Landing Page Techniques with the Strongest Evidence Remove Effort and Doubt, and Small Sites Cannot Confirm Their Gains by A/B Test

Jacob Krajewski

In Motion Automation, Tampa Bay, Florida

31 October 2026

Abstract

A landing page asks a visitor for one action, such as leaving an email or paying, and its conversion rate is the share of visitors who take it. Advice on raising that rate, called conversion rate optimization (CRO), is plentiful and unevenly supported: several famous findings shrank when repeated, single-site gains overstate typical effects, and some tactics work by deceiving visitors, which US regulators now act against. We read 192 sources in full and graded 82 techniques: A for a controlled experiment or large study, B for consistent practitioner data, C for expert opinion or a published standard. The grade-A techniques remove effort or doubt: a fast first screen (a landing page 31% faster to show its main content sold 8% more in a randomized test), concise and scannable text, short forms with visible labels and checks as each field is left, credible design, a preselected recommended option, a refund promise, and terms beside the button. Anchoring (the pull of the first number seen) and social proof (showing what others chose) have modest effects; decoy plans and the claim that more options deter buyers did not hold up on average. In one experiment, hiding a paid plan's terms doubled acceptance, from 14.8% to 30.1%; that tactic and seventeen other deceptive ones are excluded. At 100 to 1,000 visitors a week, an A/B test, which splits visitors at random between two versions, detects within three months only lifts of about 18% to 114%, so a site with that traffic should first judge its pages by counting visitors at each step and by usability tests with five people.

1. Introduction

A visitor who arrives at a web page from a link, an advertisement or a search result decides quickly whether to stay. In an eye-tracking study of 120 people, 57% of viewing time went to the part of a page visible before scrolling, called above the fold, and 74% to the first two screens (Fessenden, 2018). A landing page is a page built for such arrivals that asks for one action: an email address, a click on a priced button, a payment. That action is the conversion, and the conversion rate is the number of visitors who take it divided by the number who arrive (Nielsen, 2013). A funnel is the sequence of steps from first view to the final action, each with its own rate. Conversion rate optimization (CRO) is the practice of changing a page to raise that rate and checking each change with data. Across 41,000 landing pages in one benchmark, the median page converted 6.6% of visitors, and the median finance and insurance page 8.3% (Unbounce, 2024).

Two kinds of knowledge feed CRO. The first comes from user experience (UX) research, the study of how easily and pleasantly people use an interface; its usability measures are task success, time and errors. Usabil-

ity studies show that people scan rather than read (Nielsen, 1997), that they judge a site's credibility (whether they believe it) largely by its look (Fogg et al., 2002), and that every unneeded form field or unclear error costs time and completions (Seckler et al., 2013; Wroblewski, 2009). The second comes from behavioral economics, the study of systematic patterns in how people choose. Anchoring is the pull of a first number on later estimates (Tversky & Kahneman, 1974); the default effect is the tendency to keep a preselected option (Johnson & Goldstein, 2003); social proof is the tendency to follow what others like oneself do; and choice overload is the claim that more options can lower choosing (Iyengar & Lepper, 2000). The decoy effect is the claim that adding a clearly worse option shifts choices toward the option it resembles. Risk reversal moves the cost of a bad purchase from buyer to seller, through refunds, guarantees and free trials. CRO practice turns these findings into page techniques, and it tests them with a controlled experiment called an A/B test: visitors are split at random between two versions of a page, so that a difference in conversion can be credited to the change.

That practice rests on uneven ground. Some famous findings did not survive repetition: the average choice-overload effect across 50 experiments is close to zero (Scheibehenne et al., 2010), and a well-known decoy example failed in two replications with 515 and 2,003 people (Frederick et al., 2014). Large companies report that most ideas they test do not win; about a third did at Microsoft and about one in ten at Booking.com (Kohavi et al., 2022), so a published single win overstates what a page should expect. A 2026 replication of four popular page patterns in randomized tests with millions of users each found their earlier reported effects "highly exaggerated" (Kohavi, 2026). Some tactics also work by deceiving visitors. In a randomized experiment with 3,777 US adults, hiding the terms of a paid plan doubled acceptance, from 14.8% to 30.1% (Luguri & Strahilevitz, 2021, p. 75), and the US Federal Trade Commission (FTC) has listed such tactics as "dark patterns" (Federal Trade Commission [FTC], 2022) and sued companies over them (FTC, 2025b, 2026c).

A small seller cannot learn this ground by testing. An A/B test needs thousands of visitors per version to detect the modest effects mature programs find (Kohavi et al., 2022; Miller, 2010), and a new site may draw a few hundred a week. It must therefore choose techniques by the strength of outside evidence, avoid the deceptive ones, and measure in ways its traffic can support.

This report asks three questions. Which landing page techniques have the strongest evidence, page area by page area? Which tactics should a page never use, and on what legal or ethical source? How should a site with a few hundred visitors a week measure whether its pages work?

The techniques with grade A share one mechanism: they remove effort or doubt at the moment a visitor decides. Speed, a clear first screen, scannable text, short labelled forms, credible design, a recommended default, a refund promise and visible terms all rest on controlled experiments or large studies. Persuasion effects from the laboratory are smaller and less reliable on real pages, and their deceptive versions are excluded. At a few hundred visitors a week, an A/B test can confirm only very large lifts, so a small site should first judge its pages by counting visitors at each step and by usability tests with five people. The report contributes:

1. A catalog of 82 techniques in eleven page areas, each with what to do, why it works, an evidence grade and a source with page or section (Section 3); the fifteen strongest are in Table 1.
2. A record of famous findings that shrank or failed, and of what practitioners rate highest (Section 4).
3. A list of excluded deceptive tactics with sources and their US legal status on 31 October 2026 (Section 5).
4. An order of measurement for a site with a few hundred visitors a week (Section 6).

2. Sources, grades and measures

All sources were fetched and read in full on 31 October 2026: research papers and meta-analyses, usability research, benchmark reports from vendors with stated samples, published case studies, US statutes, rules, court opinions and agency guidance, and posts by CRO practitioners on X and LinkedIn from 2025 and 2026. Sources known only from a search result or another article's citation are not cited. For each source, working notes record the exact quotes used, with page or section numbers.

Each technique received one grade for the strongest evidence behind it:

- **A**: a controlled experiment (a randomized A/B test or laboratory experiment) or a large study (a meta-analysis, or a usability, eye-tracking or observational study with a stated method and sample in the thousands).
- **B**: consistent practitioner data: benchmark reports with a stated sample, several published cases that agree, qualitative usability research from an established lab.
- **C**: expert opinion, a published standard or rule without effect data, or a single case.

A grade describes the evidence, not the size of the effect. Where a source reports a gain, the report gives the number with its context (site type, sample, design) and does not treat one site's gain as a rule.

2.1. How conversion is measured

A conversion rate needs one action, counted the same way in every period, and a stated denominator. Nielsen advises counting it per page and over windows long enough that random swings at low volume do not mislead (Nielsen, 2013). Form analytics split the denominator further: view-to-completion counts everyone who saw a form, starter-to-completion only those who typed in it. Across 739 forms and about 93 million form views, 34.6% of viewers and 51.7% of starters completed (Zuko Analytics, 2025a). Benchmarks differ by these choices. Unbounce's 6.6% median excludes pages with no conversions and counts clicks as well as form submissions (Unbounce, 2024), so a new page should compare itself with its own earlier weeks before it compares itself with a benchmark.

