UX Research + Optimization Process for SUB Pod

Feb 2023

What is UX Research?

TL;DR
UX Research builds a testing roadmap to achieve SUB pod goals & overarching OKRs

Translates these plans

Into a test and learn roadmap

Wireframe MVP option A (product-first version)

Highlights

1 Current SUB Pod Tests

2 Why introduce UX Research to SUB Pod?

3 Practical Example

4 Next Steps

You can run tests with out a UX Research practice

Current Tests

Homepage Test

Hypothesis:

If we reposition "cold" modules up the page, and "hot"

modules down the page,

then we'll learn if "cold" content is of interest

among startup founders

because they will have an opportunity to see it right away.

Control

Test Variant B

Product Grid

Hypothesis:

If we make the card image and headline clickable,

then we'll get more signups

among startup founders

because they quickly found what they wanted.
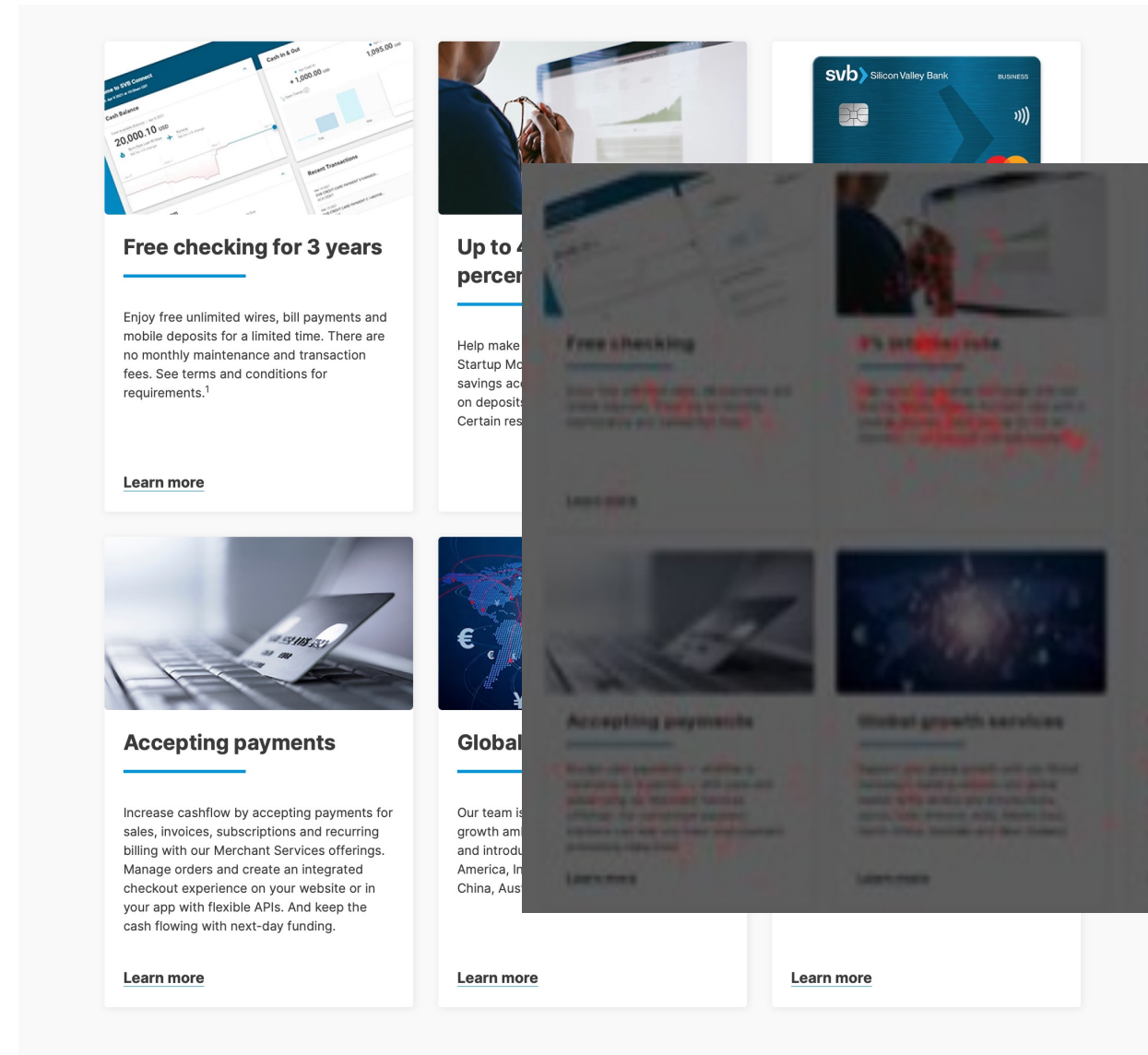
Problem:
Testing isn't directly tied to OKRs

Growth Marketing Strategy on a Page (SOAP) – V2.4

Vision	We elevate the brand and scale revenue growth for SVB through innovative Content, Channel, and Event marketing				

2025 Goals

Revenue Impact through scaled, integrated digital acquisition and OneSVB client engagement.	**Fully Activate our Brand**	**Personalized OneSVB Client Experiences at Scale**	**Employee Engagement**	**Risk Management**
• Marketing impacts 30% of new client acquisition for SUB, AG and Corp Banking • Increase MQLs 10% YOY	• 100% of all Marketing Channels deliver a consistent/recognizable brand experience	• 100% Relevant Product Awareness for each client segment • 50% target audience engage with relevant "Thought Leadership" content (thought starter) • 100% of Marketing campaigns are jointly activated with ASO and with RMs	• Happiness - 75+ • Retention - 75+ • Inclusion – 75+ • Development Op. – 70+	• Self-Identified Risks – 50%

2023-2025 Strategies

Customer Centric Business Impact	**Business Process & Technology**	**Client and Performance Data**	**World Class Client Experiences**	**Team and Talent**

2023 OKR Business and Operational

Objective: Accelerate growth through client & prospect engagement • 500 A2I Qualified Leads • Acquired clients touched by marketing >=30% of BU/CU acquisition targets – 2x/yr measurement (*Emily/Allison*) • Increase number of clients who consider SVB their Primary Financial Institution by X% • Average familiarity amongst general public with Silicon Valley Bank (SVB proxy) >51%	by end of year • Reduce outdated digital marketing assets by 50% in DAM • Deliver 12 milestones for the DMARM by end of year • 30% of issues are self identified • Marketing Portfolio Budget attainment of +/- 2%	• Benchmark revenue impact for CB by segment channel and campaign • 70% of the BU/CU major initiatives have actionable marketing insights • 10% increase in SUB lead acceptance rate • Deliver CX measurement w/ 100% accuracy, and 100% on time (shared) • MarTech Domain health score of 4.1+	on internal Qualtrics survey • Increase content download rate by 10% YOY • Increase content engagement rate by X% YOY • Sitewide increase of engagement rate • 80% of our site traffic experiences our new brand (powered by design system)	• 100% of employees have development plan • Development Op. - 70+ • Inclusion - 75+ • X% participation in ERGs • Happiness - 75+ • Retention - 75+

• 10% increase in SUB lead acceptance rate

2023 Initiatives

Activate A2I Plans Activate BU Commercial Bank Marketing Plans Activate BU SVB Private Marketing Plans Activate Enterprise Marketing Plan	• Improve Operational Efficiency • Digital Marketing Asset Risk Management Program • MarTech Risk Assessment and Remediation • Marketing Portfolio Management	• E2E Data Management • Marketing Impact Measurement • Lead Management Optimization • Martech Stack Modernization (supports NPS, brand, campaign delivery, svb.com, etc..)	• Flawless Event Execution • Enterprise Content Strategy • SVB Interim Site Strategy and Execution • Enterprise and Marketing Design System	• Employee Development • Build an inclusive culture • Invest in our talent

Without a UX Research practice, we don't have an optimization roadmap that utilizes our analytics data

Solution:
UX research provides us with a foundation to collect and measure towards a unified goal

