The Experimentation Handbook
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What we learnt from running thousands of experiments

Often, when we speak with potential clients, they are interested in seeing some case studies of the experiments we have run.

They are keen to learn about how we attempted to solve problems for other similar clients. They want to know what data highlighted the problem and how we used the insights to attempt to solve the problem. They are keen to know if the experiment won, and what we learned from it.

Whilst the questions we are asked are similar, each individual experiment is different. How you solve a ‘drop in checkout completions’ for client A may be very different from how you solve it for client B.

The data may point to the same problem area, but the evidence may suggest a very different method is required to get the same desired outcome (increase in transactions).

Websites are living and breathing things. They have their own nuances, they are unique, and not perfect.

To optimise a website, you must understand its character and its relationship with those it meets (customers). The more you understand it, the more you are able to help it.

When it comes to experimentation there is no one-size-fits-all answer. It is crucial that you conduct your research, find the insights, and attempt to solve the problems customers are experiencing based upon your evidence.

Evidence-based decisions generally get the best results. And continuous research, experimentation, and analysis is the best way to keep improving customer experience with your brand.

In this short book we share with you the stories of 32 experiments that we ran to help various websites improve. Some of these Variations we created showed high probability of success against their Control counterparts, making the businesses more money. Some Variations underperformed against their Control counterparts and some others showed no clear difference between the Control and Variation.

But they all appeared to teach us something. And that something helped and is helping us continually improve the buying experience for our clients’ customers.

With kindness and best wishes,

Neil McKay
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How can you make certain products more attractive than others?

It’s common for retail businesses to want to sell certain products faster than others due to seasonality, stock availability, profit margins, etc. This fast fashion retailer also wanted to do the same with certain garments. However, the problem was that they were unable to highlight to visitors the products they wanted to sell quicker. These key products did not stand out from the other products on the product listings page (PLP), and so visitors were not persuaded to click on them, to then go and view the product detail page (PDP).

The company tried using product badges such as ‘Most Popular’, ‘Trending’, ‘New In’, etc., but their target audience had become immune to such things. The badges no longer worked.

To establish user behaviour on PLPs, we conducted some detailed research ranging from analytics, session recordings, visitor surveys, and biometric customer research. The research identified:

• The key audience (females aged 15-25) ignored filter, sort, and promotional badge functions.
• Users scrolled through pages, giving each product equal viewing time. Nothing stood out.
• Users were ‘waiting for something to catch their attention’.

Hypothesis and Psychological Technique Applied

In order to draw visitors’ attention towards the key products, we needed to find a way to make these products noticeable and prominent. To do this, we relied on the Von Restorff Effect.

We hypothesised that making key products stand out from the others on the page would attract users’ attention, which in turn would encourage more click-throughs to product detail pages.

Experiment

On the PLP, we replaced images of models wearing the products with video content of models wearing the products, thereby making them more noticeable and memorable than the other static PLP product images. Before we ran the live experiment, we created a prototype and tested it in our biometric lab against the Control.

As is obvious from eye tracking analysis (see images on the right), users in the Control group (static images) had their attention spread across all product grid images pretty much equally, whereas users in the Variation group had their attention pretty much fixed on the video content within the 3 product grid areas. This pre-test result gave us the confidence to run it as a live A/B test to the website’s audience.

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

The success of the experiment demonstrated that it is possible to shift user attention to key products and lift the sales of these products.
Does changing the position and terminology of a function change the way users interact with it?

A function on a website or app is meant for users to utilise it and interact with it, and in turn, make their purchase journey smoother. But what happens when the function is labelled in words that users do not understand or identify with?

This retailer had an ‘Express Buy’ option on the PLP. The objective of Express Buy was to allow the user to buy directly from the PLP rather than the PDP. This actually follows the Simplicity Principle. However, Google Analytics, heatmaps, session recordings, and user lab sessions showed that this function was not being used adequately.

The problem was that Express Buy was not noticed; users glanced over it. Its visual hierarchy seemed to have been lost. And when users did see it, they were confused by the terminology ‘Express Buy’.  

Hypothesis and Psychological Technique Applied
Two things needed to be done for this function to work: a) The terminology needed to be simplified to something more understandable, and b) It needed to be repositioned so that it had a higher visual hierarchy, making it more visible.

We believed that the change in terminology would help users understand exactly what it was and repositioning it would allow more people to interact with it, thereby increasing their ability to buy through it.

Experiment
We changed the term ‘Express Buy’ to ‘Quick View’ and made it more prominent on the PLP.
We also added additional elements and information to the Quick View pop-up to help the user make the purchase and go directly to the basket.

Results
From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings
Getting the message to be seen and understood can indeed help increase sales. In this experiment it helped get more users to click on and buy from the Quick View variation.
Does forced registration kill sales?

To buy from this highly established retailer, you needed to sign in or register as soon as you entered the checkout.

Google Analytics, biometric customer research, and session recordings showed that users didn’t like being forced to register just to buy a product. This was a problem, because over 50% of the transactions on this site were from new customers.

**Hypothesis and Psychological Technique Applied**

Most users expect e-commerce businesses to allow guest checkout, wherein they wouldn’t need to create an account with the brand. This is the Mental Model an average user has about online transactions—it is the users’ expectation from or belief about the checkout process.

We believed that if we allowed new customers (and returning customers if they wanted to) to checkout as a guest, conversions would increase. This would match users’ mental models and increase their confidence of having control over the results of their actions, encouraging checkout.

**Experiment**

We created two checkout options: as a guest for both new and returning customers, and as a registered user for returning customers.

**Results**

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

**Learnings**

The experiment concluded that matching the mental model of users and increasing their sense of freedom motivates them to purchase. The easier you make it for your customers to buy, the more they will.

Getting registrations was the objective of the business. The objective of the customer was to buy. Don’t receive to then give; first give the customers what they want and you will receive what you want.
When is the right time to answer customers’ questions?

Customer interviews, visitor surveys, and eye-tracking revealed that customers were reluctant to purchase from this home retailer as they did not have enough information around ‘delivery’. The delivery information on the site was vague and gave no clear indication as to when the item would be delivered to customers. Users had questions that did not seem to be answered on the checkout/delivery page.

Market research also showed that users’ decisions about whether to purchase home goods online is often influenced by how quickly they will get their delivery.

Hypothesis and Psychological Technique Applied
We realised that if we provide as much information as possible about delivery in easy-to-understand words, we will be helping consumers come to a decision faster by applying the theories of Information Bias, Simplicity, and Outcome Expectancy.