Page speed is measured by Google's Core Web Vitals, three field measures taken from real visits: Largest Contentful Paint (LCP), the time until the largest text block or image in view is shown; Interaction to Next Paint (INP), the delay between a tap or click and the screen's response; and Cumulative Layout Shift (CLS), a score for how much visible content moves unexpectedly. A page passes when 75% of visits meet each threshold: LCP at or under 2.5 seconds, INP at or under 200 milliseconds, CLS at or under 0.1 (Mihajlija & Walton, 2023; Wagner & Pollard, 2025; Walton, 2024; Walton & Pollard, 2025).

An A/B test reports whether the difference between versions is statistically significant: unlikely to have arisen by chance if the versions were equal, conventionally at a 5% level. Its power is the chance it detects a real effect of a given size, usually set at 80%. The minimum detectable effect is the smallest difference a test of a given size can detect at that power. For a baseline conversion rate p and an absolute difference δ, a two-version test needs about $16\,p(1-p)/\delta^2$ visitors per version at 80% power and a two-sided 5% level (Kohavi et al., 2022, Section 3.2); Miller (2010) gives the same rule. Checking results repeatedly and stopping at the first significant reading inflates false positives: with ten looks, a nominal 5% test needs a reported significance near 1% to keep a true 5% rate (Miller, 2010).

Table 1: The fifteen techniques with the strongest evidence and the widest use across page types. ID: row in the catalog of Section 3. Grade: A, controlled experiment or large study; B, consistent practitioner data.

ID	Technique	Evidence in one line	Grade
S1	Show the main content within 2.5 s on mobile	Vodafone's faster landing page: 8% more sales in a randomized test	**A**
S5	Put the offer, proof and main button in the first screen	57% of viewing time above the fold (120 people, eye tracking)	**A**
H2	Write half the words, scannable, conclusion first	Concise text 58%, scannable 47% better on usability (controlled test)	**A**
F1	Ask only for what the next step needs	Checkouts need 8 fields, average 11.3; 1-field pages 18.2% vs 4.2% at 9+	**B**
F2	Check each field when the visitor leaves it	Success +22%, completion time -42% in a lab test	**A**
F4	Visible label above every field, never a placeholder alone	Guideline set cut completion time and eye fixations in a controlled study	**A**
C1	Name the next step on the button	6 of 8 users misread "Get started"	**B**
T1	Professional, error-free design	Design look: 46.1% of 2,440 credibility comments, 54.6% on finance sites	**A**
T4	Real reviews and testimonials, early and specific	5 reviews vs none: purchase likelihood +270% (one retailer)	**B**
T8	Show the method, formula and cited rule	Explanations raised willingness to pay for financial advice	**B**
K1	Calculator result on the page; email as an extra	Users "feel tricked" when results need contact details	**B**
P3	Preselect or highlight one recommended option	Default effect $d = 0.68$ across 58 datasets	**A**
P8	Offer a refund promise at the point of hesitation	Free returns raised purchase 31.6% (randomized, 13,481 customers)	**A**
P12	Price, renewal and cancel terms next to the button	Hiding terms doubled acceptance, 14.8% to 30.1%	**A**
Q6	At low traffic, test with five people before A/B tests	Five users find about 85% of usability problems	**A**

3. Technique catalog by page area

The catalog runs from the first screen down the page and on to measurement. Each area opens with what its evidence shows, then lists its techniques (Tables 2 to 12). Figure 1 shows how the grades fall across areas: pricing, testing, forms and trust hold most of the techniques backed by experiments, while calls to action, calculators, lead magnets and mobile have none at grade A.

3.1. Speed and the first screen

Two randomized tests on landing pages with no visible difference between versions tie speed to sales. Vodafone's version with a 31% better LCP (5.7 against 8.3 seconds) sold 8% more, with 15% more leads per visit; each version drew about 34,000 visits a day (web.dev, 2021). Rakuten 24's faster version raised conversion by 33.13% and revenue per visitor by 53.37% over a month (Lee et al., 2022). Neither reports a significance test for the business measures. A regression over 37 brands found that a site 0.1 seconds faster on mobile went with 8.4% more conversions in retail and 10.1% in travel; in lead generation, the sector closest to a sign-up page, the overall rate fell 1.9% while the step from the first form page to submission rose 21.6% (Deloitte Digital & Fifty-Five, 2020, pp. 16–26) (Figure 2). That study was commissioned by Google, measured speed

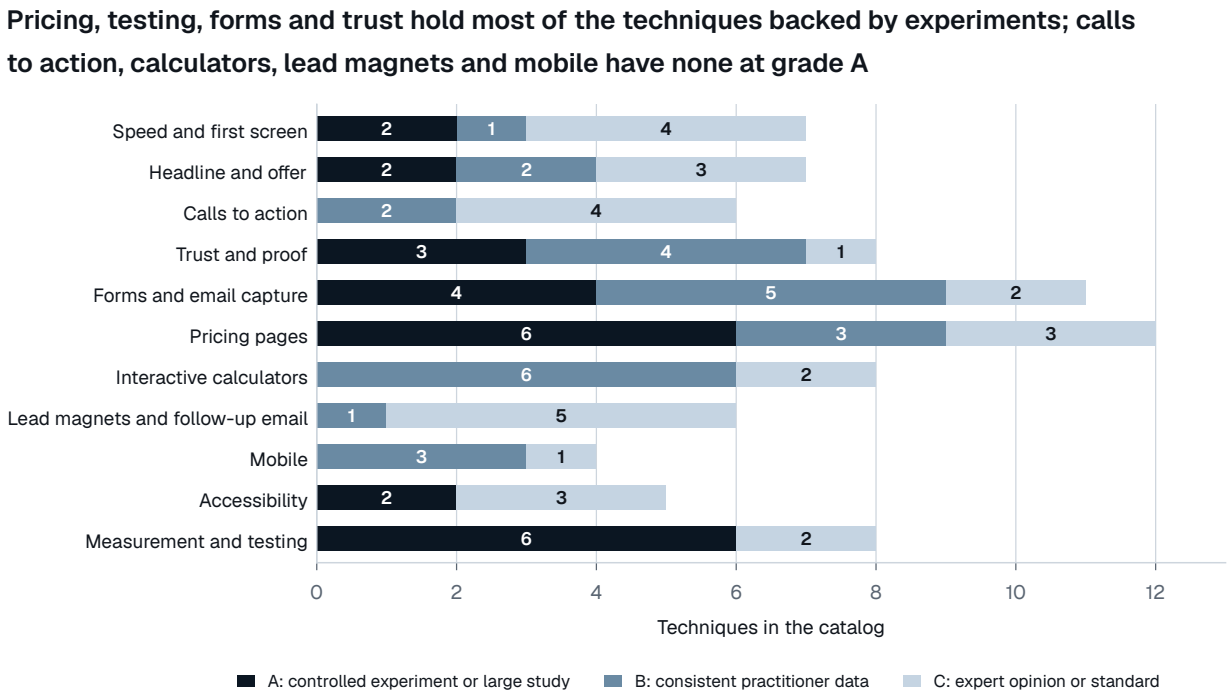


Figure 1: Evidence grade of each technique in the catalog, by page area. Each technique is counted once at its grade.

in the lab and published only significant coefficients. The widely repeated claim that 53% of mobile visits end after three seconds rests on one line about a 2016 opt-in sample of 3,700 sites (An, 2018).