2023 Goal – 10% Increase in Lead Acceptance Rate
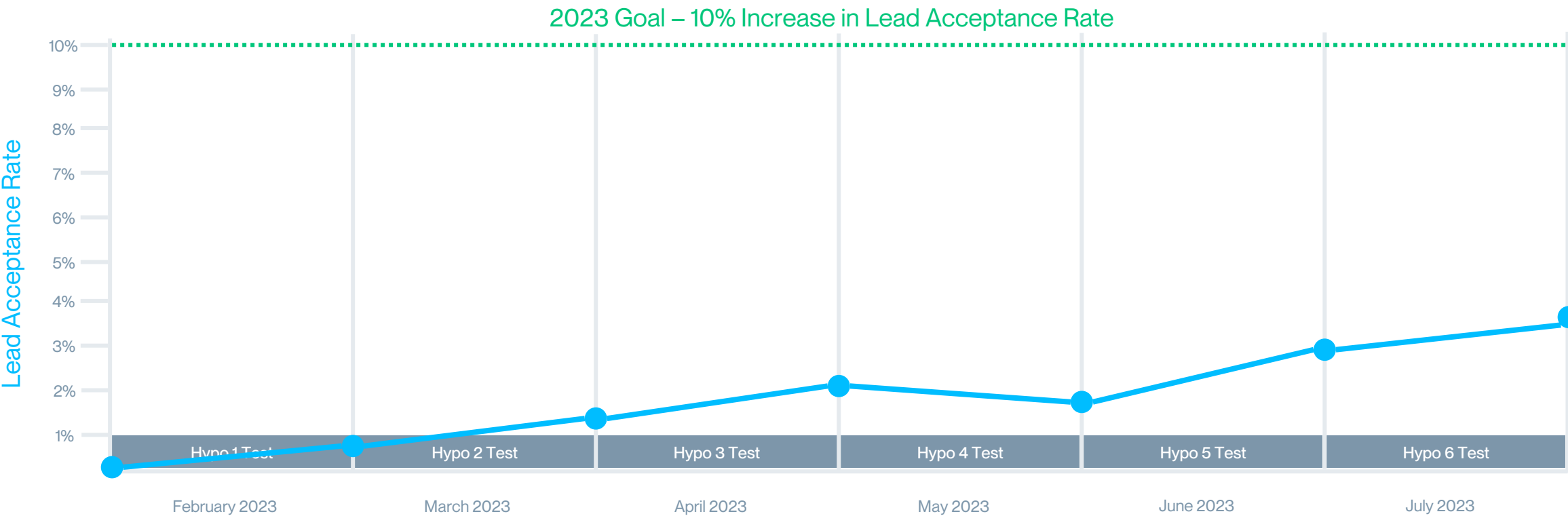
Problem:
We know our current voice is SVB product & service centric

There are many ways to describe us. "Bank" is just one.

SVB is fundamentally different than other banks.

While we offer modern banking products designed for tech, life science and healthcare founders, that's just the start.

Our team of 100 startup banking experts can help you maneuver the fundraising maze, connect with investors, and provide candid advice how to increase the probability of your success.

Founder-focused. Digitally forward. Human-to-human. We're the bank you.

Sign up to learn more

SVB Startup Banking

Bank.
Coach.
Navigator.
Connector.
Ally.

Apply now   Sign up to learn more

PRODUCTS AND SERVICES

Startup banking products and services geared for founders

Watch how SVB can simplify your banking activities.

For your day-to-day banking, digital banking platform purpo how founders (not banks) thin

Get ahead of cash flow challen into incoming and outgoing tra easy-to-use payment tools.

Stay focused with customizable available prompts to guide you

And it works ok.

But we also know 60-80% of our leads are rejected by sales

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So, how do we fix it?

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Our problem could be anywhere, and is likely in multiple places
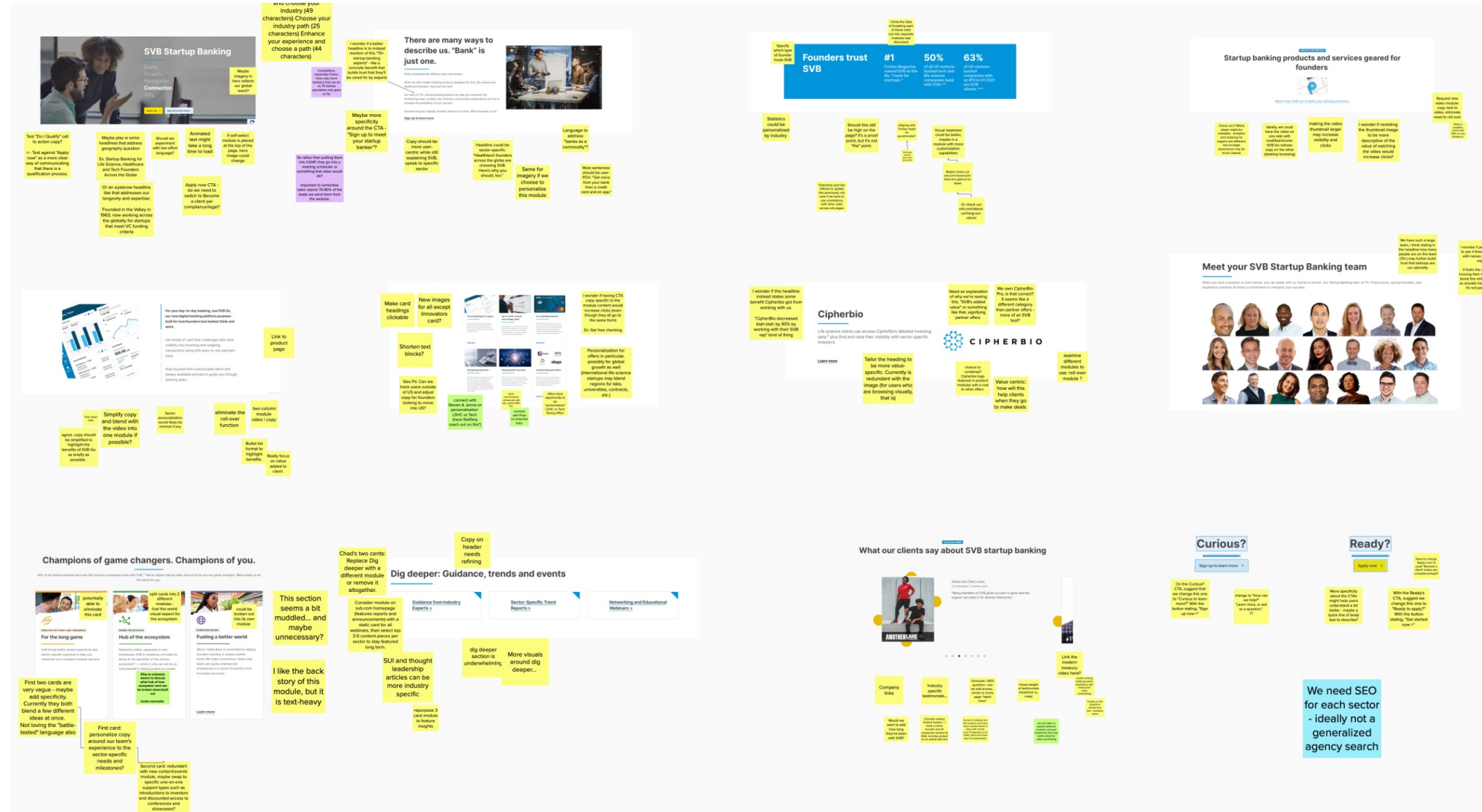
How do we decide what to test first?

Silicon Valley Bank
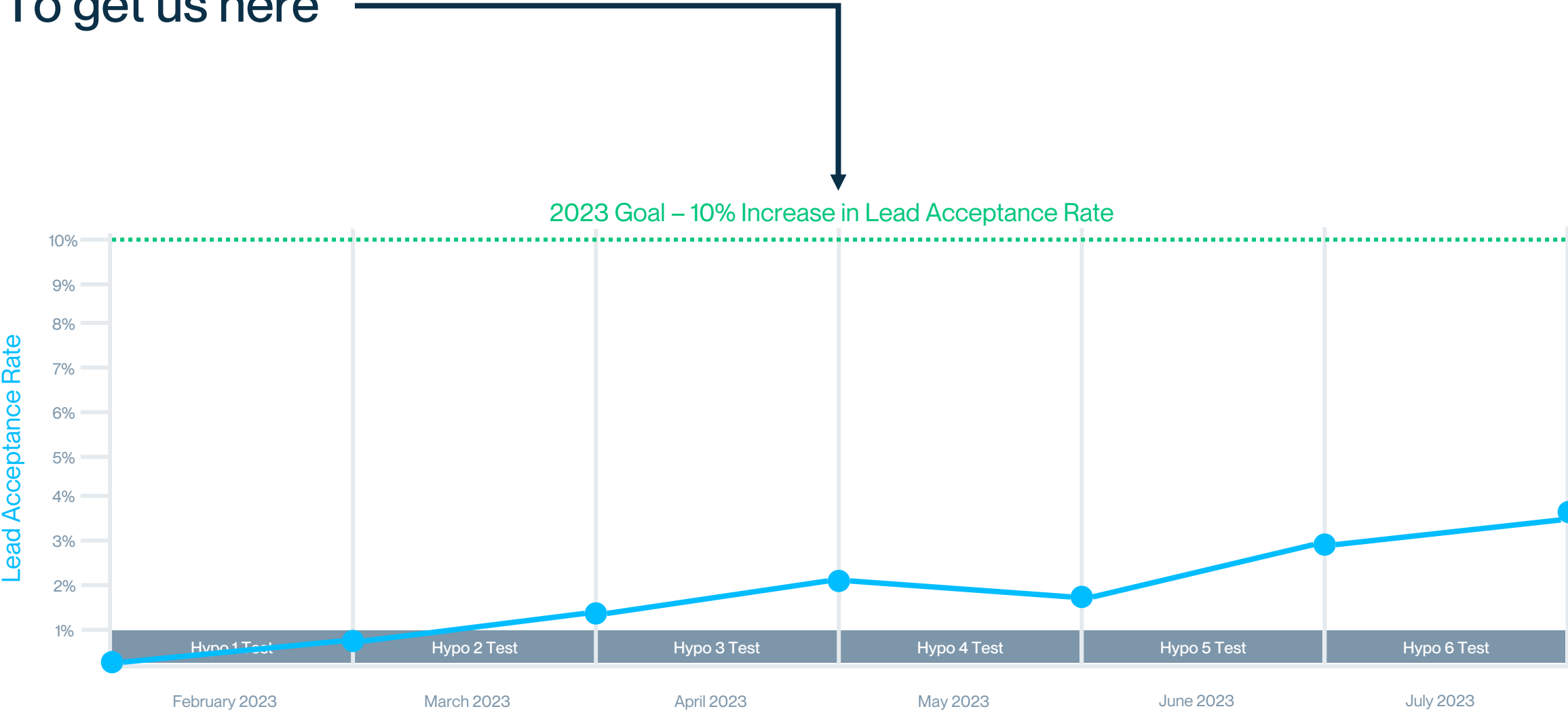
You guessed it.
UX Research