We decided to do that by increasing the prominence and clarity of the delivery information, to encourage more users to make a purchase.

We believed that by giving customers the information they wanted about delivery when they most needed it (i.e. within the checkout) and presenting the information in simple terms would help answer their questions, eliminate their doubts, and encourage them to continue with their checkout successfully.

Experiment
Within the delivery options we answered the following questions customers had asked during lab sessions/surveys:
• How long does free standard delivery take?
• What if I am not home when my delivery arrives?
• What time would my delivery arrive?

Results
The Variation underperformed the Control with a high probability.

Learnings
This test failed to perform well. While answering customers’ questions is the right thing to do, through this experiment we realised that we did not answer the questions in the right place.

Session recordings of the test showed that some users abandoned checkout and went back to the site to read the delivery information within the footer and within the PDP. This suggested that the delivery information should be made clearer and should answer the users’ questions before they even got to the checkout.

When in the checkout, the questions created more doubt and more questions, resulting in customers leaving without buying.
How can you motivate users to complete a time-consuming action?

This consumer-to-consumer (C2C) website allows users to create adverts for the products they want to sell. The challenge was that users were either dropping out of the ‘advert creation checkout’ to go back and edit their ad or not completing all the elements (there were quite a few elements too). Google Analytics data showed that 71% of users were dropping off at various stages of this ad creation.

User research and user interviews showed that users were dropping off because they did not know what their ad would look like just before purchase. After conducting a How Might We session to uncover ways we could fix this problem, we produced a Variation design that included an advert preview feature. Now, the desktop website did have a preview function, but that was often not seen or used. On Mobile, there was no preview until the end of the process where there was just a summary. Either way, users couldn’t get a clear idea of whether they were filling in the ad properly or not.

Hypothesis and Psychological Technique Applied

Since the advert had several elements to be filled in, a user could easily get frustrated when the results of their efforts were not obvious. We needed to convince the user about their self-efficacy and assure them of their ability to complete the task and meet the challenge successfully.

We also applied the principle of Outcome Expectancy to this problem and decided to create an experiment whereby the outcome of the users’ effort towards creating the ad would be clear. This would, in turn, motivate them to complete the action.

We decided that the existing preview function needed to be improved upon. We postulated that if there was a sticky preview/edit function on the page, users would notice and use the preview feature more often and be comforted about their progress. They would be able to understand how much of their ad they had completed and how to change anything if they wanted to.

We expected this to lead to more ad completions and a statistically significant increase in conversion rate.

Experiment

We added an expandable sticky ad preview option (“See My Advert”) at the description and packages stages. Expanding the preview showed users the ad progress rate and how their advert would look.

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

While the test was successful on both the devices (Desktop and Mobile), it worked better on Mobile because the sticky ad preview was more accessible and prominently visible to the user due to the small size of the screen.
How can you help customers find the information they want?

Before committing to buying furniture on this retailer’s website, their visitors had a variety of questions regarding size, material, specifications, usage, delivery, etc. that needed answering.

Even though the PDP had the answers to consumers’ questions, users very rarely found them as they were buried in the product description. This was identified through customer surveys and user lab sessions, where users were seen struggling to find product information.

**Hypothesis and Psychological Technique Applied**

We realised that the information needed to be made more accessible and easier to read. We believed that by breaking the copy up into sections, it will become easier for users to find the information they are looking for.

We applied the principles of Simplicity and Visual Fluency to the PDP to make it easier for visitors to find answers to their questions, and thereby help persuade them to buy the product they are interested in.

**Experiment**

For an initial segment of products, we rewrote the PDP body copy and segmented it into sections applicable to the questions the consumers were asking.

**Results**

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

**Learnings**

Buying furniture is a considered rather than an impulse purchase, and customers have questions that need answering before they commit to buying. If customers cannot find the information on your website, they will believe you don’t have it.

Consumers often don’t read, they scan. By placing the information in a manner that allows them to find what they want quickly and easily, we would be allowing them to continue their scent trail and add the product to their basket.
Does consolidating choices into one page encourage users to complete an action?

This appointment-making website was seeing low conversions and high drop-offs between picking an appointment location and the date and the time of the appointment.

With the process of booking an appointment spread over 3 steps, less than 30% of users were successfully making an appointment. The appointment tool was clunky and not easy to use. Biometric research showed the frustration users were feeling when trying to make an appointment.

Session recording data showed users navigating back and forth between different pages as they struggled to find a location, date, and time that matched their expectations.

**Hypothesis and Psychological Technique Applied**

We postulated that making this form simpler to use and putting the date and time on the same page would help users find the right appointment slot quicker, and as a result more appointments would be made.

This follows the Golden Rules of Interface Design: since humans have limited capacity to process information in their short-term memory, it is necessary to keep the displays simple, consolidate multiple page displays, and reduce window-motion frequency. It also allows users Cognitive Ease and reduced Extrinsic Cognitive Load, thereby motivating them to complete the action.

**Experiment**

We consolidated date and time selection to one page instead of two pages.

**Results**

From the calculations, the data showed no clear difference between the Control and Variation.

**Learnings**

Making the change neither helped nor hindered the users' experience. The data still suggests that this section of the website is a challenge for customers. More work may be needed here to improve the customers' booking experience.

Something else to consider is that no matter how good the booking experience may be, if the user cannot find a suitable date and time for their appointment in the location they’d like, then conversions will continue to underperform.
How can you make filters on PLPs work better?

The objective of a PLP is to help the visitor find the product that is right for them. ‘Sort’ and ‘Filter’ options are two of the several different elements that usually help the users achieve this objective.

This retailer had a filter option on their PLP, but it was not user-friendly. Biometric research and session recording data showed that visitors were having an annoying experience when engaging with the filter. This was because the filter was positioned at the top of the page and disappeared when visitors scrolled down the page.

This meant that every time users wanted to change the filter, they had to scroll back to the top of the page. This was causing friction in their journey.

**Hypothesis and Psychological Technique Applied**

We hypothesised that the filter needed to be always visible to visitors while they were on the PLP. Users are not going to keep looking for filter and make too much of an effort to find what they want because there are other brands offering them the same with more convenience.

We looked to the psychological principles of WYSIATI and Simplicity to create a Variation for this page. We believed that if we made the filter stick to the top of the page, visitors would be able to use and interact with it more easily, which would make it easier for them to find the product they want and thereby improve their buying experience.