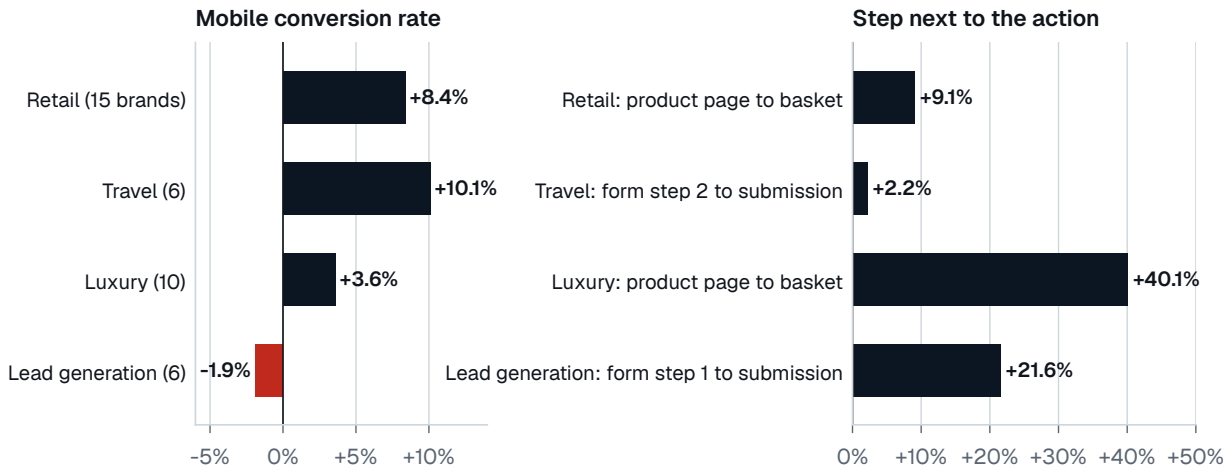


Figure 2: Change in mobile conversion, and in the funnel step next to the action, associated with a 0.1-second faster mobile site, by sector. Brands per sector in brackets.

Table 2: Speed and the first screen.

ID	Technique: what to do	Why it works	Grade	Source
S1	Show the main content fast: LCP at or under 2.5 s for 75% of mobile visits. Render the first screen on the server, size and preload the hero image, defer third-party scripts.	Faster versions sold more in two randomized landing page tests (+8% sales; +33.13% conversion).	**A**	web.dev (2021); Lee et al. (2022); Walton (2024)
S2	Make the page that holds the form or payment the fastest, not only the home page.	In 37 brands, the largest speed-linked gains sat at the step beside the action: product page to basket +9.1%, form step 1 to submission +21.6% per 0.1 s.	**B**	Deloitte Digital and Fifty-Five (2020, pp. 16, 25)
S3	Stop layout shift: give every image a width and height, reserve space for late content and for results, keep CLS at or under 0.1.	Content that moves pushes buttons away from the finger; the tested Rakuten version cut CLS by 92.72%.	**C**	Mihajlija and Walton (2023); Lee et al. (2022)
S4	Respond to every tap within 0.1 s, show a working state after 1 s and progress after 10 s; keep INP at or under 200 ms.	0.1 s feels instant, 1 s keeps the flow of thought, 10 s is the limit of attention; redBus sold 7% more after cutting INP (before and after).	**C**	Nielsen (1993); Wagner and Pollard (2025); Kumar and Rajpal (2023)

ID	Technique: what to do	Why it works	Grade	Source
S5	Put the promise, one line of proof and the main button in the first screen; detail below.	57% of viewing time falls above the fold, 74% in the first two screens (120 people, eye tracking).	**A**	Fessenden (2018, Study Results)
S6	Let the next section show at the bottom of the first screen, so the page does not look finished.	People stop scrolling at a false floor.	**C**	Fessenden (2018, Implications)
S7	Measure speed on real visits (field data at the 75th percentile), not only in lab tools.	Lab tools miss INP and most layout shift.	**C**	Walton (2024); Rajpal and Gopalakrishnan (2021)

3.2. Headline and offer

The strongest evidence on page text is old and holds. Seventy-nine percent of test users scanned new pages rather than reading word by word (Nielsen, 1997). In a controlled test with 51 people, a concise version of a page scored 58% better on a usability composite, a scannable version 47% and an objective version 27%, and all three together 124% (Morkes & Nielsen, 1997); the measure was usability, not conversion. Eye tracking of 232 people showed attention concentrated on the left edge and the first lines, the F-pattern, which the authors read as a sign of unformatted text rather than a layout to copy (Nielsen, 2006; Pernice, 2017). In Unbounce's data, pages written at a fifth- to seventh-grade reading level had a median conversion rate of 11.1%, against 5.3% for professional-level text, an observational difference in which finance was the one industry where harder text did better (Unbounce, 2024). The advice practitioners repeat most, a first screen that says what the product is, who it is for and what happens on a click, has no experiment behind it but appears in 17 of the 51 posts and teardowns kept for this report (Section 4.2).

Table 3: Headline and offer.

ID	Technique: what to do	Why it works	Grade	Source
H1	Say in the first screen what the product is, who it is for and what happens on a click.	Visitors judge in seconds whether a page can help them; the most repeated practitioner advice.	**C**	Dry (n.d.-a); Copy Hackers (2026)
H2	Write half the words: lead with the conclusion, use meaningful subheads and bullets, one idea per paragraph.	Concise text scored 58% and scannable layout 47% better on usability in a controlled test; 79% of users scan.	**A**	Morkes and Nielsen (1997, Study 3); Nielsen (1997)
H3	Start headings, bullets and paragraphs with the two words that carry the meaning.	Eye tracking of 232 people: fixations concentrate on the left edge and first lines.	**A**	Nielsen (2006); Pernice (2017, Antidotes)
H4	State facts and numbers; drop boasts.	Objective text raised satisfaction significantly; hype costs credibility.	**B**	Morkes and Nielsen (1997, Study 3); Fogg (2002, guideline 9)

ID	Technique: what to do	Why it works	Grade	Source
H5	Write in plain words, at about a fifth- to seventh-grade reading level.	Median conversion 11.1% at that level against 5.3% at professional level (observational; finance an exception).	**B**	Unbounce (2024)
H6	Lead with the one thing only this product does; mention features every rival has briefly.	In 323 business-software leader homepages, 58% said "AI-powered"; sameness gives no reason to choose.	**C**	Laja (2026b); Laja (2026c)
H7	Name the audience and situation in plain words ("for small accounting firms").	Visitors look first for whether the page is for someone like them.	**C**	Wolf (2026)

3.3. Calls to action

A call to action (CTA) is the button or link that asks for the conversion. The best evidence concerns its words. In a Nielsen Norman Group study, six of eight users clicked a "Get started" button expecting information and landed in a sign-up flow (Harley & Flaherty, 2017). Removing site navigation from landing pages raised conversion by 16% and 28% on HubSpot's mid-funnel pages and by 0 to 4% on free-content pages (Urban, 2025); a widely cited 100% gain from one retailer is a single vendor case (Chopra, 2011). Practitioners disagree on one button against two: a page fed by one source fits one action, and a page with mixed visitors may carry a second, low-commitment action (Hill, 2026b). A reported 90% gain from changing "your" to "my" on a button comes from one page with no sample or significance given (Aagaard, 2013), and is not used here.

Table 4: Calls to action.