UX Research is a 5 Step repeatable framework

UX Research

1 OKRs + Measure of Success
2 Data Documentation
3 Analysis
4 Research
5 Planning
6 Execution
7 Testing
8 Optimization

2 Week Sprint   2 Week Sprint   2 Week Sprint   2 Week Sprint   2 Week Sprint   2 Week Sprint

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To get us here:

2023 Goal – 10% Increase in Lead Acceptance Rate

Lead Acceptance Rate

| Hypo 1 Test | Hypo 2 Test | Hypo 3 Test | Hypo 4 Test | Hypo 5 Test | Hypo 6 Test |

February 2023　March 2023　April 2023　May 2023　June 2023　July 2023

Good news, we already do many of these steps

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We combine research and data to take a disciplined approach to deciding too much upfront

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We let our ideal clients tell us the story they want to hear

Our current pod organization

And our relationship with CX Research

CX Research

Client Stories

SUB Pod

Marketing	Content Strategy	Channel Strategy	Design	Development	Analytics
Business Goals	Voice of Customer	Integrated, data informed solutions	UI/UX Design	Build + Launch	Measure
Blake	Jesse	Alyson	Jen	Aiko	Atticus
Elise	Steffany		Hannah	Rob	Alyson
Alyson	Hannah		Aiko	DEO	Jen
Connor					

Silicon Valley Bank
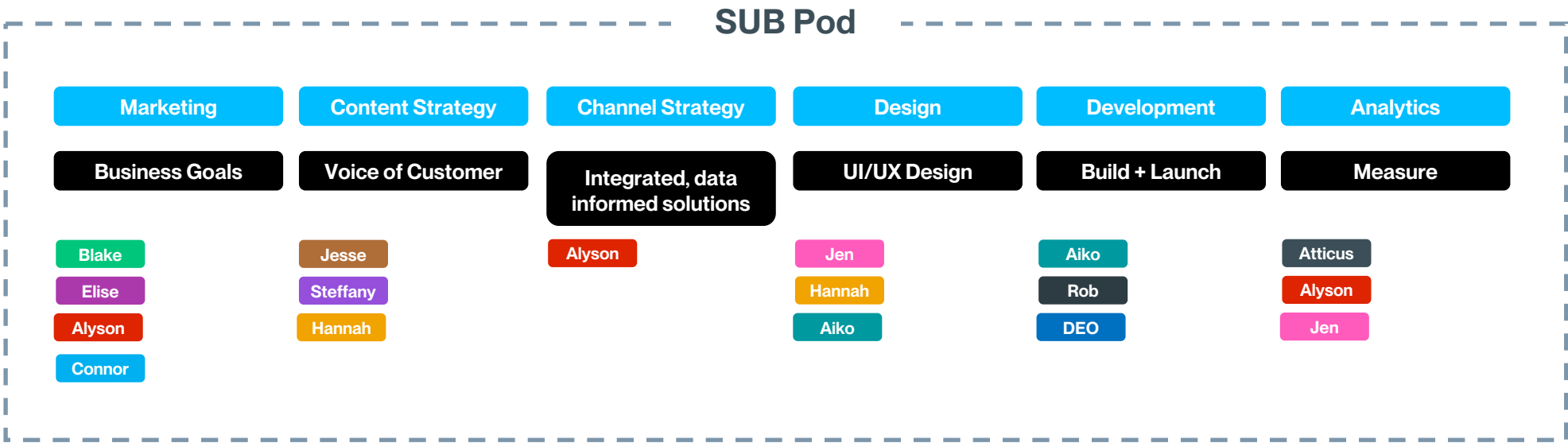
SUB Pod with UX Research practice

Provides a research, testing + optimization framework

SUB Pod

Marketing	Analytics	Design - UX Research	Channel Strategy	Content Strategy	Design – Execution	Development
Business Goals	**Measure**	**Testing + Optimization**	**Integrated, data informed solutions**	**Voice of Customer**	**UI/UX Design**	**Build + Launch**
Blake	Atticus	Jen	Alyson	Jesse	Jen	Aiko
Elise	Alyson	Alyson		Steffany	Hannah	Rob
Alyson	Jen	Atticus		Hannah	Aiko	DEO
Connor		Jesse				
		Aiko				

CX Research

Client Stories

Practical Example
SUB Homepage

UX Research Practice

1   OKRs + Measure of Success

2   Data Documentation

3   Analysis

4   Research

5   Planning

6   Execution

7   Testing

8   Optimization

This looks like a lot, but we're already allocating time and resources to many of these steps

UX Research reduces
optimization tail chasing

And provides a predictable path towards measurable results

UX Research

1. OKRs + Measure of Success
2. Data Documentation
3. Analysis
4. Research
5. Planning
6. Execution
7. Testing
8. Optimization

2 Week Sprint | 2 Week Sprint | 2 Week Sprint | 2 Week Sprint | 2 Week Sprint | 2 Week Sprint

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Like this!

2023 Goal – 10% Increase in Lead Acceptance Rate

Lead Acceptance Rate

| 10% |
| 9% |
| 8% |
| 7% |
| 6% |
| 5% |
| 4% |
| 3% |
| 2% |
| 1% |

Hypo 1 Test — Hypo 2 Test — Hypo 3 Test — Hypo 4 Test — Hypo 5 Test — Hypo 6 Test

February 2023   March 2023   April 2023   May 2023   June 2023   July 2023

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The RACI chart shows roles and responsibilities within UX Research framework

Responsible	Accountable	Consulted	Informed
Jen	Steffany	Blake	Connor
Atticus	Hannah	Aiko	Elise
Alyson	Jesse		Rob

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Responsible   Accountable   Consulted   Informed

Step 1 – Big Picture:
Know the OKRs

And align measurement goals to those OKR's

Steffany	
Hannah	
Jesse	
Blake	
Connor	
Jen	
Elise	
Alyson	
Aiko	
Rob	
Atticus	

Growth Marketing Strategy on a Page (SOAP) – V2.4

Vision

We elevate the brand and scale revenue growth for SVB through innovative Content, Channel, and Event marketing

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2023-2025 Strategies

Customer Centric Business Impact	Business Process & Technology	Client and Performance Data	World Class Client Experiences	Team and Talent

2023 OKR Business and Operational

Objective: Accelerate growth through client & prospect engagement	Objective: Operate with efficiency and excellence	Objective: Deliver advanced and integrated marketing technology, data & analytics	Objective: Deliver compelling experiences across all channels	Objective: Engage and enable our people and advance Diversity, Equity, and Inclusion
• 500 A2I Qualified Leads • Acquired clients touched by marketing >=30% of BU/CU acquisition targets – 2x/yr measurement (*Emily/Allison*) • Increase number of clients who consider SVB their Primary Financial Institution by X% • Average familiarity amongst general public with Silicon Valley Bank (SVB proxy) >51%	• Establish a baseline for average campaign delivery timelines by Q2 and reduce by 10% by end of year • Reduce outdated digital marketing assets by 50% in DAM • Deliver 12 milestones for the DMARM by end of year • 30% of issues are self identified • Marketing Portfolio Budget attainment of +/-2%	• 80% of marketing reporting accessible from centralized in-house data platform • Benchmark revenue impact for CB by segment channel and campaign • 70% of the BU/CU major initiatives have actionable marketing insights • 10% increase in SUB lead acceptance rate • Deliver CX measurement w/ 100% accuracy, and 100% on time (shared) • MarTech Domain health score of 4.1+	• 85% Event Satisfaction rating on internal Qualtrics survey • Increase content download rate by 10% YOY • Increase content engagement rate by X% YOY • Sitewide increase of engagement rate • 80% of our site traffic experiences our new brand (powered by design system)	• 100% of employees have development plan • Development Op. - 70+ • Inclusion - 75+ • X% participation in ERGs • Happiness - 75+ • Retention - 75+

2023

| Activate A2I Plans
Activate BU Commercial Bank Marketing Plans
Activate BU SVB Private Marketing Plans
Activate Enterprise Marketing Plan | • Improve Operational Efficiency
• Digital Marketing Asset Risk Management Program
• MarTech Risk Assessment and Remediation
• Marketing Portfolio Management | • E2E Data Management
• Marketing Impact Measurement
• Lead Management Optimization
• Martech Stack Modernization (supports NPS, brand, campaign delivery, svb.com, etc..) | • Flawless Event Execution
• Enterprise Content Strategy
• SVB Interim Site Strategy and Execution
• Enterprise and Marketing Design System | • Employee Development
• Build an inclusive culture
• Invest in our talent |

GOAL: 10% increase in SUB lead acceptance rate

Responsible   Accountable   Consulted   Informed

Step 1 – Big Picture:
Define Goals + Measures of Success

What results are we aiming for in this work?