By converting the filter into a sticky one, we would be introducing Cognitive Ease into the site’s user experience, which would change how visitors feel about it and whether they are motivated to invest their time and effort into it.

**Experiment**

We converted the existing filter into a sticky one.

**Results**

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

**Learnings**

We ran this experiment twice. The first time it was run during a sales period, while there was a positive uplift in filter use at the time, user conversion rate was flat.

During sales, interaction with a filter, sticky or not, may not produce ideal results, because more often than expected, the results displayed wouldn’t have the product in the size or colour the users wanted as the stock would have sold out.

When we re-ran the experiment during a regular trading period, the filter was used well and the sizes/colours were available, which resulted in users having a better chance to buy the product.
Can the power of free kill sales?

This global online subscription company sold their products by first giving it away for free for 30 days. During that time, they aimed to convert the free users onto the paid subscription model.

However, the free trial was not working in favour of the company. On an average of the hundreds of thousands of free subscribers per month across EMEA, just 4% transferred onto the paid model.

We conducted research among UK users, and gained the following insights:

- Clickmaps and GA data showed that the ‘free trial’ link was gaining a near equal volume of clicks as the ‘buy now’ CTA—up to 7% of clicks.
- ‘New Customers’ were more likely to click free trial than buy across the site—4.4% to 1.7%.
- Eye tracking showed that users’ attention was split equally among the CTAs for free trial, renew, and purchase.
- User research videos and session recordings showed that they were hesitating between buying now and sampling the product with a free trial, and not seeing the 30-day money back guarantee.

Hypothesis and Psychological Technique Applied

We believed that people would attach greater value and will not be ready to part with what they already own (Endowment Effect) and have invested their time and effort in (IKEA effect).

The company already offered a ‘30-day Money Back Guarantee’ that was not easily visible to users. We decided to remove the free trial offer and replace it with this money-back guarantee. A guarantee is a powerful persuader to encourage buying—we believed it wasn’t being used correctly in this instance.

We hypothesised that once consumers had installed the product, they would not invoke the guarantee.

Experiment

We made the following changes in the Variation:

- Removed distraction of all free trial links and buttons
- Increased prominence of ‘Buy Now’ CTAs
- Increased prominence of authoritative endorsements
- Added clear purchase trigger based on 30-day money back guarantee
- Added visual cue to ‘Buy Now’ CTA
- Improved clarity of renewal CTAs
- Improved clarity of product compatibility whilst removing distractions from purchase CTA.

The tests ran in five countries (The Netherlands, Italy, France, Germany, the UK).

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

The Variation pages where free trial was replaced with prominence of the money-back guarantee and higher visual hierarchy of ‘Buy Now’ CTAs converted to sales at a much better rate than expected (double digit).

The success of this experiment meant that it was repeated in Australia, New Zealand, and north America. Similar successful results were seen there too. As a result, all 40 websites globally for this company adopted this winning design. The business forecasted that the experiments had identified approximately an extra US$5 million in untapped consumer revenue globally!
Does how you present terms & conditions influence sales?

As part of the required regulations, this company shares their terms & conditions with their potential customers within the application process on their website.

This page consisted of a lot of legal content and jargon that was presented in large paragraphs, making it challenging to read online. At the end of the page, the customer had to tick the box to say they agreed to the terms & conditions. Google Analytics showed that one in 10 customers dropped out at this stage of the application process.

**Hypothesis and Psychological Technique Applied**

It appeared that this page was causing Cognitive Overload in customers as the way the information was presented did not make them feel like they could complete the task successfully.

We believed that by simplifying the content and making the page more visually fluent, customers will be able to quickly scan the information, take it in, and proceed to checkout quicker, thereby resulting in fewer drop-offs.

**Experiment**

We redesigned the page removing unnecessary distracting content, broke the paragraphs into smaller ones so they were easier to scan through/skim-read, and amended the text where possible so that it was easier to understand.

**Results**

The Variation underperformed the Control with a high probability.

**Learnings**

It appears that terms and conditions are an unwanted necessity and people don’t want to have to think about them, they just want to get past them.

When the T&C was made easier to read, customers in the Variation demonstrated an inclination to pay more attention and read more of the terms and conditions. This potentially made them reconsider the agreement they were about to make and as a result a greater number of users did not complete the process.
Does giving lots of choice in the mega menu hurt conversions?

Heatmaps, session recordings, and user lab sessions showed us that users were struggling to find specific clothing types they wanted from this retailer. It appeared that there were too many choices in the navigation, and visitors were struggling to narrow the choice down to the pieces of clothing they actually wanted. Users were getting lost within the navigation and were landing up on PLPs which they weren’t really interested in.

Customer survey research suggested that choice paralysis was prominent with users who often find themselves making inappropriate choices as there were too many in the first instance. Survey reports also indicated that the visual presentation of the navigation does not meet users’ needs, as content within the mega navigation was being ignored or potentially not relevant to users.

Analytics data showed that several options in the navigation were not interacted with. Card-sorting exercise also helped to indicate where there was misalignment between where users expected to see something and where it actually was.

**Hypothesis and Psychological Technique Applied**

When we face excessive choices, decisions become less likely—such as not buying anything because there are too many options too choose from (the Paradox of Choice).

By decluttering the navigation menu and making options easier to understand, we believed we could help users get to the right PLP and product detail page, thereby improving their buying experience and increasing orders.

**Experiment**

We radically redesigned the Mega Nav menu with clearer categorisation, images, and text.

**Results**

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

**Learnings**

The Variation performed better than Control on 4 metrics: conversion rate, bounce rate, time on site, and average order value.

Improving the way we take in information gives us a better chance of doing something about the information we have taken in (i.e.: make a positive decision), in this case increasing sales.
Is the secondary category page important?

Biometric research, session recordings, heatmaps, and customer surveys indicated that users were having difficulty finding the right product on this e-commerce website. Category pages led into sub-category pages that led into PLPs that eventually led to the PDPs.

Analytics data showed that the sub-category page had a high exit rate. Another problem found on the page was that it was cluttered with promotional material and too many CTAs, all of which distracted and confused the visitor.

Hypothesis and Psychological Technique Applied

We decided to make things easier for the visitor by reducing the Cognitive Load currently being placed on them.

We believed that removing the sub-category page and sending visitors straight from the category page to the PLP would improve the search experience and help the visitor find the product that is right for them.

Experiment

We removed the sub-category page step from the customer journey.