ID	Technique: what to do	Why it works	Grade	Source
C1	Name the next step on the button: "See my result", "Request a quote", never "Get started" or "Learn more".	A button is a promise; generic labels drew users into flows they did not expect.	**B**	Harley and Flaherty (2017, Conclusion); Hill (2026a)
C2	One primary action per page; add a second, low-commitment action only where visitors arrive with mixed intent.	Fewer competing choices; mixed traffic has mixed intent.	**C**	Hill (2026b); Dry (n.d.-a)
C3	Remove site navigation and footer links from offer pages (pricing, preorder, download).	Fewer exits: +16% and +28% on mid-funnel pages, 0 to 4% on free-content pages.	**B**	Urban (2025); Chopra (2011)
C4	Put one risk-reducing line under the button: what it costs, what is charged today, how to cancel.	Visitors hesitate at the commitment point; the line answers the question there.	**C**	Hill (2026a); Dry (n.d.-a)
C5	Make the button look like a button and stand out from the page by contrast.	Visitors who have decided must find the action at once.	**C**	Aagaard (2013)
C6	Repeat the main button after the proof on long pages.	Late deciders act where they finish reading.	**C**	Dry (n.d.-a)

3.4. Trust and proof

The largest credibility study asked 2,684 people to rate the credibility of live websites and coded 2,440 of their comments. Design look was named in 46.1% of comments overall and in 54.6% for finance sites, where visitors also commented more often on the company's motive (21.0% against 15.5%) and reputation (21.8% against 14.1%) (Fogg et al., 2002, pp. 6, 23, 61). For reviews, Northwestern's Spiegel Research Center found that a product with five reviews was 270% more likely to be bought than one with none, that the lift was larger for higher-priced items (380% against 190%), and that ratings between 4.0 and 4.7 sold better than a perfect 5.0 (Collinger et al., 2017, pp. 6–16); the data are observational and come from retailers. In a CXL eye-tracking and survey study, testimonials with photos and logos of well-known customers were remembered better (Labay, 2016a). Social proof as a statement about what most people do has a real but small effect: five hotel-towel replications each failed alone, and pooled they show about six percentage points (Bohner & Schlüter, 2014; Scheibehenne et al., 2016). For money tools, a randomized experiment with 449 people found that short explanations of how a financial adviser algorithm reached its advice raised willingness to pay for it (Ben David et al., 2021).

Table 5: Trust and proof.

ID	Technique: what to do	Why it works	Grade	Source
T1	Keep design professional and error-free: consistent type, no typos, broken links or layout faults.	Design look was the most named credibility cue (46.1%; 54.6% for finance).	**A**	Fogg et al. (2002, pp. 6, 23)
T2	Show the real organization: a named founder with credentials, a postal address, a contact, and how the business earns money.	Finance-site visitors commented more on motive and reputation.	**A**	Fogg et al. (2002, p. 61); Fogg (2002, guidelines 2–5)
T3	Show price, what is included and refund terms on the page.	Users rule out sites that hide basic information.	**B**	Harley (2016); Loranger (2013)
T4	Collect the first few real reviews or testimonials; show name, photo and role; keep imperfect ratings; link outside profiles.	First reviews carry most of the lift; 4.0 to 4.7 beats 5.0; photo testimonials are remembered better.	**B**	Collinger et al. (2017, pp. 6–16); Labay (2016a)
T5	Hide social proof while numbers are small (a waitlist of twelve).	A small count signals that few people want it.	**C**	Cardello (2014)
T6	State true norms ("most customers who tried it…") and expect a small effect.	Pooled towel studies: about six points; single replications failed.	**A**	Scheibehenne et al. (2016); Bohner and Schlüter (2014)
T7	Near payment, enclose the card fields, show a padlock and at most two recognisable seals; claim only what can be backed.	19% of US shoppers abandoned a checkout because they did not trust the site with their card.	**B**	Baymard Institute (2025); J. Holst (2016); C. Holst (2013)

ID	Technique: what to do	Why it works	Grade	Source
T8	Beside each number, show the formula, the inputs, the rule cited (with its section) and a last-reviewed date.	Verifiable sources raise credibility; explanations raised willingness to pay for financial advice.	**B**	Fogg (2002, guidelines 1, 3); Kohler (2024a, item 11); Ben David et al. (2021)

3.5. Forms and email capture

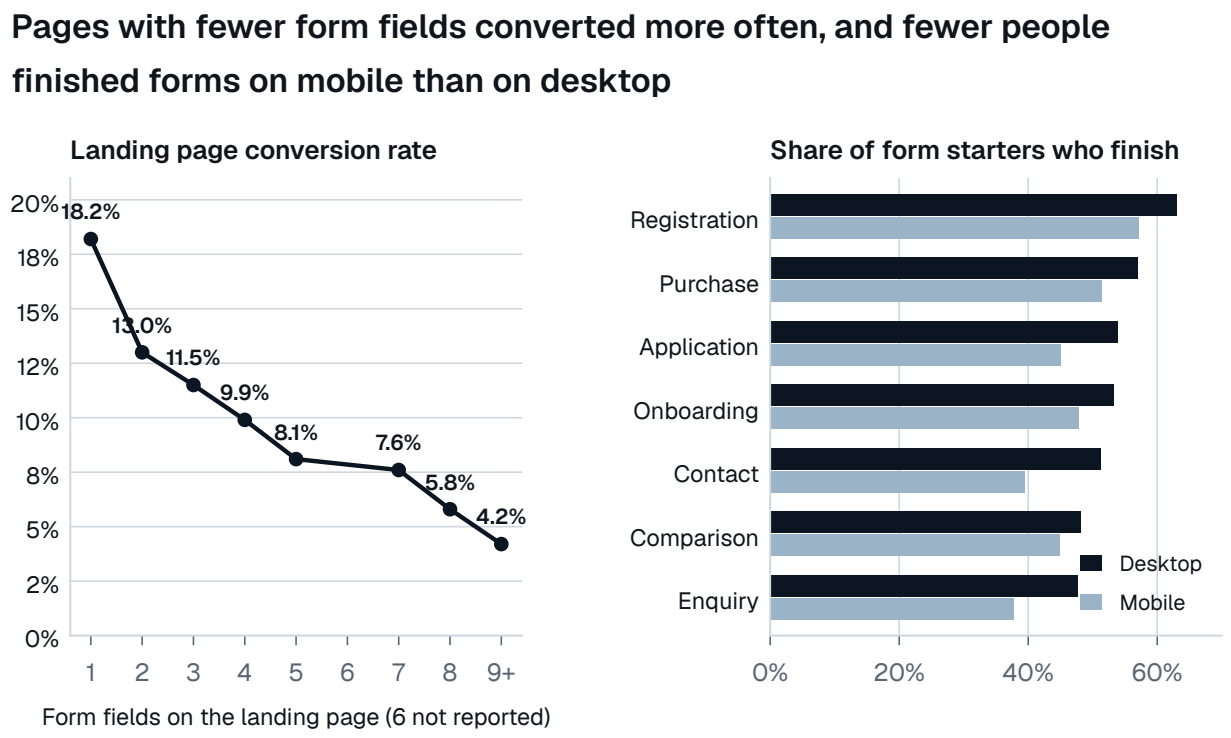


Figure 3: Left: landing page conversion by number of form fields. Right: share of people who started a form and submitted it, by the form's purpose and device.

Form research is the most consistent area of the catalog. Wroblewski's laboratory test with 22 people found that checking each field as it was left, against checking only on submit, raised success by 22%, cut errors by 22% and cut completion time by 42%; checking while people were still typing did worst (Wroblewski, 2009). A controlled study of 20 form guidelines (visible labels above fields, format rules stated in advance, errors placed next to the field) cut completion time and eye fixations (Bargas-Avila & Seckler, 2014; Seckler et al., 2013). Baymard finds that most checkouts need 8 fields but show 11.3 on average (Scott, 2024b), and that 18% of US shoppers abandoned a purchase because an account was required (Baymard Institute, 2025). The

raw count of fields predicts less than it seems (Figure 3): pages with one field converted 18.2% and pages with nine or more 4.2% (NP Digital, 2024), but one-field forms tend to carry low-commitment offers, and a form analytics vendor's own pages disagree on whether field count matters (Zuko Analytics, 2025a, 2025b). Two famous cases are weaker than their reputation: a 120% gain from cutting a contact form from 11 to 4 fields compared 10 with 26 submissions six months apart (Moloney, 2008), and a $12 million gain from removing one field at Expedia is an executive's remark at a conference (Heath, n.d.).