Steffany
Hannah
Jesse
Blake
Connor
Jen
Elise
Alyson
Aiko
Rob
Atticus

## Growth Marketing Strategy on a Page (SOAP) – V2.4

Vision	We elevate the brand and scale revenue growth for SVB through innovative Content, Channel, and Event marketing

2025 Goals

Revenue Impact through scaled, integrated digital acquisition and OneSVB client engagement.
- Marketing impacts 30% of new client acquisition for SUB, AG and Corp Banking
- Increase MQLs 10% YOY

Fully Activate our Brand
- 100% of all Marketing Channels deliver a consistent/recognizable brand experience

Personalized OneSVB Client Experiences at Scale
- 100% Relevant Product Awareness for each client segment
- 50% target audience engage with relevant "Thought Leadership" content (thought starter)
- 100% of Marketing campaigns are jointly activated with ASO and with RMs

Employee Engagement
- Happiness - 75+
- Retention - 75+
- Inclusion – 75+
- Development Op. – 70+

Risk Management
- Self-Identified Risks – 50%

- **10% increase in SUB lead acceptance rate**

2023-2025 Strategies

Customer Centric Business Impact	Business Process & Technology	Client and Performance Data	World Class Client Experiences	Team and Talent

2023 OKR Business and Operational

Objective: Accelerate growth through client & prospect engagement
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- Increase number of clients who consider SVB their Primary Financial Institution by X%
- Average familiarity amongst general public with Silicon Valley Bank (SVB proxy) >51%

Objective: Operate with efficiency and excellence
- Establish a baseline for average campaign delivery timelines by Q2 and reduce by 10% by end of year
- Reduce outdated digital marketing assets by 50% in DAM
- Deliver 12 milestones for the DMARM by end of year
- 30% of issues are self identified
- Marketing Portfolio Budget attainment of +/- 2%

Objective: Deliver advanced and integrated marketing technology, data & analytics
- 80% of marketing reporting accessible from centralized in-house data platform
- Benchmark revenue impact for CB by segment channel and campaign
- 70% of the BU/CU major initiatives have actionable marketing insights
- 10% increase in SUB lead acceptance rate
- Deliver CX measurement w/ 100% accuracy, and 100% on time (shared)
- MarTech Domain health score of 4.1+

Objective: Deliver compelling experiences across all channels
- 85% Event Satisfaction rating on internal Qualtrics survey
- Increase content download rate by 10% YOY
- Increase content engagement rate by X% YOY
- Sitewide increase of engagement rate
- 80% of our site traffic experiences our new brand (powered by design system)

Objective: Engage and enable our people and advance Diversity, Equity, and Inclusion
- 100% of employees have development plan
- Development Op. - 70+
- Inclusion - 75+
- X% participation in ERGs
- Happiness - 75+
- Retention - 75+

2023

- Activate A2I Plans
- Activate BU Commercial Bank Marketing Plans
- Activate BU SVB Private Marketing Plans
- Activate Enterprise Marketing Plan

- Improve Operational Efficiency
- Digital Marketing Asset Risk Management Program
- MarTech Risk Assessment and Remediation
- Marketing Portfolio Management

- E2E Data Management
- Marketing Impact Measurement
- Lead Management Optimization
- Martech Stack Modernization (supports NPS, brand, campaign delivery, svb.com, etc..)

- Flawless Event Execution
- Enterprise Content Strategy
- SVB Interim Site Strategy and Execution
- Enterprise and Marketing Design System

- Employee Development
- Build an inclusive culture
- Invest in our talent

GOAL: 10% increase in SUB lead acceptance rate

Next, we get into documenting (not analyzing) the existing data
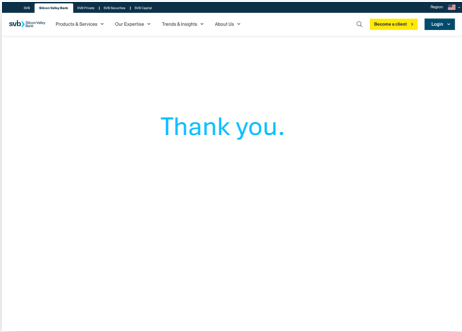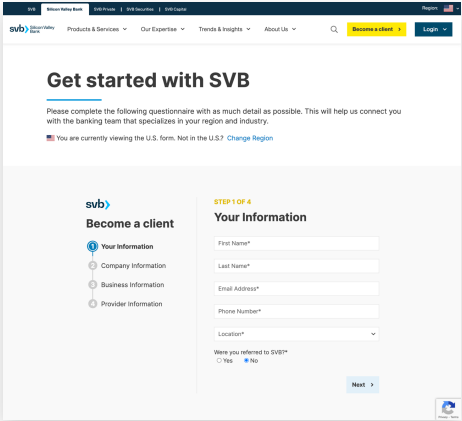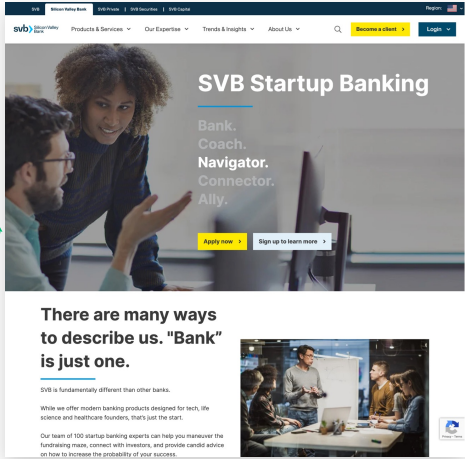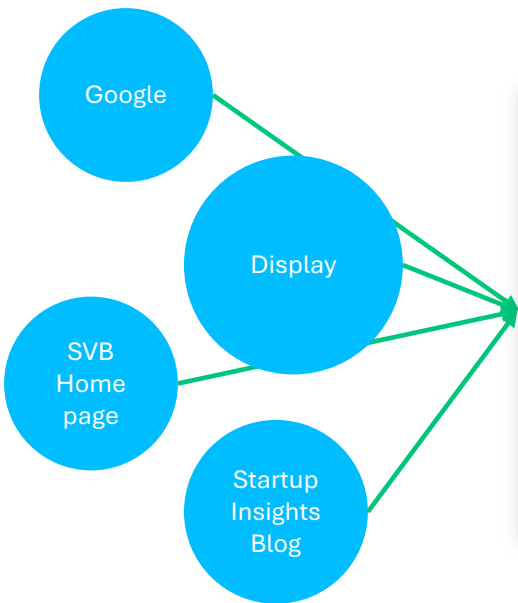
Step 2 - Documentation:
Document Data Points

Analytics data: Jan 1, 2022 – Feb 1, 2023

Responsible **Accountable** **Consulted** **Informed**

Atticus

Jen
Alyson

Connor
Elise
Rob
Steffany
Hannah
Jesse
Blake
Aiko

Traffic Sources	64,000 Unique Pageviews	2% (600) of 34,000 Engage Form	50% (300) of 600 Engage Form	60 became clients?
	34,000 Bounce	33,400 don't Engage Form	300 don't Complete Form	240 Leads Rejected
	Current 50% avg bounce rate	Current 51-80% form abandonment rate		Current 70-80% rejection rate

Google

Display

SVB Home page

Startup Insights Blog

GOAL: 10% increase in SUB lead acceptance rate

Step 2 - Documentation:
Identify user journey's

Responsible | Accountable | Consulted | Informed

Atticus | Jen / Alyson | | Connor / Elise / Rob / Steffany / Hannah / Jesse / Blake / Aiko

Where are they coming from? What messages/content have they seen?

Where do they navigate next?

Traffic Sources

Google

Display

SVB Home page

Startup Insights Blog

64,000 Unique Pageviews
34,000 Bounce
Current 50% avg bounce rate

SVB Startup Banking
Bank. Coach. Navigator. Connector. Ally.

There are many ways to describe us. "Bank" is just one.

2% (600) of 34,000 Engage Form
33,400 don't Engage Form
Current 51-80% form abandonment rate

Get started with SVB

50% (300) of 600 Engage Form
300 don't Complete Form

Thank you.

60 became clients?
240 Leads Rejected
Current 70-80% rejection rate

Responsible	Accountable	Consulted	Informed
Atticus	Jen		Connor
	Alyson		Elise
			Rob
			Steffany
			Hannah
			Jesse
			Blake
			Aiko

Step 2 - Documentation:
Find largest cohorts, map journey + data

XX Unique Pageviews		XX Unique Pageviews

Traffic Sources	XX Bounce	XX Bounce

GOAL: 10% increase in SUB lead acceptance rate

At this point, the team starts
to have ideas about why
we're not getting signups

It's important to start documenting these ideas in the form of hypotheses

For example:
"I think signups are low because the hero message is about SVB."