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

When customers are on their research scent trail, you need to help them find what they want as quickly as possible. On this occasion removing the sub-category page did this.

Control

Variation

The sub-category page was removed and visitors were sent straight through to the appropriate PLP.
Can changing the words in CTA alter users’ perception?

This service provider allowed users to book online appointments and enquire online for specific services. However, the number of enquiries were not as high as the business would have liked.

Google Analytics, Form Analytics, and Heatmaps showed a large drop-off in users from starting the form to those that hit the ‘Call me now’ CTA. We conducted user lab sessions and noticed that users started to complete the enquiry form, but soon changed their mind and stopped. Within post-lab interviews, some said they did not want to continue as they didn’t want to be called right away.

The words ‘Call me now’ were creating anxiety rather than positive urgency among users; they thought they might get a call right away and they’d probably not be in a position to receive the call at that moment. The site had not set an expectation around when users would receive the call, which was leading to anxiety.

**Hypothesis and Psychological Technique Applied**

We needed to get rid of the anxiety that the CTA was creating in the user. We believed that a change in the words on the CTA would prevent this anxiety from being created in the first place.

So, we proposed to change the copy on the CTA from ‘Call me now’ to ‘Enquire’. ‘Enquire’ being a neutral term would prevent the users from thinking that they’d receive a call right away.

We believed that this change would lead to users being more likely to complete the form and willing to speak to someone to book an appointment.

We relied on the Foot-in-the-door Technique and applied Framing Effect on the CTA.

**Experiment**

We changed the CTA text from ‘Call me now’ to ‘Enquire’.

**Results**

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

**Learnings**

Changing the CTA did encourage users to complete and submit the enquiry form. They no longer worried about being called straight away.
Can you persuade customers to collect their orders from store instead of having them delivered home?

Click and Collect accounts for around 15% of e-commerce orders for this retailer and is considered good for both consumer and the business, as it offers more opportunity to correct problems of size or colour, etc. and to cross-sell other items.

This business wanted to drive more sales through Click and Collect; however, a lot of users did not see and select it because of its lack of visual hierarchy within the checkout. Users also struggled to find relevant information about it when they did select it, resulting in less chance of opting for Click and Collect in the first instance.

We wanted to change users’ normal behaviour (home delivery to Click & Collect) and so we needed to make the change in behaviour seem simple and beneficial with no friction by increasing the Cognitive Ease associated with the choice.

In an earlier experiment, we made Click and Collect the preferred delivery option within the checkout by doing the following:

- Modifying the presentation and visual hierarchy of Click and Collect in the checkout
- Promoting the benefits of Click and Collect
- Pre-selecting the store nearest to the billing address
- Providing supporting store information
- Adding Google Maps API to show the nearest store location

This earlier test was a winner, but increased calls to Google Maps API was a high added cost for the retailer. So, we decided to run another test to establish if the cost of increased Google Map API calls had sufficient ROI and if it was needed at all.

Hypothesis and Psychological Technique Applied

For the second iteration of this experiment, we wanted to test two Variations against the Control—one with Google Maps (previous winning Variation) and one without Google Maps. We believed that by doing so we would be able to ascertain whether the map information is relevant and required in relation to overall Click and Collect conversions.

Experiment

Variation 1 showed the location of the store(s) through Google Maps and Variation 2 did not show location via Google Maps.

Results

From the observed data, we were able to see that both the Variations showed a high probability of being better than the Control, with Variation 2 showing a higher uplift.

Learnings

The test showed us that the map wasn’t needed to increase conversion. The prominence and details in the Variation were enough to encourage the user to convert and drive more users to use Click & Collect.

The results of this test encouraged us to plan experiments to launch the Click & Collect enhancements on the PDP and within the Basket as well. These subsequent tests also produced significant results.
Can the carousel improve sales?

Carousels take up a lot of valuable space on a landing page and often, they don’t deliver the sales they should. However, for this e-commerce business, we saw in user lab sessions and heatmaps that users who did interact with the carousel had a higher rate of conversion.

So the business tasked us with optimising the carousel with a view of driving more sales through it.

Hypothesis and Psychological Technique Applied

We theorised that conversion on the carousel can be improved by making the carousel more interactive. We believed that if we allowed visitors to add to basket from the carousel, added Social Proof messages, and used friendly headline and CTA copy (applying the Personification/Metaphor Effect), we would be able to increase sales for these promoted products.

Experiment

We made the following changes in the Variation:

• Added an emotive headline
• Brought 3 products into view as opposed to just one product per carousel
• Added social proof content on selected products
• Added micro-copy that appealed to the visitor
• Reassured visitors that they’ve made a great choice when they added the product to their basket

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

This experiment tapped into people’s emotions, reassured them that they were making a good decision like many others, and made it easy for them to act positively upon that decision. This helped transform the carousel into a key and valuable revenue-generating element on the page.
How can you simplify the add to basket process for items in a set?

When watching session recordings, heatmaps, and eye tracking sessions for this clothing retailer, we noticed that a common behaviour was for users to check the sizes for each item in the set before selecting ‘Add to Bag’. However, on this website, when items were in a set, each item had to be added to bag individually after selecting the size. So the user was having to work quite hard, as they would need to select 3 ‘Add to Bag’ CTAs. We observed in session recordings and user research that on frequent occasions users would only select 1 CTA and forget to add each individual item.

Hypothesis and Psychological Technique Applied
We needed to make this industry-standard-yet-complicated way of doing things much simpler for the user. We believed that by doing so using the principle of Outcome Expectancy, we would be able to give them what they wanted (add set to their bag successfully) and help more of them to check out.

Experiment
We made the following changes in the Variation:
• Removed ‘Add to Bag’ CTAs from individual items
• Added a prominent ‘Add to Bag’ CTA at the end of the set, clearly mentioning how many items in the set have been selected
• Added images for each piece in the set
• Changed the positioning of product specifications from horizontal to vertical to align with the images.

Results
From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings
Simplifying the ‘Add to Bag’ process for multiple items that created a set made it easier for users to complete the purchase successfully and faster.
Is it better to show amount saved as a currency or as a percentage?

This high-volume transactional discount retailer showed the amount customers were saving as a currency amount. They wanted to see if showing the amount as a percentage would be better and if it would lift conversions.

There was no data within the research to support this except heuristics.