Table 6: Forms and email capture.

ID	Technique: what to do	Why it works	Grade	Source
F1	Ask only for what the next step needs: an email for a waitlist; collect the rest later.	Each field costs reading and decision time; checkouts need 8 fields and show 11.3.	**B**	Scott (2024b); NP Digital (2024)
F2	Check each field when the visitor leaves it; once an error shows, re-check as they type and clear it when fixed.	Success +22%, errors −22%, time −42% against checking on submit (lab, 22 people).	**A**	Wroblewski (2009); Scott (2024a)
F3	Never show an error on a field the visitor has only just entered.	Checking while people typed did worst; early errors read as accusations.	**A**	Wroblewski (2009); Scott (2024a)
F4	Put a visible label above every field; never use placeholder text as the only label.	Labels stay visible for checking and fixing; part of the guideline set that cut time and fixations.	**A**	Seckler et al. (2013); Sherwin (2014)
F5	On forms longer than a few fields, mark required fields and mark optional ones "(optional)".	When only optional fields were marked, 32% of test users hit a validation error.	**B**	Scott (2018); Budiu (2019)
F6	State format rules (for example, how to enter a percentage) before the visitor types.	The largest single effect in the guideline study's interviews.	**A**	Seckler et al. (2013); Bargas-Avila and Seckler (2014)
F7	Place each error next to its field, say how to fix it, and use colour, icon and text together.	Visitors see the message where they fix it; colour-blind visitors still see it.	**B**	Krause (2019); Seckler et al. (2013)
F8	Never require an account before payment or a result; offer it afterwards.	18% of US shoppers abandoned because an account was required.	**B**	Baymard Institute (2025)
F9	Keep short forms on one step; group six or more fields into steps with a Continue button.	Layout made no difference to success in a lab test; grouped steps were fastest.	**C**	Wroblewski (2010); Zuko Analytics (2025a)
F10	If a popup asks for email, show it after the visitor has read, and offer something tied to the page.	Average popup 3.09%, top tenth 9.28%; only 8% of the top tenth appeared in the first 4 seconds.	**B**	Sumo (2019)
F11	Say beside the field what the email will be used for, and use it only for that.	Collecting leads under one stated purpose and using them for another is a listed deceptive pattern.	**C**	FTC (2022, pp. 18–19)

3.6. Pricing pages

Pricing pages draw on the behavioral findings, and those findings vary in strength. Defaults hold up best: a meta-analysis of 58 datasets with 73,675 people found an average effect of $d = 0.68$, about 27 percentage points on yes-or-no choices, stronger when the default reads as a recommendation (Jachimowicz et al., 2019). Anchoring on willingness to pay has a moderate average effect ($r = 0.267$, which the authors call an upper bound), larger for meaningful anchors than random ones (Li et al., 2021); the famous social security number auction (Ariely et al., 2003) was weak in a direct replication (Fudenberg et al., 2012). Choice overload averages close to zero ($D = 0.02$ across 50 experiments) (Scheibehenne et al., 2010) and appears only when options are complex, the task is hard and buyers are unsure of what they want (Chernev et al., 2015). The decoy effect held in 4 of 5 studies where every attribute was a number and in none of 27 where an attribute had to be experienced or seen (Frederick et al., 2014). For risk reversal, a randomized field test with 13,481 shoppers at a Japanese fashion retailer found that offering free returns late in the purchase raised the purchase rate by 31.6%, most for first-time buyers and higher-priced items (Luo et al., 2025). For trials, sites that required a card converted 39.0% of trial users to paid against 12.0% without one, across 803 sites, though card-required trials start far less often (First Page Sage, 2025; Recurly, 2022). Business buyers in usability studies left for competitors when a price was hidden (Loranger, 2013).

Table 7: Pricing pages and offers.

ID	Technique: what to do	Why it works	Grade	Source
P1	Publish the price on the page.	Business buyers left for competitors when prices were hidden; hidden prices read as evasive.	**C**	Loranger (2013); Laja (2026a)
P2	Offer three to five plans, as columns, with the same attributes in every row and headers that stay visible.	Overload appears with complex options and unsure buyers; consistent rows make differences scannable.	**A**	Chernev et al. (2015); Scheibehenne et al. (2010); Moran and Dykes (2024)
P3	Highlight one recommended plan, preselect its billing period, and say why it fits most buyers.	Defaults move choices ($d = 0.68$), most when they read as advice.	**A**	Jachimowicz et al. (2019); Johnson and Goldstein (2003)
P4	Show a meaningful reference price next to the offer: the later price beside a founding price, or the cost of the current alternative.	Estimates drift toward the first number seen; meaningful anchors work better than random ones.	**A**	Tversky and Kahneman (1974); Li et al. (2021, pp. 1, 6)
P5	Place the plan most buyers should consider in the first two columns.	The first two plan positions drew the most attention in eye tracking.	**B**	Labay (2016b); Labay (2016c)
P6	Offer monthly and annual billing; prompt the annual switch early.	Annual plans kept more revenue from existing accounts after cancellations and upgrades (88% against 76%, observational); upgrades peak in month two.	**B**	ChartMogul (2025)
P7	End prices in 9 ($99, not $100).	Shoppers treat a 99 ending as 15 to 25 cents lower on $5 grocery items; untested for business software.	**C**	Strulov-Shlain (2018)

ID	Technique: what to do	Why it works	Grade	Source
P8	Offer a refund promise at the point of hesitation, with the window stated plainly.	Free returns raised purchase 31.6% in a randomized field test, most for first-time buyers.	**A**	Luo et al. (2025); RevenueCat (2026)
P9	Choose the trial on purpose: card required for fewer, likelier buyers; no card for more starts.	39.0% against 12.0% trial-to-paid across 803 sites.	**B**	Recurly (2022); First Page Sage (2025)
P10	Do not rely on a decoy plan; if used, every attribute must be a number and the decoy plainly worse.	The famous decoy failed with 515 and 2,003 people; decoys fail when attributes are experienced.	**A**	Frederick et al. (2014, p. 497); Huber et al. (2014); Ariely (2008)
P11	Run a founding offer only with a real cap and a real close date, and show the later price beside it.	Backers cluster in the first and last weeks of a dated campaign; a false cap is deceptive.	**C**	Kuppuswamy and Bayus (2013); Unlock SaaS (2026)
P12	Put price, renewal, lock period and how to cancel next to the button, before card entry; ask for separate consent to recurring charges.	Hiding terms doubled acceptance in an experiment; US law requires disclosure and consent before billing.	**A**	Luguri and Strahilevitz (2021, p. 74); FTC (2022, p. 11); FTC (2026a)

3.7. Interactive calculators

A calculator page offers a free answer and asks for something in return. Nielsen Norman Group's research on calculators and quizzes found that users "want to try calculators without having to commit to an organization", and that they are "particularly annoyed when they must submit contact information to get their results at the end of a calculator…people often feel tricked and annoyed" (Kohler, 2024b, Users Don't Want to Share Contact Information). Every participant offered a guest option on one tool took it (Kohler, 2024a, item 4). Users also run calculators backward, from a target to the inputs that reach it, and experienced users judge outputs harshly (Kohler, 2024b). Marketers in a vendor-sponsored survey rated calculators most effective in the middle of the funnel, when buyers compare options (Content Marketing Institute & ion interactive, 2016); no study with a stated sample measured calculator conversion.

Table 8: Interactive calculators.