Let's write this idea as a hypothesis

Step 3 - Analysis:
A/B Test Hypothesis Writing

Helps us as a team craft our assumptions using the same formula

Formula

If we [apply this],
then [this behavioral change]
will happen among [this group]
because [of this reason].

Responsible   **Accountable**   **Consulted**   **Informed**

Steffany
Hannah
Jesse
Blake
Connor
Jen
Elise
Alyson
Aiko
Rob
Atticus

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GOAL: 10% increase in SUB lead acceptance rate

Step 3 - Analysis:
A/B Test Hypothesis Writing

Helps us as a team craft our assumptions using the same formula

Written as hypothesis:

If we more specifically address visitors pain points in the hero headline,
then more signups
will happen among startup founders
because they will feel seen, understood and think SVB knows how to help.

Responsible   Accountable   Consulted   Informed

Steffany
Hannah
Jesse
Blake
Connor
Jen

"I think signups are low because the hero message is about SVB."

GOAL: 10% increase in SUB lead acceptance rate

Step 3 - Analysis:
A/B Test Hypothesis Writing
We can also test hypos on other platforms

Here's an example hypo for this Mercury tweet:

If we provide vetted investor connections,
then more inbound leads
will happen among startup founders
because they want a shortcut to getting
funded by trusted investors.

Responsible   **Accountable**   **Consulted**   **Informed**

Steffany
Hannah
Jesse
Blake
Connor
Jen
Elise
Alyson
Aiko
Rob
Atticus

Mercury ✔
@mercury
...

Pre-seed/seed founders: planning on fundraising soon?

Tell us about the startup you're building & the check size you're looking for — we'll respond with an investor from our database that we think would be a good fit for your business. 👇

12:42 PM · Jan 30, 2023 · **54.4K** Views

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Step 3 - Analysis:
Hypothesis Documentation

Keep track of all ideas to revisit once research is complete

Responsible   Accountable   Consulted   Informed

Steffany

Hannah

Jesse

Blake

Connor

Jen

Elise

Alyson

Aiko

Rob

Atticus

Hypothesis Formula: If we [apply this], then [this behavioral change] will happen among [this group] because [of this reason].

If we offer an industry-specific web experience, then it will allow us to better resonate with both tech founders and LSHC founders because right now we're percieved primarily as tech focused.

If we clearly state who we do NOT serve in the hero or in copy at the top of the optin form, then unqualified leads will not opt in, because they realize their needs will not be served.

If we more specifically address visitors pain points in the hero headline,then more signupswill happen among startup foundersbecause they will feel seen, understood and think SVB knows how to help.

If we offer geo-specific messaging, then prospects will consider us more because they understand we operate outside of the valley

	Rob			Hypo #	Hypothesis Formula: If we behavioral change] will h because [of this reason].				fidence	Ease	Total	Measure of Success	Test Began	Test Ended	Findings
Velocity	Impact	Confidence	Ease						gregate	Aggregate	Aggregate				
1	3	5	4	1	If we offer an industry-specifi us to better resonate with bc because right now we're per					21.0	16.0	48.5			
1	3	4	3	3	If we clearly state who we do the top of the optin form, the because they realize their ne					15.0	10.0	42.8			
4	2	1	4	4	If we more specifically addre headline,then more signupsv foundersbecause they will fe knows how to help.					11.0	10.0	35.0			
2	1	4	3	2	If we offer geo-specific messa more because they understand we operate outside of the valley			3.0	10.0	11.0	10.0	34.0			
				5					0.0	0.0	0.0	0.0	0.0			

GOAL: 10% increase in SUB lead acceptance rate

Ideas will continue to surface, just keep documenting them!

Now it's time to dive into research

CX, personas, user journey's and competitor messaging

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This work is best done content strategists and copywriters

Responsible   Accountable   Consulted   Informed

Jen		Blake
Alyson		Aiko
Steffany		Atticus
Hannah		Connor
Jesse		Elise
		Rob

Step 4 - Research:
Understand our Largest Cohorts of Traffic
Review the existing traffic patterns and their behavior

Traffic Sources

XX Unique Pageviews

XX Bounce

XX Unique Pageviews

XX Bounce

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GOAL: 10% increase in SUB lead acceptance rate
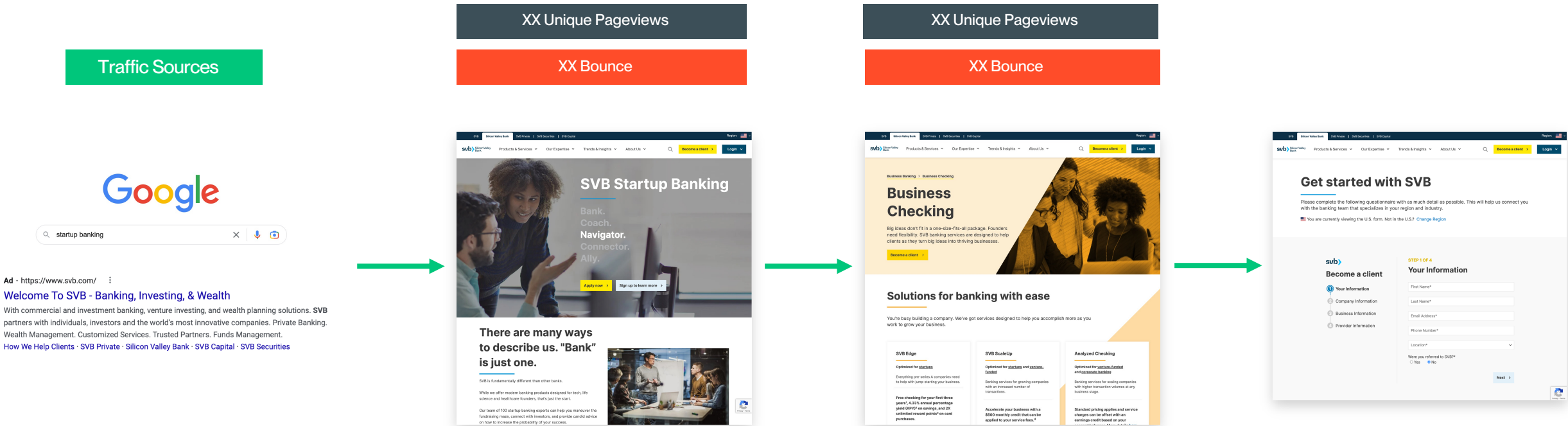
Step 4 - Research:
Messaging Specific Competitive Analysis

- How solution-aware is our audience?
- What are competitors saying and promising?
- What hypos are competitors testing?
- What problems do they assume the audience has?

GOAL: 10% increase in SUB lead acceptance rate

Step 4 - Research:
Build Cohort Persona

Responsible **Accountable** **Consulted** **Informed**

Jen Blake
Alyson Aiko
Steffany Atticus
Hannah Connor
Jesse Elise
  Rob

Apply CX Research and data collected from competitive analysis to create cohort personas

4 Research - Review CX Research

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Project: SUB Homepage Optimization **Date:** mm/dd/yy **Iteration:** Version 01

Cohort 1 Persona

Tech founder

NAME & SKETCH BEHAVIORS & ACTIONS

DEMOGRAPHIC & PSYCHOGRAPHIC DETAILS NEEDS & PAIN POINTS

Cohort 1 Journey

Steps

Doing

Thinking

Feeling

GOAL: 10% increase in SUB lead acceptance rate

Step 4 - Research:
Build Cohort Journey

Responsible	Accountable	Consulted	Informed
Jen		Blake	Connor
Steffany		Atticus	Elise
Hannah			Rob
Jesse			Aiko
Alyson			

Apply a script to the persona's journey

4 Research - Review CX Research

Project: SUB Homepage Opt...

Cohort 1 Persona

Tech founder

NAME & S...

DEMOGRAPHIC & PSYCHOGRAPHIC D...

Cohort 1 Journey

Steps

Doing

Thinking

Feeling

Feeling

GOAL: 10% increase in SUB lead acceptance rate

Step 4 - Research:
Build Cohort Journey

Responsible	Accountable	Consulted	Informed
Jen		Blake	Connor
Steffany		Atticus	Elise
Hannah			Rob
Jesse			Aiko
Alyson			

When complete it looks something like this:

4 Research - Review CX Research

Project: SUB Homepage Opt...

Cohort 1 Journey

Steps

STAGES	AWARENESS	ENGAGEMENT	QUALIFICATION	PURCHASE	SUPPORT

POSITIVE

"They will be at [EVENT] so I can see a demo/hear them speak/etc to better understand their offering?"

"Quorum is the leader in land management software solutions."

"I'm impressed with the pricing/ delivery model options."

"It's easy to understand key features of the land management software."

"It's easy to find what I'm looking for on the Quorum site."

"I can contact someone and schedule a demo quickly."

"The land mgmt software hits the gaps we need to fill."

"Negotiating the contract was hassle-free."