**Hypothesis and Psychological Technique Applied**

We hypothesised that replacing the currency amount saved with the percentage saved would be a stronger motivator and persuade more visitors to add products to their basket and checkout. This was supported by the Perceived Value Pricing bias.

**Experiment**

We displayed the savings on product prices in percentage form instead of in currency form.

**Results**

The Variation underperformed the Control with a high probability.

**Learnings**

As this is a discount retailer, the mindset of the customer appears to indicate that they are looking for savings and the easiest way to calculate these savings is in currency. Percentages made it more difficult to work out the actual savings and therefore conversion rates fell.
What is most important element in a CTA?

Biometric research showed us that the delivery summary page within the checkout for this retailer website was causing confusion to customers.

The information on the page summarised where the product being purchased was to be delivered and sought confirmation from the customer. To progress to the payment section of the checkout, all the customer needed to do was confirm that the delivery information was correct. They had to do this by clicking on the prominent ‘Deliver here’ CTA.

The problem was that customers didn’t recognise the CTA as being a call to action. Eye tracking showed that users’ eyes just glanced over this CTA. Eye tracking showed how their eyes rapidly moved throughout the page, frantically trying to find a way to progress, generating negative emotions. We also saw customers rage-clicking (customers clicking on different parts of the page to progress), especially on the payment icons.

In effect, they were stuck on this page and struggled to progress to the next page.

Hypothesis and Psychological Technique Applied
We believed that customers were confused with the terminology ‘Deliver here’. It was not an instruction that they felt they needed to re-confirm. As it was placed next to their address, they thought it was just a confirmation of what they had entered earlier.

We decided to apply the Simplicity Principle and make it as easy as possible for customers to proceed to the payment section. By doing so we’d be increasing their self-efficacy, and this would encourage more customers to checkout.

Experiment
We decided that since this was a delivery summary page and the information would be repeated later in the checkout, we could remove this page altogether, and thereby help customers checkout faster.

Results
From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings
The micro-copy within the CTA confused the target audience. The original Variation designed for this experiment (but never run) was to change the micro-copy to make it more explicit ‘Proceed to Payment’.

However, after discussions, we felt this page was not necessary and decided to remove it from the process. By doing so, we were able to remove a key friction point in the customers’ buying journey, thereby leading to an increase in transactions for the retailer.
Does ‘complete the look’ increase sales?

Eye tracking, session recordings, and heatmaps showed that when adding products into their basket on this soft furnishing website, users often did not see or interact with the ‘Complete the Look’ section.

The ‘Complete the Look’ section is there to make it easier for customers to design their home interiors by giving them ready-to-use ideas. It also helps the retailer by increasing sales and average order value.

Hypothesis and Psychological Technique Applied
We hypothesised that repositioning the ‘Complete the Look’ section within the PDP and placing it above the product details would give it more visual hierarchy.

Our belief was that when users see the complementary products right away (WYSIATI), more users would interact with this element, which would lead to more products being added to their basket and more successful checkouts.

Experiment
We repositioned the ‘Complete the Look’ section.

Results
From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings
Just because something is on a page does not mean it is seen. Putting things in users’ line of sight gives them a chance to see it and then act upon what they have seen.

If things are not in users’ line of sight, they will never act upon it, simply because they did not see it.
How can you optimise for users arriving on your site from Google Shopping?

Google Shopping is an important source of traffic and sales for many online retailers. It is also a key challenge for them. Costs and competition are increasing along with bounce rates whilst conversions are going down, increasing customer acquisition costs.

This online retailer invests significantly on Google Shopping and they were experiencing these challenges and struggling with maintaining ROI. Analytics data showed us high bounce rate trends. Session recording and eye-tracking showed us how users bounced between Google Shopping ads and webpages (from the same website, sometimes) before eventually making their decision and settling on a page. Eye tracking also showed us that on occasions, this retailer was paying multiple times just to bring the same user back to their site.

Hypothesis and Psychological Technique
Decision-making in psychology is defined as the process of identifying and choosing alternatives based on the values, preferences, and beliefs of the decision-maker. For this experiment, we realised that we needed to provide enough information or choices to help users make a decision faster.

We believed that we could reduce bounce rates by giving visitors alternatives whilst they were still on the page. We believed this would give us a larger user base (non-bouncers) that we could potentially sell to, thereby increasing sales.

Experiment
At the top of the page we recreated a ‘shopping ad’ experience. We added similar products under the headline “Others like this one…” above the product they had originally selected from Google Shopping.

The idea was to show the user similar products so that in case they didn’t like their original product, they could then click on these alternatives instead of going back to Google Shopping and restarting their search experience.

Results
From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings
By asking users to make an alternative decision before they bounce off your website (default behaviour), this experiment managed to reduce the bounce rate significantly. As a result, more users remained on the site and bought from the site.
How can you use self-efficacy to motivate users through complex tasks?

Multiple pieces of our research highlighted the ‘Personal Details’ page within the checkout funnel as one of the key priorities.

The page caused considerable friction and anxiety for the user due to the following reasons:

• Unnecessary fields (order reference)
• Duplicated fields (email address, phone numbers)
• Poor error handling across devices
• Poor error messaging
• Poor prefill instructions for inputs that require the user to meet specific rule criteria to correctly complete (e.g. password)
• Visual clutter on the page that was taking up space, distracting and interrupting the user, and potentially taking them away from their checkout experience (right-hand side column)
• Poor UX handling for certain input requests
• Poor placement of the primary CTA
• Poor and unclear copy

Each of these elements either singularly or combined were likely to be harming conversions. Users were less likely to continue through checkout because of the high level of difficulty they had to overcome in these elements at the first step of the checkout.

**Hypothesis and Psychological Technique Applied**

We believed that by simplifying the form and removing the right-hand column which we believed to be a distraction, we will be able to reassure users of their self-efficacy and help more of them complete the Personal Details page successfully.

**Experiment**

We made the following changes in the Variation:

• Removed non-mandatory questions
• Fixed error handling
• Introduced new micro-copy to help the user through the page
• Removed the right-hand column as it was a distraction and offered no value to the task
• Cleaned up the design of the page
• Repositioned the CTA

**Results**

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

**Learnings**

In this instance, using self-efficacy to motivate and help a user complete a complex task worked overall. Remember that when a user is focusing attention on a task (system 2 behaviour), they should not be distracted. Removing unnecessary content from the page is important in helping the user to accomplish the task at hand.

Wherever possible and unless you have good reason not to, reduce the amount of effort needed to complete tasks within the checkout.
Does being transparent about pricing hurt your sales?