ID	Technique: what to do	Why it works	Grade	Source
K1	Show the result on the page, updating as inputs change; offer the full report by email as an extra.	Users feel tricked when results need contact details; all participants offered a guest option took it.	**B**	Kohler (2024b); Kohler (2024a, items 4, 5)
K2	Ask only for essential inputs, say why each is asked, give an example beside it.	Users enter data readily when they see how it changes the result.	**B**	Kohler (2024a, items 6–8)
K3	Use honest default values, or none, and label any example values as examples.	Defaults shape what users think is reasonable.	**B**	Kohler (2024a, item 10)

ID	Technique: what to do	Why it works	Grade	Source
K4	Explain the output in context (what the number means for the visitor's decision) and show the formula behind it.	Transparent calculation raises trust and understanding.	**B**	Kohler (2024a, item 11); Ben David et al. (2021)
K5	Support backward use: let visitors set a target and see which inputs reach it.	Users run calculators forward and backward.	**B**	Kohler (2024b)
K6	Give each calculator its own page, titled with the words people search for, with the tool on the page rather than in a popup.	Users open calculators straight from search results, even from unfamiliar organizations.	**B**	Kohler (2024a, item 1)
K7	Treat a calculator as a middle-of-funnel offer: ask for an email after the visitor has seen value.	Marketers rate calculators most effective at the comparison stage.	**C**	Content Marketing Institute and ion interactive (2016)
K8	Let visitors use the working tool at the top of the page instead of describing it.	One software company's test of the product as its homepage doubled conversions (one site).	**C**	Dry (n.d.-b)

3.8. Lead magnets and follow-up email

A lead magnet is something free and useful a visitor receives in exchange for an email address, such as a guide or a sample report; email capture is the form that asks for the address. Evidence here is benchmark data. Welcome emails, sent automatically right after sign-up, draw the highest engagement of regular sends, though benchmarks disagree on the level: 83.63% opened in GetResponse's data and 35.53% in Omnisend's (GetResponse, 2024; Omnisend, 2026). In NN/g's newsletter studies, users valued a low-effort sign-up over explanations, and most ignored unwanted email rather than unsubscribing (Flaherty, 2017). Double opt-in, which confirms an address with a second click, trades some sign-ups for a cleaner list; no controlled comparison was found, and 6.28% of financial-services senders in one benchmark used it (GetResponse, 2024; Mailchimp, n.d.).

Table 9: Lead magnets and follow-up email.

ID	Technique: what to do	Why it works	Grade	Source
L1	Send the welcome email at once, with the promised file or result in it.	Welcome emails draw the highest engagement of regular sends.	**B**	GetResponse (2024); Omnisend (2026)
L2	Ask for the email alone; keep sign-up to one field and one click.	Users value low-effort sign-up over explanations.	**C**	Flaherty (2017); Scott (2024b)
L3	Show the cover and one inside page of the magnet beside the form, and say what it covers.	Visitors trade an address only for something they can picture; it also fixes what the address is used for (F11).	**C**	Harley (2016); FTC (2022, pp. 18–19)
L4	Use single opt-in by default; switch to double opt-in if bad addresses or spam complaints rise.	Fewer steps against verified addresses; no controlled comparison found.	**C**	Mailchimp (n.d.); GetResponse (2024)

ID	Technique: what to do	Why it works	Grade	Source
L5	Send follow-ups tied to what the person asked for, not a general newsletter.	Relevant, timely emails drew the most positive responses.	**C**	Flaherty (2017)
L6	In every marketing email: a postal address, a visible opt-out honored within 10 business days, a truthful sender and subject line; keep result emails transactional.	Required by the CAN-SPAM Act, with no exception for business recipients.	**C**	FTC (n.d.-b)

3.9. Mobile

Most mobile evidence concerns the hand and the keyboard. The accessibility standard for the web, the Web Content Accessibility Guidelines (WCAG), sets some mobile rules too (Section 3.10). Fewer people finish forms on phones: 47.5% of mobile starters against 54.5% on desktop across 739 forms (Zuko Analytics, 2025a). Baymard's benchmark of mobile sites found that most still opened the wrong keyboard for some fields, and in testing, auto-correct silently changed email addresses (C. Holst, 2015).

Table 10: Mobile.

ID	Technique: what to do	Why it works	Grade	Source
M1	Make tap targets at least 1 cm by 1 cm, spaced apart; never below 24 by 24 CSS pixels.	Small or crowded targets cause slow and wrong taps.	**B**	Harley (2019, Size Matters); W3C Web Accessibility Initiative (2023, p. 2.5.8)
M2	Open the right keyboard: `type="email"`, `type="tel"`, `inputmode="decimal"` for money and rates; turn off auto-correct and auto-capitalize on email and names.	Numeric keys are larger targets; auto-correct corrupted addresses in testing.	**B**	C. Holst (2015)
M3	Design forms for the phone first and test them on a phone.	Mobile starters finish 7 points less often than desktop starters.	**B**	Zuko Analytics (2025a)
M4	Keep sticky bars and cookie banners from covering the field or button in focus.	Required by WCAG 2.2 success criterion 2.4.11.	**C**	W3C Web Accessibility Initiative (2023, p. 2.4.11)

3.10. Accessibility

Accessibility is the degree to which people with disabilities can use a page. WCAG is published by the World Wide Web Consortium; version 2.2 added criteria for target size, focus that sticky elements must not hide, sign-in without memory tests, not asking for the same information twice, and help kept in the same place (W3C Web Accessibility Initiative, 2023). WebAIM's scan of the top million home pages in 2026 found a detected failure on 95.9% of them: low-contrast text on 83.9%, images without alternative text on 53.1%,

form inputs without labels on 51% and empty links on 46.3% (WebAIM, 2026). Those failures are also conversion failures, since an unlabeled field or an unreadable button stops every visitor who cannot use it.

Table 11: Accessibility.

ID	Technique: what to do	Why it works	Grade	Source
X1	Tie a visible label to every input in code.	Unlabeled inputs appear on 51% of top home pages and stop screen-reader users.	**A**	WebAIM (2026, Form Labeling)
X2	Meet WCAG AA contrast for text, including fine print; give meaningful images alternative text; give every link and button a name.	These failures, with missing labels and page language, make up 96% of detected errors.	**A**	WebAIM (2026, WCAG Conformance)
X3	Never ask for the same information twice in one flow; carry the email from the calculator into the waitlist.	Required by WCAG 2.2 criterion 3.3.7.	**C**	W3C Web Accessibility Initiative (2023, p. 3.3.7)
X4	Let people paste and use password managers, or sign in by email link; avoid puzzle tests.	Required by criterion 3.3.8; pages with a CAPTCHA (a puzzle meant to tell people from automated programs) averaged 7.7 more errors.	**C**	W3C Web Accessibility Initiative (2023, p. 3.3.8); WebAIM (2026)
X5	Keep help and contact links in the same place on every page.	Required by criterion 3.2.6.	**C**	W3C Web Accessibility Initiative (2023, p. 3.2.6)

The only WCAG version named in a US rule is 2.1 at level AA, for state and local government websites, with compliance dates moved to 2027 and 2028 (U.S. Department of Justice [DOJ], 2026). The Department of Justice holds that the Americans with Disabilities Act covers the online offerings of businesses open to the public, without a technical standard for them (DOJ, 2022).

3.11. Measurement and testing

The experimentation literature gives small sites two warnings. Most ideas fail: about a third of tested ideas improved their target measure at Microsoft, 15% at Bing, about 10% at Booking.com and 8% in Airbnb search (Kohavi et al., 2022, Table 2). Thomke reports that Booking.com runs about 25,000 tests a year and that for every test that succeeds nearly ten do not (Thomke, 2020). At a 10% success rate and 80% power, 22% of significant wins are false; at 20% power, 52.9% are (Kohavi et al., 2022, Table 3). Of 650 tests contributed to GoodUI, 169 won, 286 were positive but not significant, 152 negative but not significant and 43 lost (Linowski, 2026). Big surprises are usually errors, a rule called Twyman's law (Kohavi et al., 2020, pp. 3–5). The second warning is size (Figure 4): at the traffic a new site can expect, a test can confirm only very large effects. Five-person usability tests are the counterweight: under Nielsen's model, five users find about 85% of the usability problems in a design (Nielsen, 2000). Other small tests need no traffic split either: a five-second test shows a page for five seconds and asks what it offers, a first-click test asks where a person would click first, and a message test asks target buyers to rate the wording (Chan, 2024; Wynter, 2026).