"The quoting process and implentation plan is clear."

"Support respo... quickly."

"I'm able to find t... answers I need qui... and easily."

"I feel that it will be an easy/ timely (and NOT time consuming) implementation."

"I can try before I buy - via a demo - which will help me sell it in better."

"I don't mind taking trai... updates bc I know I'm... with the most current be..."

"I want to contact someone quickly."

"How easy is it to use and get trained on?"

NEUTRAL

"Who is Quorum and why should I choose them for land mgmt?"

"Who else uses this product and why?"

"Which product best fits our needs?"

Searches for: Land management software,

"Can I get all the information I need for..."

"Frequent upd... mean I have to..."

Experience: **Current** - **Future Thinking**

Step 5 - Planning:
Review research + rank hypos

As a team we review the research so we can all have a voice in ranking ideas that we think will move us towards our goal:

GOAL: 10% increase in SUB lead acceptance rate

Step 5 - Planning:
Hypothesis Ranking (VICE Framework)

As a team we decide what ideas to test 1st, 2nd, etc.

Velocity – How long will it take to get statistically significant results?

Impact – How much impact the result we want? Direct or indirect?

Confidence – Gut feeling – how confident are we that this idea is correct?

Ease – How simple or difficult is it to get this test online? i.e. technology lift etc.

Responsible	Accountable	Consulted	Informed

Steffany
Hannah
Jesse
Blake
Connor
Jen
Elise
Alyson
Aiko
Rob
Atticus

Ranked in order of speed and ease to implement, and highest likelihood for success

Velocity	Impact	Confidence	Ease		Hypo #	Hypothesis Formula: If we [apply this], then [this behavioral change] will happen among [this group] because [of this reason].	Details	Velocity	Impact	Confidence	Ease	Total	Measure of Success	Test Began	Test Ended	Findings
			Rob					Aggregate	Aggregate	Aggregate	Aggregate	Aggregate				
1	3	5	4		1	If we offer an industry-specific web experience, then it will allow us to better resonate with both tech founders and LSHC founders because right now we're percieved primarily as tech focused.		2.5	9.0	21.0	16.0	48.5				
1	3	4	3		3	If we clearly state who we do NOT serve in the hero or in copy at the top of the optin form, then unqualified leads will not opt in, because they realize their needs will not be served.		2.8	15.0	15.0	10.0	42.8				
4	2	1	4		4	If we more specifically address visitors pain points in the hero headline,then more signupswill happen among startup foundersbecause they will feel seen, understood and think SVB knows how to help.		4.0	10.0	11.0	10.0	35.0				
2	1	4	3		2	If we offer geo-specific messaging, then prospects will consider us more because they understand we operate outside of the valley		3.0	10.0	11.0	10.0	34.0				
0	0	0	0		5			0.0	0.0	0.0	0.0	0.0				

GOAL: 10% increase in SUB lead acceptance rate

Why rank hypos?

Hypothesis ranking transforms lots of ideas

Into a prioritized roadmap that measures to OKRs
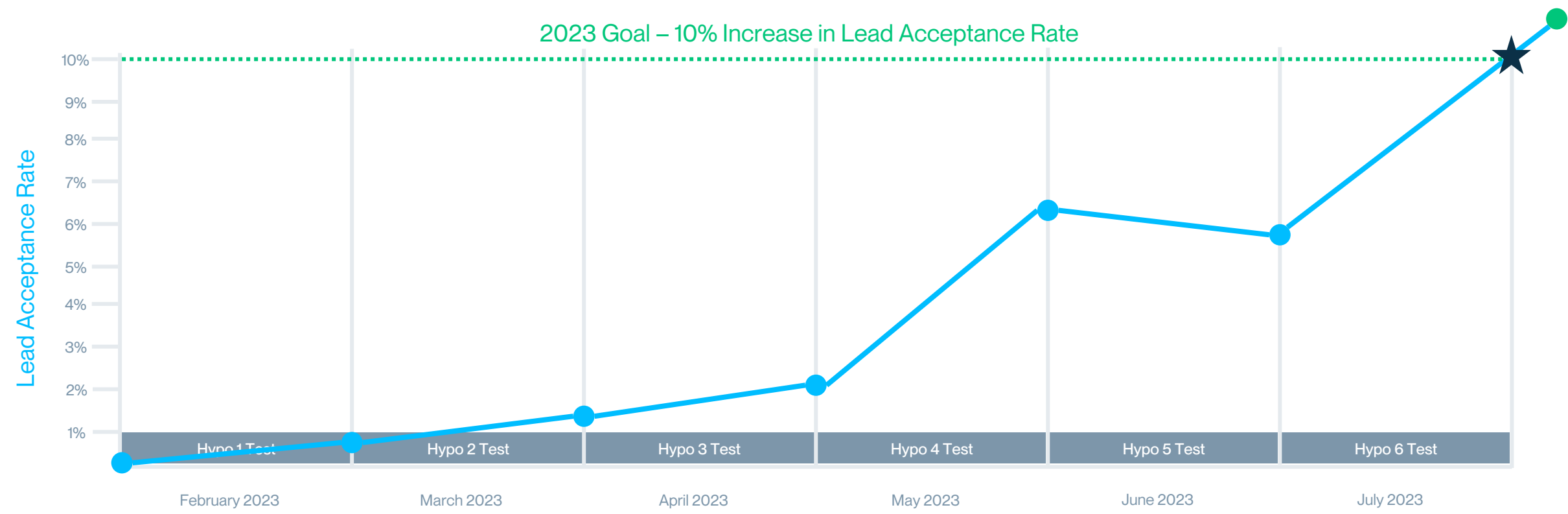
2023 Goal – 10% Increase in Lead Acceptance Rate

Lead Acceptance Rate

| Hypo 1 Test | Hypo 2 Test | Hypo 3 Test | Hypo 4 Test | Hypo 5 Test | Hypo 6 Test |

February 2023 — March 2023 — April 2023 — May 2023 — June 2023 — July 2023

svb ⟩ Silicon Valley Bank
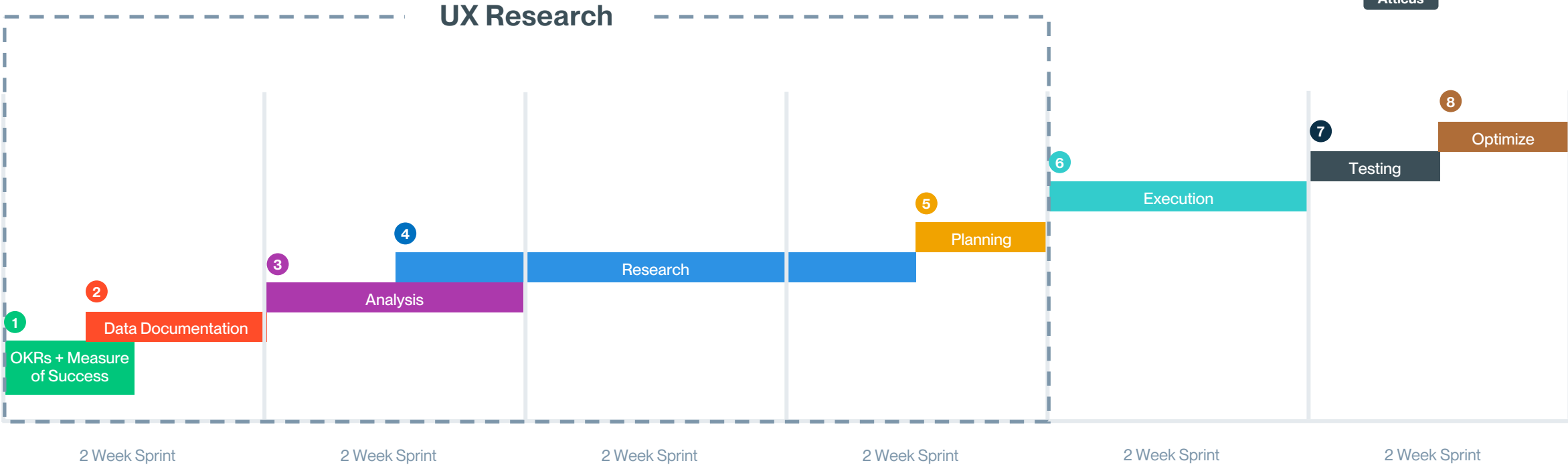
Step 5 - Planning:
Hypothesis Rank → Project Roadmapping

Hypotheses that rank highest are the pieces that get built and tested first.