Google Analytics showed us that users on this service provider’s website were leaving specific service pages to go to the pricing page which was buried deep within the site. The visitors to the site were very price-driven; user surveys showed that the cost of the service was one of their main concerns.

The brand was not sure whether they wanted to clearly state their pricing, even though research suggested that is what the users wanted to know first.

**Hypothesis and Psychological Technique Applied**

We believed that by helping the users right at the service page and making the pricing transparent and prominent on the page for them, they will be less likely to leave the page (and potentially the website) in search of this information.

This would allow them to continue on their scent trail and ultimately lead to them being more likely to convert by booking/enquiring. This follows the Simplicity Principle.

**Experiment**

On the service pages we added price banners and price table-linked CTAs at the footer of the screen. We decided to go with the starting price of the package, as the cost differed based on various factors.

**Results**

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

**Learnings**

Making the prices more prominent across the service pages allowed users to navigate quickly to the price table. This led to a substantial increase in online enquiries.

In this instance, giving users the information they wanted upfront, helped them stay on the site and helped increase enquiries and sales.
In the checkout, do customers need to be told they have filled in their name and address correctly?

When buying from a site frequently, users learn how to use it. When buying from a site for the first time and things don't go as planned—as often happens in the checkout—it can result in users abandoning their transaction.

This was the case for this retailer. Returning customers checked out without any problem. However, new customers struggled, especially when they made mistakes. The website didn’t help them correct their errors easily. This was seen in Form Analytics, Google Analytics, biometric research, session recordings, and heuristic analysis.

Hypothesis and Psychological Technique Applied

We believed that in this instance, customers needed to be assured of their self-efficacy and the process of checking out needed to be simple and based on Cognitive Ease.

We believed that cleaning up the checkout, making the form fields easier to understand, helping customers when they made mistakes on the form, and giving reassurance when fields are filled in correctly would help new vulnerable customers check out faster.

Experiment

We made the following changes in the Variation:

• Removed the field title from within the form field and positioned it above the field
• Removed promotional content from within the form
• Introduced useful micro-copy that helped the user correct any errors they may have made. This micro-copy was positioned next to the error and not at the top of the page.
• Introduced confirmation ticks to verify when a field had been filled in correctly.

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

Making things in the checkout as easy as possible for customers, especially new customers, to complete, provides a better and more enjoyable buying experience. On this occasion, it helped increase user conversion rate.
Does increasing the visual hierarchy of discount codes increase sales?

A large percentage of this retailer's online sales included customers using promotional codes that gave them significant discounts. And discount codes were an important strategy the company employed.

The challenge was that these discount codes were not always easy to find on the site. Often, they appeared within pop-ups on the page or they were offline within catalogues.

When customers got to the basket page, they would see the Promotional Code field and would then often try and find the promotional code by leaving the basket page and looking within other pages on the site. Session recordings and eye tracking research showed that if they couldn’t find it there, they would leave the site and sometimes search on discount coupon websites to see if they could find a code.

Further research showed they also rang the call centre stating their wish to buy the product but wanting the discount included, thereby taking up valuable call centre resource.

Hypothesis and Psychological Technique Applied

The reason why customers were so intent on finding discount code was Loss Aversion. People tend to prefer avoiding losses to acquiring equivalent gains: it is better to not lose £5 than to find £5.

We decided that discount codes needed to be made more visible and easily accessible to customers.

We believed that by displaying the discount code and giving it prominent visual hierarchy on the basket page—which was where customers needed it the most—would make it easier for them to apply it and check out quickly, thereby increasing the number of transactions.

Experiment

We increased the visual hierarchy of the promotional code by including a large promo code banner within the basket, clearly showing what code needs applying. This was positioned next to the promotional code entry field.

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

Making things easier for customers helps them accomplish their tasks (purchase) and also helps retailers accomplish theirs (sale). Putting the promotional code where customers needed it worked in this experiment.
Is there value in a value proposition?

This lingerie retailer specialised in selling AAA, AA, and A cup bras. Without this retailer, customers during surveys stated their alternative was to wear T-shirts, bras for teenagers, or make do with ill-fitting bras.

When customer research asked, “How has this purchase improve your life?”, customers’ answers became very emotional, with one saying, “You have helped me feel like a woman again.” Several similar answers were seen.

It was at this point that we believed the true value proposition of this retailer to its audience became apparent.

**Hypothesis and Psychological Technique Applied**

We believed that incorporating the value proposition in a prominent area on the main landing pages (PLP, PDP, and Homepage) would immediately build an emotional connection, showing the customer that the retailer cared about them and they could help them. We believed this would encourage more users to buy from the site.

**Experiment**

We used the customers’ exact quote—“Feel like a woman again”—as the value proposition (the reason customers should buy from this retailer) and placed it strategically across the main landing pages.

**Results**

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

**Learnings**

For this target audience, the customer’s words were powerful, emotional, and persuasive.

As a result, the retailer used these words across their marketing collateral (online and offline).
Can personalisation help customers change their buying behaviour?

On this website, you could either pay straight away for your purchase with your credit card or you could open an account and pay in instalments.

How customers made their first purchase often dictated their future buying behaviour with this retailer. A first-time credit card customer tended to always pay with their credit card and likewise, a first-time pay-in-instalments customer tended to always pay by instalments on this site.

Analytics and business data showed that pay-by-instalments customers typically showed the tendency to shop more and spend more with each transaction. So it was decided that more customers should be encouraged to pay in instalments instead of through credit card.

Hypothesis and Psychological Technique Applied

We hypothesised that the best way to achieve this was by doing the following:

- Generating promotional copy about pay-in-instalments using the Consensus Principle;
- Increasing the customers’ Attention Ratio for the desired action on the page by focusing on one message/CTA-per-page; and
- Creating personalised messages for the customer by employing the Frequency Illusion.

We believed that by personalising the buying experience for returning credit card customers when they were within the ‘My Account’ section and/or within the checkout process, and promoting the benefits of payment on instalment, we would be able to encourage more of them to change their buying behaviour and convert from credit card payment to instalment payment.

Experiment

We created message overlays promoting the pay-in-instalments option that were triggered based on how the customer behaved on the website:

- **My Account Area:** Overlay loads if customer has at least one item in basket
- **Payment Method:** Shows if user clicked on Checkout Now CTA in a)
- **Payment Method Idle:** Displays if customer is idle on page. Selecting “Yes” takes users to Terms and Conditions of Credit account
- **Review Order:** Displays if customer selected cash and not credit in b)
- **Payment Method:** Displays if customer clicked “Yes” CTA in d)

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

People are creatures of habit and for people to change their behaviour and adopt a new one, you have to make your proposition as compelling and frictionless as possible.
Does user generated content increase sales?

