

CRO Maturity Framework

		Level 1 - Beginning	Level 2 - Building	Level 3 - Accomplishing	Level 4 - Advancing	Level 5 - Leading
People & Skills	Resources	- Few dedicated delivery resources available, with limited CRO experience - Testing heavily restricted by resource bottlenecks	- Experienced CRO resource guiding a mix of shared and dedicated delivery resource - Testing still restricted by resource bottlenecks	Mostly self-sufficient team/s, including developers, analysts and experienced CRO resource. A few resource bottlenecks remain	- Mostly self-sufficient teams, with access to data science resource - Testing not restricted by resource bottlenecks	Entirely self-sufficient teams, not restricted by resource bottlenecks, data science resource embedded into processes
	Team structure	Centralised team: targets and activity defined by parent department (e.g. marketing)	Independent centralised team: no longer bound by the objectives a parent department	Large centralised team, multiple de-centralised teams, or a Centre of Excellence structure	Multiple de-centralised teams or Centre of Excellence structure	Experimentation capability embedded business-wide via de-centralised teams or Centre of Excellence
Strategy & Culture	Organisation's decision-making culture	Decisions led by HiPPOs, best practice and entrenched beliefs. Reliable data not a requirement	Still mostly led by HiPPOs etc. but experimentation starting to influence smaller business decisions	Data-led decision-making happening in silos, starting to influence senior leaders	Most decisions led by reliable data. Leadership bought-in. Formal decision processes established	Testing and causal inference now essential to all business decisions. Leadership lead by example
	Velocity of testing and insight	- Approx. one test per month OR up to 5% of business' testing bandwidth - No server-side changes A/B tested - Insights rarely uncovered or shared	- Approx. one test per week OR up to 25% of business' testing bandwidth - No server-side changes A/B tested - Test insights shared around immediate team	- Approx. 100 tests per year OR up to 50% of business' testing bandwidth - Some server-side changes A/B tested - Test insights regularly shared widely	- Hundreds of tests per year OR up to 75% of business' testing bandwidth - Most server-side changes A/B tested - High business engagement from test insights	- Thousands of tests per year OR more than 75% of your testing bandwidth - All server-side changes A/B tested or validated with causal inference - Insights provide long-term 'institutional memory'
Tools & Tech	Experimentation Technology	- A basic client-side solution using mostly WYSIWYG editors - Testing severely limited by technology	- Client-side solution with customisations and third-party integrations - Testing still severely limited by technology	- Client-side and/or server-side solution - Manual test monitoring and control processes - Some larger test ideas limited by technology	- Full-stack solution integrated with business architecture and databases - Some automation of test monitoring and control processes - Technology enables all test ideas	- Full-stack solution integrated with business architecture and databases, with fully automated test monitoring and control processes - Technology enables all test ideas
	Data infrastructure	- Off-the-shelf client-side analytics solution - Tagging not validated or maintained - Siloed from other data sources - Only generic success metrics are tracked	- Customised client-side analytics solution - Tagging validated and actively maintained - Integrated with third-party tools - Tracking of some granular user behaviour	- Comprehensive analytics solution, enabling manual joining of test data with other data sources - Granular user behaviour and many system events now also logged	- Test data fully incorporated in the business' core data stack, new processes being established - All user behaviour and system events logged - Data quality & business guardrail metrics tracked	- Test data fully incorporated in the business' core data stack, processing is automated and efficient and all possible events/metrics are tracked - Real-time data processing for automatic traffic allocation and test control
Process & Methodology	Research and planning	- Very little quant. or qual. research - Lack of planning process means testing is unfocussed and reactionary - Activity often led by HiPPOs	- Basic, ad-hoc quant. research but very little qual. research - Structured hypothesis writing, formal planning and prioritisation processes give program clear focus - Activity still somewhat influenced by HiPPOs	- Frequent quant. and qual. research - Refined planning and prioritisation processes ensure program always focussed on most valuable opportunities - Senior stakeholders accept the process	- Frequent in-depth quant. and qual. research - Formal, standardised processes adopted across all testing teams - Senior stakeholders bought into the process	- Frequent in-depth quant. and qual. research - Formal, standardised processes have been refined across all testing teams - Organisation-wide engagement with the process
	Testing and analysis	- Testing best-practices not known or followed - Lack of controls causes numerous bugs/errors - Lack of post-test analysis process leads to missed opportunities and wasted test resource	- Some best-practices are followed but not documented - Some data/process controls in place, reducing technical bugs and statistical errors - Basic post-test analysis process includes top-level segmentation	- Team follows clear and documented best-practices, further reducing bugs or data issues - Post-test analysis often includes granular segmentation, driving better insights and more iterative testing - Results and insights are shared widely	- All testing and analysis practices are standardised across teams and well-documented, resulting in few technical bugs or data issues - Post-test analysis always includes a pre-defined set of granular segments, and results are shared widely	- Each experimentation team contributes to the wider process with their own process refinements - Automation and granularity are the norm. - Results and insights are shared widely, generating interest from across the organisation
Impact		Wins are few and far between and are having little to no impact on overall business metrics	Wins and insights gaining attention however tests struggling to make significant impact on overall business metrics	More frequent wins and insights starting to have a measurable impact on overall business metrics and culture	Activity regularly has measurable impact on overall business metrics and is improving the organisation's culture	Experimentation is fundamental to the business' culture and long-term strategy. It is the established mechanism for growth