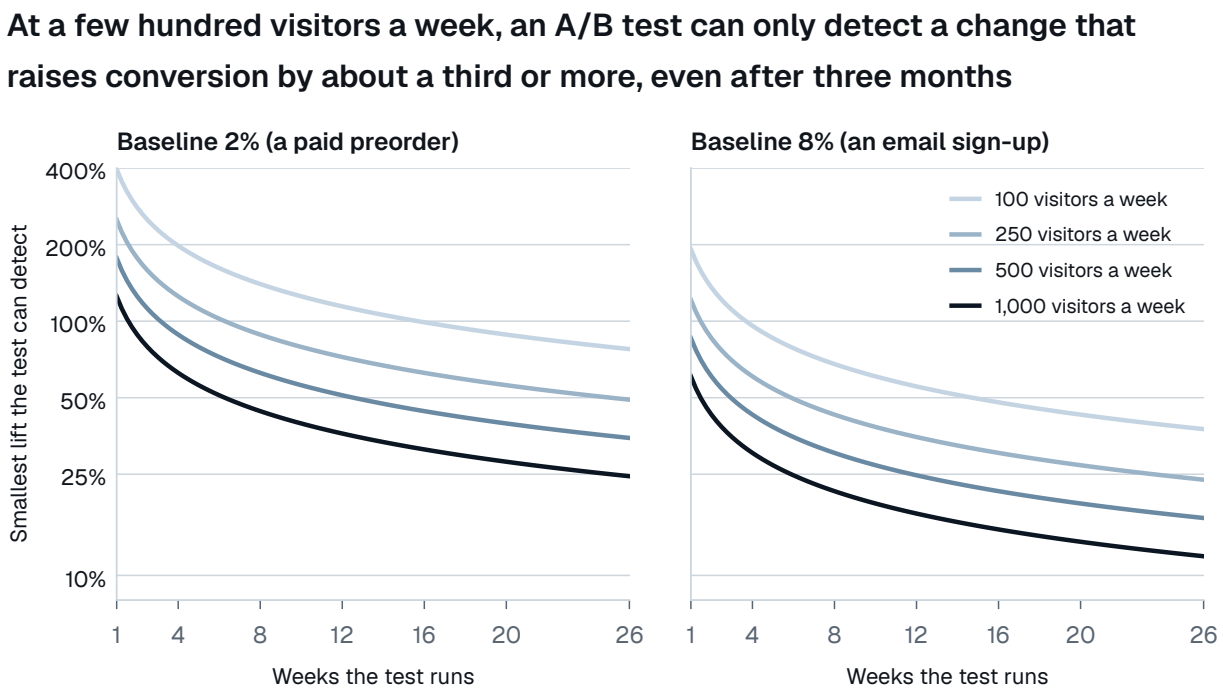


Figure 4: Smallest relative lift a two-version A/B test can detect, by weekly traffic and test length, for a 2% and an 8% baseline conversion rate.

Table 12: Measurement and testing.

ID	Technique: what to do	Why it works	Grade	Source
Q1	Define one conversion event per page and count it the same way every week; record each funnel step and form starts as well as completions.	At low volume, rates swing; steps show where people stop.	**C**	Nielsen (2013); Zuko Analytics (2025a)
Q2	Size every A/B test before it starts ($16\,p(1-p)/\delta^2$ visitors per version), fix the length and do not stop at the first significant reading.	Repeated looks inflate false positives; underpowered tests produce false wins.	**A**	Kohavi et al. (2022, Section 3.2); Miller (2010)
Q3	Treat a win as provisional; at low success rates, ask for stronger evidence before acting.	About 1 in 3 ideas won at Microsoft and about 1 in 10 at Booking.com; at 80% power, 22% of wins can be false.	**A**	Kohavi et al. (2022, Tables 2, 3); Thomke (2020)
Q4	Recheck any surprisingly large lift for errors before acting on it.	Large effects are usually bugs or data errors (Twyman's law).	**A**	Kohavi et al. (2020, pp. 3–5)

ID	Technique: what to do	Why it works	Grade	Source
Q5	Treat published single-site lifts as upper bounds, not forecasts.	High-powered replications found popular pattern effects highly exaggerated.	**A**	Kohavi (2026); Linowski (2026)
Q6	At low traffic, test in rounds of five people from the target group, and add five-second, first-click and message tests before any A/B test.	Five users find about 85% of usability problems; A/B tests need thousands per version.	**A**	Nielsen (2000); Chan (2024); Speero (2026); Wynter (2026)
Q7	Count only visitors who reached the changed step when analysing a test.	Removing unexposed visitors cuts noise; in one example it roughly halved the sample needed.	**A**	Kohavi et al. (2007, Section 3.2)
Q8	Drop any variant that wins through a false or hidden claim.	The FTC treats a tested false claim as deception.	**C**	FTC (2022, p. 3)

4. Findings that shrank or failed, and what practitioners rate highest

4.1. Famous findings weaker than their reputation

Table 13 lists the findings most often repeated in CRO advice that did not hold up as stated. Each still appears in practitioner posts read for this report.

Table 13: Famous findings and what the fuller record shows.

Finding as usually told	Fuller record	Source
Six jams sell more than 24	Average choice-overload effect across 50 experiments is about zero; it appears only under specific conditions	Iyengar and Lepper (2000); Scheibehenne et al. (2010); Chernev et al. (2015)
A decoy subscription doubles the premium choice	Failed in replications with 515 and 2,003 people; decoys work with numeric attributes only	Ariely (2008); Frederick et al. (2014, p. 497)
Random numbers anchor willingness to pay	Weak in a direct replication; meta-analytic $r = 0.267$, an upper bound	Ariely et al. (2003); Fudenberg et al. (2012); Li et al. (2021)
"Most guests reuse towels" raises reuse	Each of five replications failed alone; pooled effect about six points	Bohner and Schlüter (2014); Scheibehenne et al. (2016)
Faster pages always convert more	Lead-generation sites: overall mobile conversion -1.9% per 0.1 s, form step +21.6%; desktop results contradictory and unpublished	Deloitte Digital and Fifty-Five (2020, pp. 24–26, 47)
53% of mobile visits end after 3 s	One line about a 2016 opt-in sample; the bounce curve comes from an unpublished model	An (2018)
11 to 4 fields raised conversion 120%	One site, 10 against 26 submissions, six months apart	Moloney (2008)
One field cost Expedia $12 million	An executive's conference remark; no test design	Heath (n.d.)
"My" beats "your" on buttons by 90%	One landing page, no sample or significance	Aagaard (2013)

Finding as usually told	Fuller record	Source
Removing navigation doubles conversion	One vendor case; HubSpot's own tests: 0 to 28% by page type	Chopra (2011); Urban (2025)
Published pattern lifts transfer	Replications with millions of users found them highly exaggerated	Kohavi (2026)

4.2. What practitioners rate highest

Posts on X and LinkedIn from 2025 and 2026 by CRO practitioners, together with published landing page teardowns, give a view of current practice that the grades above do not. Of 51 posts and teardowns kept after removing promotions and posts without a claim, the most recommended tactics were a clear first screen (17), specific social proof (12), answering objections and risk (11), stating what differs from rivals (10), using customers' own words (9), saying who the page is for (7), showing the product working (6), specific button text (6), showing the price (4), repeating the button (4) and a short capture form (4). These counts measure how often a tactic is recommended, not how well it works. Nearly all are changes to the message rather than to layout, and they agree with the grade-A techniques on clarity and scannable text. The one tactic in these posts that the evidence contradicts is the reliance on borrowed lifts: the only experimental result among them is a replication that found popular layout patterns far weaker than claimed (Kohavi, 2026). One popular post recommended a moving testimonial carousel "so users think there's way more"; that suggestion is deceptive and excluded.