This home décor website had several products that looked very similar to each other. Biometric research and customer surveys suggested that on the PLP, users were finding it difficult to distinguish one product from another and could not decide which one they wanted to explore further.

Previous experiments showed that by using social proof to reassure users, they were able to overcome their perceived ability concerns and buy more products.

It was evidenced in biometric lab sessions and surveys that some customers look at other users’ social media content for inspiration.

Hypothesis and Psychological Technique Applied

For this experiment, we replaced the social proof messaging ‘x,xxx people successfully bought and installed [product name] with us in the last 7 days’ with actual pictures of the products installed in customers’ homes.

We believed that this kind of Social Proof and user-generated content would further reassure potential customers and help them overcome their perceived ability concerns even more, thereby leading to increased purchases.

Experiment

On the home page, we displayed images from Instagram profiles of the products in situ in actual customers’ homes.

Results

The Variation underperformed the Control with a high probability.

Learnings

It appears that user-generated content did not work as well as simply stating the facts quickly (‘x,xxx people successfully bought and installed [product name] with us in the last 7 days’). It is possible that visitors felt that the images didn’t reflect their home, so that may have put them off buying the product.
On a PDP is it better to lead with an interactive image or a static image?

Heatmaps, session recordings, user research, and Google Analytics showed that for this retailer when visitors on the PDP scrolled through the images and interacted with the interactive product view (giving the ability to view the product from all angles), they had a higher propensity to buy the product than if they did not interact with it.

Hypothesis and Psychological Technique Applied
We decided to give higher visual hierarchy to the interactive product view on the page and follow the principle of WYSIATI.

We hypothesised that by making the interactive view the main image, more users would interact with it and as such it would persuade more visitors to add the product to their basket and buy.

Experiment
We made the interactive product view the main visual content on the page. Other image thumbnails had a lower visual hierarchy but were still accessible.

Results
The Variation underperformed the Control with a high probability.

Learnings
Leading with interactive product view content did not appear to be right for this target audience. It was almost asking too much of them at the beginning and it possibly felt like the product was being forced onto them. Allowing them to self-select the interactive product view image when they were ready seemed like a better option.

This experiment also suggests that the perceived norm of an initial static image acts as a foot in the door. Once the customer becomes interested, they would be happy to invest more time exploring the product they are considering, using an interactive product view tool.
Do exit intent offers help you reduce cart abandonment?

Analytics for this home décor website showed that a large percentage of users were leaving the cart and the site without completing the purchase. Since home décor items are often a considered purchase, visitors were in no hurry to complete the transaction.

Hypothesis and Psychological Technique Applied

We believed that by reminding users that there were offers they could make use of if they bought the item now rather than later, they would be persuaded to complete the purchase.

By showing users an exit intent-based overlay with a discount code and countdown timer telling them how long the offer was available, we would be able to create a sense of Urgency and Loss Aversion in them, and thereby encourage them to complete their purchase.

Experiment

We added an overlay with discount code and countdown timer that would appear when the visitor tries to exit the site without completing a purchase.

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

Adding an exit intent-based overlay with a discount offer at the checkout did encourage more users to complete their purchases. Also, the amount gained in actual revenue was more important to the retailer than them retaining profit margin with fewer sales.
Does showing benefits of buying from you mean more consumers will buy from you?

For this fashion retailer, Google Analytics highlighted a significant drop-off from the PDP to the basket. Heatmaps showed that most users scrolled to the main ‘Add to Bag’ and ‘Add to Wishlist’ CTAs area of the page. Psychological research highlighted that this specific segment of users valued style over fit. Customer research also told us that users had concerns about returns.

Hypothesis and Psychological Technique Applied
We hypothesised that redesigning the CTA area with better message framing, making the main CTA stand out, and adding in triggers that answer customers’ concerns would help more people add products to the basket and check out.

This test also followed the Fogg Behaviour Model, bringing together motivation, ability, and a prompt to elicit an action or behaviour from the customer.

Experiment
We reduced the visual hierarchy of the ‘Add to Wishlist’ CTA so that it was not as prominent as the main ‘Add to Basket’ CTA.

We also inserted 4 key trigger messages underneath the main CTA that appealed to the customers’ needs, wants, and beliefs.

Results
From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings
Each page has an objective and everything else on the page should come secondary to that. By focusing on helping the user achieve their objective and by answering the questions they have when they are considering their decision, we were able to help this target audience achieve their goal, which in turn benefited the retailer.
Will customers spend more to get free delivery?

Biometric research indicated that customers didn’t like having to spend extra money to qualify for free delivery on this clothing website. This was supported by visitor surveys and customer interviews.

**Hypothesis and Psychological Technique Applied**
We decided that if we could motivate customers to spend more (add more items to their shopping bag) to qualify for the free delivery, we could remove the negative emotions associated with it.

Humans are generally averse to losing an available benefit (Loss Aversion) and the ‘Psychology of Free’ is a powerful motivator. With this experiment, we intended to test the combination of these two forces.

**Experiment**
As customers added products to their basket, they were notified how close they were to receiving free delivery. Once they passed this threshold amount, they were congratulated and told Free Delivery had been applied to their purchase.

**Results**
From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

**Learnings**
By combining the psychology of free with loss aversion we were able to encourage more customers on this website to spend a little bit more to get something they valued for free.
When is the right time for a radical redesign?

Following multiple rounds of testing, the PDP of this fashion brand was found to have reached its performance limit within the constraints of its current design. The multiple experiments we’d run had produced either marginal uplifts or inconclusive results. We thought we had exhausted all opportunities within the page and it had reached its Local Maxima.

We felt it was the right time for a radical redesign. But before we embarked on this redesign, we verified this decision by conducting detailed research:

- Analysed 500 session recording videos on the PDP, identifying users’ click-behaviour
- Undertook market research into consumers’ buying decisions with 1,000 participants
- Conducted extensive research with the client regarding the experiment’s technical complexities
- Undertook a five-day sprint workshop, creating various prototypes that passed through our biometrics research lab
- Used data collected from the lab to help us iteratively improve the emotional buying experience for customers.

