	traditional	**emerging**	**operational**	**impactful**	**transformational**
culture (hive mind)	The idea that everything is an experiment and can be measured does not exist.	A concentration on putting the customer first when it comes to UX starts to form.	Culture starts to realize the benefits of a "customer first" focus and the effect on UX.	Perception has changed to understand that every UX change can be tested.	The customer journey is at the core of every change, an overall test and learn attitude.
desire (want to change)	Ambivalent to the idea of an optimization program.	One group inside the organization (analytics) starts to see the impact.	Multiple departments (in silos) start to see the impact of optimization work.	Cross departmental optimization starts to happen and prove results.	Teams beyond ecommerce, UX, Creative and Site Ops are interested. Opt in.
people (skills + accountability)	One to two optimization employees are treated as doers. Exist only in analytics department.	Mavericks break through. Product teams and Site Ops start to engage.	A larger, empowered central team is run by a proven leader. Creative/UX starts to engage.	Central team exists, but execs are brought in more and more. Key roles are filled.	Coordinated cross-department teams determine what to test, operate on unified methodology.
process (mapping of the work)	No process exists. Those who do the work control all the information. No opt in.	Process starts to develop. Light governance forms. Leaders emerge.	Process has to be in place to scale. A testing roadmap exists and test plans are shared.	Testing roadmap is defined by research. Biggest problems are identified.	Clear RACI in place across departments. Roadmap is prioritized and reviewed by quarter.
technology (tools)	A tool has just been purchased or the thought process has begun.	A tool is in place and staff is trained and in place.	Small team implemented testing, but not a well defined strategy or cross-functional support. Knowledge is limited.	Core team trained / knowledgable on tools and process. Starting to engage with outside experts to drive strategy + process.	Multiple departments are engaged and allocating resources / training on tools. Engaging with outside partners / experts.
insights + analytics (data usage + collection)	Out of the box analytics tags installed, but implementation not being kept up to date. The business doesn't trust the data.	Custom analytics tags installed, but implementation not being kept up to date. The business doesn't trust the data.	Analytics tagging up to date and being maintained. Tracking and reporting of marketing campaigns.	Strong focus on segments and personalization. Data is being used to optimize the site and marketing campaigns.	Using believable omnichannel data (stores, .com, etc.) to test everything. Data warehouse.
learning + development (education)	No education on Test and Learn topics exists.	Dabbling in team-based silos around education efforts purely on A/B/n testing team.	Starts to be a focused effort on training and education across teams outside of ecommerce.	Multiple teams outside of ecommerce are trained and have competence.	A/B/n teams are training other cross channel teams on testing + personalization. Even senior leaders have their own trainings.