4 Stages of Airline Experimentation

	Early Awareness	Ad-Hoc Experimentation	Systematic Experimentation	Optimized & Democratized Experimentation
Culture	Decision-making based on business knowledge and experience, but there is a growing understanding that experimentation matters	There is an appreciation that experimentation leads to improved outcomes, but it is often limited to user experience, digital products, and digital marketing	Testing scaled into systematic experimentation that extends into all areas of the business.	Experimentation embedded into the decision-making process across the organization. A realization that there are benefits to 'failure'
Technology	Historical data analysis, basic business intelligence (BI)	Limited A/B testing tools, such as Optimizely, used in silos	Advanced experimentation methodology and complex statistical machinery	Experimentation tools, frameworks, and expertise are readily available to all departments (democratization)
Process	Decisions to roll out initiatives made by hierarchy, committee, or SMEs	Decisions made in silos and learnings confined to projects or campaigns	Structured processes for testing and measuring results within some data-savvy departments	Automated experiments run continuously and at scale, with ownership assigned to an experimentation CoE
Benefits	Fast decisions, but high risk of leaving value on the table	Better-quality decisions for some projects leads to faster innovation and improved KPIs	More reliable and timely measurement creates a feedback loop where insights are continuously used across multiple departments	Continuous learning, faster innovation, and time-to-incremental-value
Challenges	Limited innovation due to high risk and low confidence	Inconsistent results, no broader strategic impact	Scaling and ensuring rigor across tests is difficult	Managing complexity of concurrent tests, continual upskilling and keeping up with the latest techniques
Tips	Highlight any small wins from early testing to build momentum for further experimentation	Think about how teams can use a more systematic approach to experimentation as part of their regular decision-making process	Make experimentation part of everyday operations, incentivizing teams to run regular experiments and learn from them	Never stop learning from academia and other industries. Foster a culture of continuous improvement where experimentation is a core part of strategic decision-making across the whole organization

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