Once satisfied that participants had an improved emotional experience when interacting with the prototype, we built the Variation page for the live A/B test.

Hypothesis and Psychological Technique Applied

We believed that by radically redesigning the PDP, we would be able to improve the customers’ buying experience and as a result, lift sales and revenue. The main goal was Simplicity. We wanted to make it as simple as possible for customers to shop and buy products.

Experiment

We created a radical redesign Variation for the PDP, incorporating learnings from all previous PDP experiments and insights from all our research into the new design.

Building the Variation involved complex coding to overcome the testing platform’s limitations and the website architecture.

Results

From the observed data, we were able to see that the Variation showed a high probability of being better than the Control.

Learnings

This radically redesigned game-changing experiment identified and improved customers’ emotions and buying experience, thereby increasing revenue and lifting the baseline to a higher level.
Psychological Principles Used in These Experiments

**Attention Ratio** (page 34)
This is a design principle according to which the ratio of the number of actions that can be taken on a page to the number of actions you want a user to take on the page (conversion goals, that is) should be 1:1. Psychologically stating, a person is more likely to focus on an action and follow it through if there is only one action that can be taken on each page.

**Cognitive Ease** (pages 18, 20, 32, 50)
This refers to the ease with which our brain processes an information and reacts to it. We feel more ease than strain when information is presented more clearly or when we experience something repeatedly or when we are in a good mood. The cognitive ease associated with something will alter our own feelings about that thing and whether we are motivated to invest our time and effort in it.

**Endowment Effect/Loss Aversion** (pages 22, 52, 62, 66)
The phenomenon in which people attach a greater value to what they own and have already invested in, and will not be ready to part with what they already have.

**Extrinsic/Intrinsic Cognitive Load** (pages 18, 24, 28)
Cognitive load is the amount of working memory that is used by an individual when performing a task. Intrinsic cognitive load refers to the effort needed to complete a task, while extrinsic cognitive load is the way the information about a task is presented to the user.

**Fogg Behaviour Model** (page 64)
The Fogg Behaviour Model postulates that a behaviour can occur only when 3 elements come together: Motivation, Ability, and a Trigger. When even one of these is missing, a behaviour is unlikely to occur.

**Foot-in-the-Door Technique** (page 30)
If you get a customer to agree to a small request, they are more likely to agree to a larger request, maintaining a consistent approach to mounting requests throughout the conversation/purchase journey.

**Framing Effects** (page 30)
This is the idea that the way a choice is presented to us—the words and images used or the situation in which we are given the choice—influences our decision about taking that choice. This, however, does not mean that you should mask a bad choice with attractive words or setting.

**Frequency Illusion** (page 56)
This is the feeling that after you gained a new information or met a new person, you keep seeing that information or person frequently. This does not happen because the information is suddenly recurring in your environment but because you’ve never noticed it before.

**Golden Rules of Interface Design** (page 18)
Ben Shneiderman has listed 8 golden rules of interface designing:
1. Strive for consistency
2. Seek universal usability
3. Offer informative feedback
4. Design dialogs to yield closure
5. Prevent errors
6. Permit easy reversal of actions
7. Keep users in control
8. Reduce short-term memory load

**IKEA Effect/The Labour-Love Effect** (page 22)
The tendency of people to value something more when they have had to work for it.

**Information Bias** (page 12)
The belief that when more information is acquired about a task or product, we would be able to make better decisions. The truth is that we don’t always need too much information to make a decision, but we tend to seek more information hoping that will help us make a better decision.

**Locus for Control** (page 10)
This refers to how strongly people believe they have control over the results of events in their lives. There are internal loci of control—which is the belief that you control your life and its events—and external loci of control—which is the belief that external factors control your life and events.

**Mental Models** (page 10)
Mental models are our way of making sense of something, our expectations or belief about a system or process.

**Outcome Expectancy** (pages 12, 14, 36)
The outcome expectancy theory refers to the result we expect from performing a certain action or behaviour. By clearly showing the outcome of a particular effort on a website/app, users will be motivated to complete the action/transaction. Frame your outcomes to answer this question: “What results do we want?”

**The Paradox of Choice** (page 26)
The more the choice available to customers, the more difficult it is to come to a decision.

**Perceived Value Pricing** (page 38)
People perceive the value or price of an item based on the way the price is presented to them, rather than by the actual market price or financial worth.
**Personification/Metaphor Effect** (page 34)
This refers to the use of a visual metaphor (through images, supported by accompanying text) to personify the emotions of the customer. The use of such an image evokes empathy in customers and makes them positively inclined towards the product or service.

**The Psychology of Free** (page 66)
The word “free” is like magic: people will give up a much better deal, take extra pains, or give away personal information to get the thing that is free.

**Self-efficacy** (pages 14, 40, 46, 50)
This refers to our belief in our ability to complete a task and meet challenges successfully.

**Simplicity Principle** (pages 8, 12, 16, 20, 40, 48, 68)
People tend to make a faster decision when things or actions seem simple and easy to understand, even if the thing or action may not be logically easy or there are other things or actions that are logically better.

**Social Proof/Consensus Principle** (pages 34, 56, 58)
People are intrinsically driven to conform and so will often be influenced to copy others’ decisions and actions. It becomes important in ambiguous social situations where people are unable to determine the appropriate mode of behaviour.

**Urgency Messaging** (page 62)
This refers to the various triggers through which a sense of urgency can be created among buyers; urgency messages make the user feel the need to act quickly because of perceived scarcity.

**Visual Fluency/Fluency Heuristic** (pages 16, 24)
Similar to the simplicity principle, the theory of fluency states that of two (or more) items or services shown to a person, they are more likely to pick the item that their brain processes more fluently, the one they are able to understand faster.

**Visual Hierarchy** (pages 8, 42, 60)
This is the order in which a user takes in the information and elements on a page. The hierarchy of elements on a page is usually dictated by the visual fluency of the elements. For example, large images (or an image of any size on a page full of words), words with large or different fonts, bright or highly contrasted colours, etc. are more likely to be processed faster and therefore have a higher visual hierarchy.

**Von Restorff Effect/The Isolation Effect** (page 6)
When several similar items are seen together, the item that is different from the rest will be noticed and easily remembered.

**WYSIATI (What You See Is All There Is)** (pages 20, 42, 60)
This is the tendency to form impressions and judgements based only on the information that is available to us, overlooking important details that might be absent.
We improve brands’ profitability by removing blockages in their customers’ digital buying journey.

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