Enterprise-scale optimization is more than just testing for the best button color. It requires a well-planned and programmatic approach based upon a solid measurement strategy that tests a hypothesis and iterates. If you are a marketer in a large organization who’s responsible for online optimization, be sure to ask the following questions:

1. **Do you have clearly defined business goals and associated KPIs to measure success?**
   
   Consider what a successful optimization program delivers to your business and be sure to collect input from across the business as one team’s measure of success will likely not be the same as every other team within the organization.

2. **Does your measurement strategy align with your defined business goals?**
   
   A measurement strategy enables you to gauge program performance against business goals and justify decision making. It will help you define the data you need to capture and report on to measure success and ultimately show how optimization contributes to the bottom line. Be sure to democratize the results within your organization to show progress and build measurable action plans for the next steps.

3. **Do you have access to the skills and expertise necessary to run an enterprise optimization program?**
   
   A holistic optimization program includes more than just a web analyst and a web developer. Be sure you consider roles such as creatives, copywriters and usability experts as they all have important roles to play – not to mention project managers and testing specialists.
4. **Do you understand the unique needs of your different customer segments?**

For an enterprise, segmentation should be the bedrock of any testing program. Design your segmentation strategy early but don’t over-complicate it. If you just are starting out, think about a small number of larger segments and then build your optimization program around the needs of each one. Be sure your measurement strategy is aligned with your segmentation strategy to ensure you have all the data necessary to recognize success.

5. **Do you understand the customer journey across channels?**

Make sure you can map the key conversion steps throughout the customer journey, including those that cross digital properties and channels. Don’t limit these conversion events to just the final conversion step and include abandonment events to improve engagement KPIs. Be sure that your testing tool can test and measure the success of cascading events.

6. **Are there any conflicts among the optimization needs of your broader organization?**

Consider the testing needs across your organization. Is testing centralized via a Digital Center of Excellence or distributed across business units? Centralized teams provide an opportunity for more standardization. If multiple teams need to test on the same pages, can they operate in the same place without collisions between tests? Test collisions can invalidate results. Can multiple groups perform their own tests with their own goals and shared conversion steps?

7. **Is there a programmatic approach to your testing strategy?**

Testing is not a one-time event, but a continuous and iterative program. Be sure to design your testing program where the output from one test feeds into and informs the next test.

8. **Do each of your online tests follow a consistent process?**

Every test begins with a hypothesis that usually challenges your assumptions and is essential to developing tests that actually move the needle. From there, the process for each test includes test plan creation, variation design, test development, QA, test execution and results analysis. Do you push the winning results live or make that just one of the variations for the next test? Don’t forget to document your results.
9. **What are the volume and concurrency needs and how will that impact your program?**

What happens when you want to run dozens of tests simultaneously on your sites without impacting performance? Ensure your technology solution scales to any number of daily visitors and can support running multiple tests on a single page while providing guardrails to avoid collisions between those tests or targets. It’s also beneficial that your solution ensures positive customer experiences by providing global data collection and a CDN for content delivery to reduce latency and response times.

10. **How can I leverage the latest science to get the most from testing?**

Science matters because you are making business decisions based on the outcomes of the tests you run. Do you know when it is better to run a series of A/B tests rather than a single multivariate test? Are the underlying algorithms transparent enough to help you fully understand why certain optimization decisions are made? If you only care about which banner is better, any free testing solution will suffice. However, if you are making decisions about what kinds of campaigns to fund and how they drive online conversions or engagement, then accuracy is paramount.

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