information to get the sale done. So, if you are not doing that already, William, the person who submitted this page that will help you.

Once they get to this page, you have a headline, and the goal of the headline is not to sell the product either. If they are coming from an e-mail, the goal of the headline is to get them to move past the headline and into the first paragraph, and that means it has got to connect. Think of it. Think of you standing at the top of the page, and you are drawing them from...from the actual e-mail into the website, and if you don't connect the e-mail with the website, they click away because the way they get clarity is the back button.

A headline, I have taught before on the Copywriting clinic is exactly the same as a pickup line. When you walk in, and you see a girl, and you have just...and you want to have relationship with her, and let's suppose she is at the bar after work, it is going to have to start with a conversation. You are not going to get married to her until you talk to her, and you can't talk to her unless you get her into a conversation, and you can't get her into a conversation unless you can get her open up and respond, and you can't get her to open up and respond unless you have a pickup line.

Jon Powell: It sounds like you have got this really refined.

Flint McGlaughlin: Girls! Girls!

Jon Powell: Interesting observation.

Flint McGlaughlin: I have been married 24 years. I am working on retention right now. Girls, you have had guys who do this bad, and you have had probably a few guys who do this well, and any one in here who is in a serious relationship has been through this because somehow, some way, they had to get into a conversation. What is going on at the top of that page is a glorified pickup line. That is all it is. Its job is not to sell the product. Its job is to get you into the first paragraph, and I got to tell you if I walked up to a girl and didn't even speak a sentence, instead, I just gave her a subject. I just walked up to her and said, oh, let me think...Encyclopedia Britannica and other books. I don't think that would get her attention very well. She would look at you like you must have a screw missing.

What we say here is 'Oncology Clinical Trials in Emerging Rooms', you don't lead off to your pages with titles. You lead off your pages with headlines. You can have a title there, but make sure that you dominate message at the top of the page as a headline, probably followed up by a sub-header or slightly larger than the paragraph text, driving them to a key paragraph. That has got to happen here, and enough information has to be on this page to get them to make a decision, and much of this other

information should probably be either in a supporting panel that they can pull up in a click-through that doesn't take them off the page, but provides kind of a pop-up window or if indeed, they need all that information, then don't give them two places to register.

If you have been on these clinics before, you have heard me say this before too, you don't have to have your call to action above the fold if that is the wrong place in the thought sequence. There is no fold. This isn't a newspaper, and this isn't 1956. If I walk up to the girl in the bar and I say hi, and she says hi back, and I take that as I have had sufficient information, grab her by the back of the head, and give her a kiss full on the lips, I am in trouble. What happened? I got the call to action too soon in the thought sequence. She is not going to go home with you, and she is not going to give you a kiss, and she is not going to be the mother of your children until you have gone through a proper series of thoughts in a proper sequence, and keeping the call to action above the fold is like kissing the girl full on the lips before she knows enough about you to be ready to go forward with such things.

Now, you may have heard that before, but I have to stress it again because you are doing it on this page. You tell me a little bit, then you ask for a kiss, then there is a whole bunch more, and you ask for a kiss again, and I can't tell if this kiss is for something different or for the same thing.

Jon Powell: So the slap in the face would be the negative lift, right?

Flint McGlaughlin: Yeah, the slap on the face is a negative lift. That means go back and ask yourself why and then ask yourself why did she slap me in the face? Then say, what does that tell me about my prospective girl and correct your actions accordingly. So...so, the register and the two buttons...never have two identical buttons like this on the page because what happens is it is confusing. It looks like two products for sale. I could say more, but here is what I would be testing. Now, listen, this is probably the most important part of all this. We have got three minutes left, and we are going to close on time, but we are going to use an infused value. I have got no pitch at the end of this. We are going to go straight through teaching, right to the last minute. So, stay with us.