Responsible	Accountable	Consulted	Informed
Connor	Blake	Steffany	
Alyson		Hannah	
Elise		Jesse	
		Jen	
		Aiko	
		Rob	
		Atticus	

Quarter	Category	Status	Module(s)	Problem	Qual. Research	Quant. Research	Prioritizaton	Business Impact	Feasibility (LO	Solution
Q1 - Jan/Feb	Optimization	Ready to Recommend	Many Ways to Describe Us	Need to be more direct on who do and don't serve as clients (ample room for content optimization) / Can we use a popular module already?	Visitors find this module engaging already; however good amount of rage clicks indicated.	Popular Engagement (Crazy Egg)			low	Revise current copy, draft and publish more direct on what defines the critieria
Q1 - Jan/Feb	Optimization	Ready to Recommend	Many Ways to Describe Us	High # of rage clicks exist; can we change the Signup to Learn more hyperlink to be more visible (new color or button)?	Visitors find this module engaging already; however good amount of rage clicks indicated.	High # of rage clicks (expecting an action)			low	Cosmetic changes to CTA
Q1 - Jan/Feb	Optimization	Complete	Product Tiles	Need to activate Image thumbnails on product tiles and link to respective page	Visitors find this module engaging already; however good amount of rage clicks indicated.	High # of rage clicks (expecting an action)			med (requires DEO)	complete
Q1 - Jan/Feb	Optimization	Ready to Recommend	Hero Banner	Legal raised CTA is possible not compliant					low	Update Apply now CTA to Become a Client
Q1 - Jan/Feb	Testing	In Build	Full SUB Page - A/B Audience Test	Does our audience find product/services or value beyond banking modules more engaging?					low	Develop 2 versions to test of the SUB page, 1 lead w/ product and 1 lead w/s value beyond banking
Q1 - Feb/Mar	Personalization	Ready to Recommend	Hero Banner - Geo Detect in Key Markets	Does personalization drive stronger engagement with our audience? Are they more likely to fill out forms?					high (requires training)	Insert module with self-serve pill, option to select tech, LSHC, or other with some supporting copy/detail.
Q1 - Feb/Mar	Personalization	Ready to Recommend	Soft Intro -Implement Pill for Industry Selection (SVB go to bank Module)	Does our audience want a personalized experience by Industry? Give them a tease.					high (requires training)	Tease to the big reveal
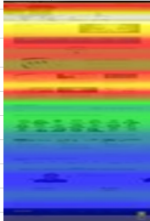
GOAL: 10% increase in SUB lead acceptance rate

Step 5 - Planning:
Hypothesis Rank → Project Roadmapping

Responsible	Accountable	Consulted	Informed
Connor	Blake	Steffany	
Alyson		Hannah	
Elise		Jesse	
		Jen	
		Aiko	
		Rob	
		Atticus	

Startup Banking Page - A/B Audience Testing Wireframe	
Last Updated on 1.19.2023	
Testing Brief and Supporting Links	
SUB Page URL	Current layout of Startup Banking Segment Page
Personalization Deck	SUB page Industry and Geo Personalization Brief
Homepage Cards Analysis	30 day module analysis on svb.com homepage (startup banking module moved up)
Platforms: Optimizely, Google Analytics, Crazy Egg	
UTMs: Terminus	
Tent. Launch: 1.30.2023	
Background & Why This Test?	
SUB webpage Personalization is a top priority and initiative in 2023	
MVP concepting & development is in process on the SUB webpage (see the Personalization deck)	
Pre-MVP (in tandem), I am recommending an A/B test using the current layout/modules of the SUB page to build confident data-driven conclusions (supporting guidance) as we optimize and refine the Startup Banking segment page for Personalization	
Objectives & Business Impact	
1. Solve for if Product/Services or Value Beyond Banking (secret sauce) modules are the stronger force with our (visitors to the page)	
2.Launch an A/B test and build (2) new versions of the SUB page using Optimizely, an experimentation platform, which will allow us to anonymously/randomly drive new visitors to 1 of the 2 pages	
3. A/B test can be implemented within pod (Channel) and does not require DEO = LOE is Low/Business impact = High	
Other Requirements: isolate decision making to modules in questions, other changes should be miminal to none	
A/B Audiences	**Problem (what do we want to solve)**
A =Audience Group 1 Goal - Lead with Product	Popular Modules, is this because modules are at top of page? Or are these modules truly enticing? Suggesting a few tweaks to positioning. Up for discussion.
with Value Beyond Banking "Secret	Ice cold modules, maybe our visitors would click to read and spend time to read the

GOAL: 10% increase in SUB lead acceptance rate

Step 5 - Planning:
Hypothesis Rank → Project Roadmapping

Responsible	Accountable	Consulted	Informed
Connor	Blake	Steffany	
Alyson		Hannah	
Elise		Jesse	
		Jen	
		Aiko	
		Rob	
		Atticus	

Startup Banking Page Performance & Experime

Last updated on 12.01.22

Driving Objectives - layouts/15/Doc.aspx?sourcedoc=%7B79B12F7C-95CB-4EBC-819D-8AAC86485FEA%7D&file=SUB%20July%202022%20Crazy%20Egg%20Analysis.pptx&action=edit&mobileredirect=true

1. Audience & User Testing

2. Module Enhancement & Optimizations

3. Personalization

Meaningful Goals - Identifying impactful, quick
1. Client Acquisition - continue to drive web leads (BAC
2. Testing and Learning - get to know our audience on a
.....How are we going to do this? We need to start some

Timeline: Q4 (we have 4 weeks till Christmas)
Blockers- need to determine what is all wrapped up in t
Feasibility - recommendations should be doable to imp

Multi-variant in optimizely

Q4 Implementation & Testing Strategy	Problem	Solution Type	Solution Description	Business Impact	Research (if applicable)	
	Focus: SUB Audience Issue: Need to build confidence on re-occurring pending hypothesis - do		Audience Group 1 - Startup Banking Page/Leads with Product Audience Group 2 - Startup Banking Page/Leads with Value Beyond Banking Control - Startup Banking Segment Page (need to explore if we think		Sept. 22' Crazy Egg Analysis: https://svbank.sharepoint.com/:p:/r/sites/marketingandstrategycollaboration/_layouts/15/Doc.aspx?sourcedoc=%7B79B12F7C-95CB-4EBC-819D-8AAC86485FEA%7D&file=SUB%20July%202022%20Crazy%2	

GOAL: 10% increase in SUB lead acceptance rate

Step 6 - Execution:
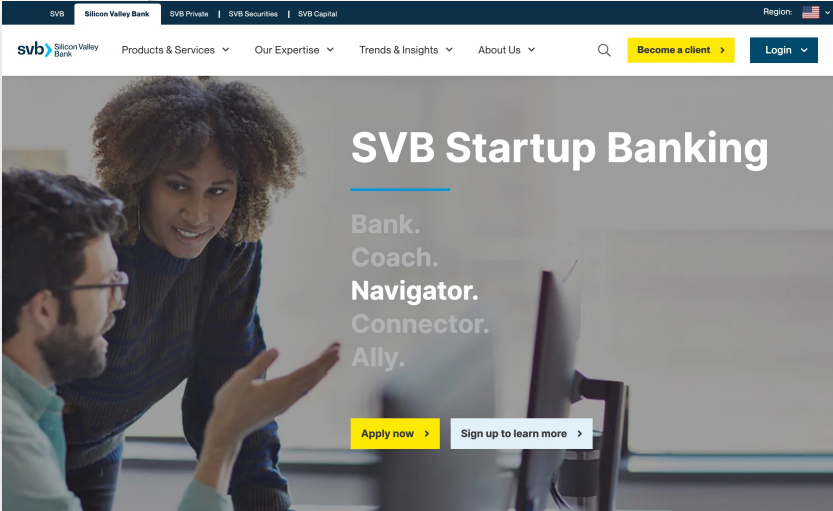# Build Out Tests

Example for Hero Image

The creative brief contains the hypothesis we're testing, plus relevant research, analytics data and measures of success.

This ensures that all UX Research gets implemented during buildout!

Creative Brief Outline

Project Name	*Hero module*
Project Owner	*Blake*
Reviewers	*Cello, MJ, Blake, Jesse*
Approvers	*Cello, Blake*
Copy Doc	*Link to copy doc goes here.*
Sharepoint Folder	*Link to where the project lives in Sharepoint.*
Figma Link	*Link to Figma design file.*
Hypothesis	*If we more specifically address visitors pain points in the hero headline, then more signups will happen among startup founders because they will feel seen, understood and think SVB knows how to help.*
Project Objective	*What are marketing goals and business objectives? Signups? Optins?*
Measure of Success	*What metrics define effectiveness against the objective?*
Persona/Target Audience	*Who are we trying to reach with this campaign/project? What is the demo/psychographic of this audience? What are their desired outcomes?*
UX Research	*What research do we need to fully understand the pain points visitors are aiming to solve?*
Analytics	*Where can we find data/dashboards to inform our approach?*
Competitive Landscape	*What content is this audience consuming from competitors? Provide links.*

GOAL: 10% increase in SUB lead acceptance rate

Step 7 – Testing:
Test and Measure Results

How did the test affect results?