I am looking at this page, and I would want to know something. I would want to know instinctively if they are actually ready to purchase at this point where the Register Now button is, and I would run a test with a shorter page and a call to action that would say where are they at in the thought sequence now? If they are really ready to buy now, that is the majority of my customers, then I provide the second half of information as supplementary with a pop-up or blue underline links that bring them into a learn-more, but I wouldn't emphasize it on the page. If, however, I discover that most of my audience isn't ready right now to buy, then that would tell me so much about the rest of this page and how to design it. I would change the flow. I would make it easier to read. I would add some visuals. I would create an eye path, but I would give them sufficient information. Back to the girl, really, all teasing aside, if that is the girl that is the girl you want to marry, then there is a systematic process, and at least in...24 years ago when I was doing it, it started with...I meet her and I take her on a date. I didn't get a kiss on that date by the way, and then, I take her on another date, and there is a process, and eventually, the dates leads to an engagement, and all that happens, and now, I have three children, and it was very, very

elaborate thought sequence, and I constantly had to optimize in order to get her to say yes because she is much better looking than I deserved.

So, here is the point. They have changed the slides on me all by themselves. These commercial people at MECLABS with their links and their marketing partners in training, who gives a flip about the training, just learn, take me back to the other slide. All right...oh, yet another...we can't do another one right now. We don't have time. I didn't know we had another one. We would do that one.

All right, go ahead, take me to your slide with your links, but I protest against the man here. In the meantime, you would have to be in the studio by the way. I am getting heckled all over the place. In the meantime, here is the biggest thing I want you to think about. When it comes finally to that button, I test something else. Is Register Now the right language? Before I close, tell me what should be on that button. Somebody else tell me in the audience. Use your Q&A. We have learned about this. Every action you ask someone to take implies a sub-value proposition. This has its own value proposition. What do I get in exchange for the click? Well, guess what? I didn't wake up this morning and think my God, I hope I can find something to register for.

I don't...my heart doesn't leap at the thought of registering again. What would? "Reserve your spot", someone says. "Yes, I want to learn about Oncology." Very good, Shirley. Somebody else, "Reserve my seat". That is a good one. "Sign me up". No, I don't think so. That could be all right, but reserve my seat is better. I wouldn't say learn unless that is all it is. Join the trial. I have to think about the negative importance of connotations of trial, but it is a good thought. "Guarantee my spot". That is pretty good. Guarantee my seat might be better for if it is doctors, and it is cancer, just a thought, but anyway, it is a good idea.

I am out of time. This is a MECLABS Web clinic. We do these about twice a month. We are conducting 1200 studies this year. We take all that we have learned and we communicate it to you. We would like you to come back, and we would like you to invite a friend. We don't charge for any of this research. Go to the website, and there is probably 15...I don't know...I vary every time I say it, between 15 and 20 million dollars for the research on the website at MarketingExperiments.com. It is free. Learn from it. Invite a friend, that is all we ask the web clinic, to the site, and we will keep trying to discover what works. Thank you.

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Welcome to the MarketingExperiments Journal email for March 17, 2011. Every three weeks we send this high-level update of our research to 98,000 marketers. Today you'll find:

- The on-demand replay of [Do You Have the Right Value Proposition?](#), where we taught five simple steps to determine your optimal value proposition
- An invitation to our next Web clinic, where we will discuss proven strategies for [Converting Leads to Sales](#)
- An opportunity to [share your optimization and testing discoveries](#) with your peers at the 2011 Optimization Summit and receive a complimentary ticket to this inaugural event.

Our job is to help you do your job better. [Let us know](#) how we can help.

Daniel Burstein
Director of Editorial Content
MECLABS Primary Research

Resource #1

Do You Have the Right Value Proposition?
How to test, measure, and integrate your Value Proposition online

According to Dr. Flint McGlaughlin, there are five simple steps any marketer can take to identify their optimal value proposition. During this dense, yet very practical, Web clinic, he reviewed two recent experiments aimed at discovering value propositions that increase customer response.

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