Page Level - Startup Banking Web Performance
Jan 1, 2022 - Jan 31, 2023

Pageviews	Unique Pageviews	% Exit	Avg. Time on Page	Avg. Page Load Time (sec)
75,963	64,059	51.76%	00:05:32	5.34
19.7%	26.5%	14.9%	3.3%	5.8%

Previous Page Path · Pageviews (vs. Unique Pageviews)

Page: Startup Banking "Learn More" Form

"Learn More" Form	Unique Action	Total Action
1. Form Initiated	593	617
2. Form Submitted	299	299

	Responsible	Accountable	Consulted	Informed
	Atticus	Jen		Connor
		Alyson		Elise
				Rob
				Steffany
				Hannah
				Jesse
				Blake
				Aiko

Traffic Sources	XX Unique Pageviews	XX Unique Pageviews
	XX Bounce	XX Bounce

Silicon Valley Bank

GOAL: 10% increase in SUB lead acceptance rate

Step 8 – Optimize:
Team Review
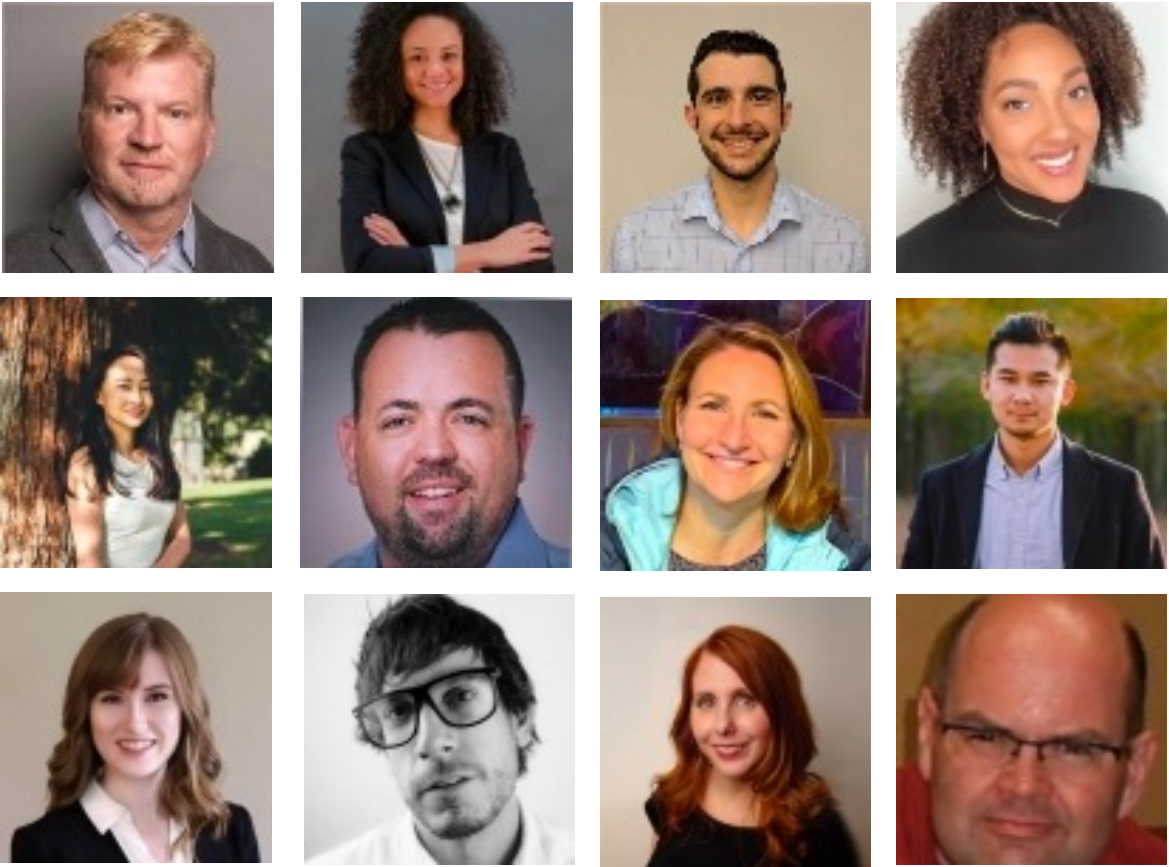
As a team we review the test results as they relate to our goal:

GOAL: 10% increase in SUB lead acceptance rate

Step 8 – Optimize:
Conduct optimization workshop

Revisit next hypothesis to build and test

Responsible	Accountable	Consulted	Informed

Steffany
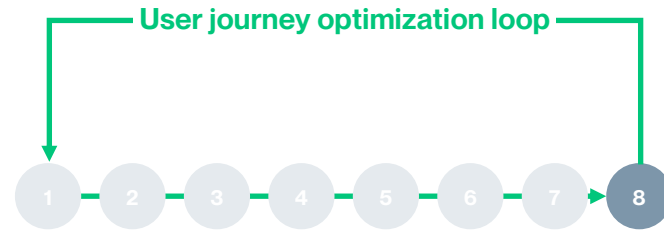Hannah
Jesse
Blake
Connor
Jen
Elise
Alyson
Aiko
Rob
Atticus

Choose the next most highly ranked hypothesis to build

Rob				Hypo #	Hypothesis Formula: If we [apply this], then [this behavioral change] will happen among [this group] because [of this reason].	Details	Velocity	Impact	Confidence	Ease	Total	Measure of Success	Test Began	Test Ended	Findings
Velocity	Impact	Confidence	Ease				Aggregate	Aggregate	Aggregate	Aggregate	Aggregate				
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2	1	4	3	2	If we offer geo-specific messaging, then prospects will consider us more because they understand we operate outside of the valley		3.0	10.0	11.0	10.0	34.0				
0	0	0	0	5			0.0	0.0	0.0	0.0	0.0				

GOAL: 10% increase in SUB lead acceptance rate

Optimization continues until Measure of Success is satisfied

Then we define the next goal to go after!

Here's a visual of how adding UX Research impacts our goals

svb > Silicon Valley Bank
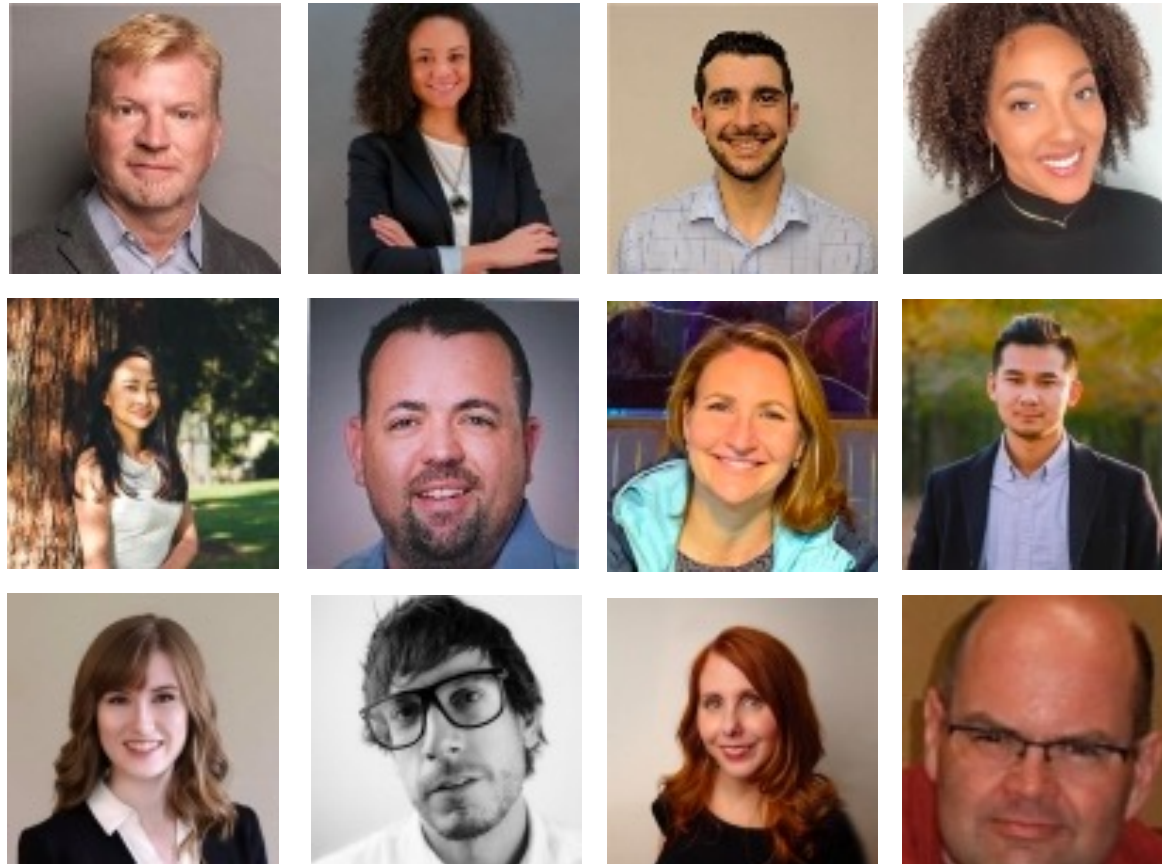
UX Research: OKR focused testing roadmap

SUB Pod Facts

- Huge talent
- Warm, collaborative spirit
- Positive mindset
- Complimentary skillsets
- Plus cross functional experience

And again:

A lot of this work is already being done so…

Let's do this.

Sorry Elise, I couldn't help myself.

Next Steps

1. Refine steps based on team feedback

2. Get clarification on RACI roles

3. Determine how we can incorporate a UX Research practice into our current ways of working