5. Deceptive tactics excluded

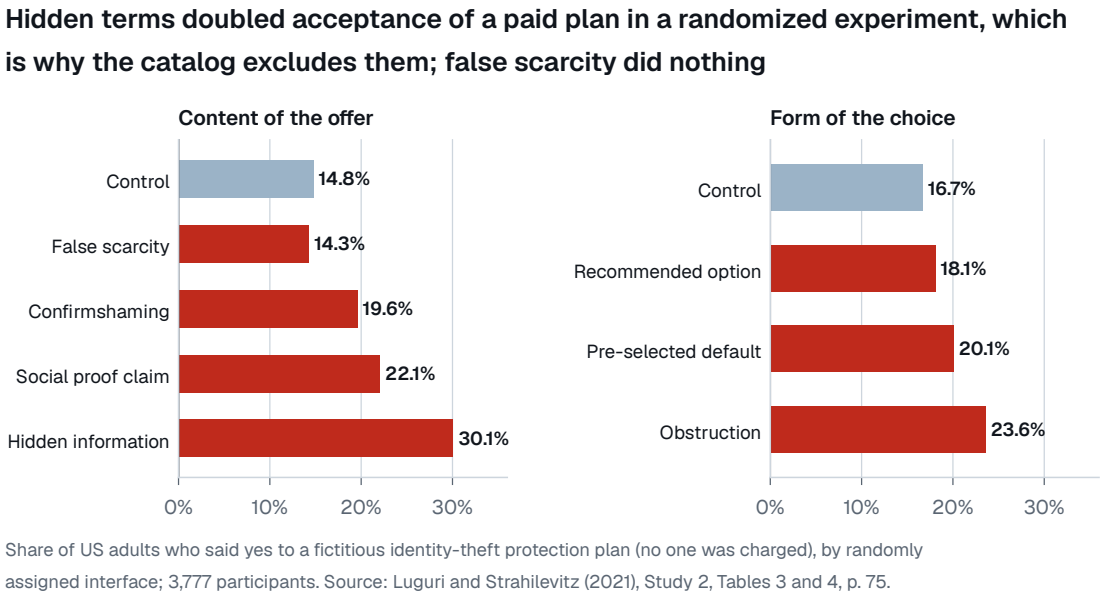


Figure 5: Acceptance of a paid plan by interface in a randomized experiment. Grey: control; red: deceptive or pressuring variant.

A deceptive tactic, called a dark pattern in the FTC's 2022 staff report, is a design choice that leads people to act against their own interest by tricking or pressuring them (FTC, 2022). Such tactics raise acceptance. In a randomized experiment, hidden terms doubled acceptance of a paid plan, confirmshaming (a decline link worded to shame) raised it from 14.8% to 19.6%, and making refusal harder raised it to 23.6%; false scarcity had no effect (Figure 5). Mild versions raised sign-ups without upsetting people, so a seller cannot rely on visitors' anger to expose them (Luguri & Strahilevitz, 2021, p. 66). A crawl of about 11,000 shopping sites found 1,818 instances on 1,254 sites, including 157 deceptive countdown timers on 140 sites (Mathur et al., 2019). Table 14 lists the tactics this catalog excludes, with each one's source and status.

Table 14: Deceptive tactics excluded from the catalog. Status: *rule* means a binding US rule or statute names it; *enforced*, the FTC has sued or settled over it (complaints are allegations); *listed*, named by FTC staff as a dark pattern and deceptive under Section 5 of the FTC Act when the claim is false. ROSCA: Restore Online Shoppers' Confidence Act.

Tactic	What it is	Source	Status
Fake countdown timer	A clock that resets, or ends while the offer stays	FTC (2022, pp. 4, 22); Mathur et al. (2019)	Listed
False deadline	"Ends soon" with no real end	FTC (2022, p. 22)	Listed
False scarcity	Low stock or few seats claimed when untrue	FTC (2022, pp. 4, 21)	Listed
Fake activity messages	Invented "3 people are viewing" or "just signed up"	FTC (2022, pp. 4, 21); Mathur et al. (2019)	Listed
Fake or AI-written reviews and testimonials	From people who do not exist or never used the product	FTC (2024, ğ 465.2)	Rule; civil penalties
Untypical results as testimony	A standout result shown without what customers generally get	FTC (2023, ğ 255.2(b))	FTC guides
Undisclosed insider praise	Staff, owners or relatives reviewing without saying so	FTC (2024, ğ 465.5)	Rule
Paid or filtered reviews	Rewards for positive reviews; asking only happy customers; hiding bad ones	FTC (2024, ğğ 465.4, 465.7); FTC (n.d.-c)	Rule
Fake social indicators	Bought followers, views or likes	FTC (2024, ğ 465.8)	Rule
Hidden subscription	A one-time or free offer that quietly renews	FTC (2022, pp. 11–12); FTC (2026a)	Rule (ROSCA); enforced
Hard to cancel	Online sign-up but cancel by phone, mazes, forced reasons	FTC (2022, pp. 12–15); FTC (2025b); FTC (2026c)	Rule (ROSCA); enforced
Hidden terms	Key terms in fine print, behind links or on hover	FTC (2022, pp. 7, 14); Luguri and Strahilevitz (2021, p. 74)	Enforced
Drip pricing	Mandatory fees shown only at checkout	FTC (2022, pp. 8–9); FTC (2025a)	Rule for tickets and lodging; Section 5 elsewhere
Pre-checked paid extras	Adding paid items by default	FTC (2022, pp. 22, 25)	Enforced

Tactic	What it is	Source	Status
Confirmshaming	"No, I don't want to save money"	FTC (2022, p. 25); FTC (2025b)	Listed; barred in the Amazon order
False hierarchy and trick questions	Bright button for the seller's choice, grey link for the other; double negatives	FTC (2022, pp. 18, 25)	Listed
Disguised ads and fake independent rankings	An ad posing as news or a neutral review site	FTC (2022, pp. 5–6, 23–24); FTC (2024, ğ 465.6)	Rule; enforced
Deceptive email headers or subjects	A sender or subject line that misleads	FTC (n.d.-b)	Statute (CAN-SPAM)

5.1. US legal status on 31 October 2026

This subsection states the status of the rules a subscription landing page meets; it is a summary of the texts read, not legal advice. The FTC's amended Negative Option Rule of 2024, known as click-to-cancel, was vacated by the Eighth Circuit on 8 July 2025 on procedural grounds (United States Court of Appeals for the Eighth Circuit, 2025). The FTC restored the earlier rule text, asked for public comment on a new rule from 13 March to 13 April 2026 (FTC, 2026a), and had proposed no new rule by 31 October 2026 (FTC, 2026b). Enforcement continues under the Restore Online Shoppers' Confidence Act (ROSCA), which requires clear disclosure of terms before billing information is taken, express informed consent and a simple way to stop recurring charges (FTC, 2022, pp. 11, 14). Amazon settled in September 2025 for a $1 billion penalty and $1.5 billion in refunds (FTC, 2025b). On 29 October 2026 the FTC and eight states sued Toast, whose customers are restaurants, alleging hidden fees and hard cancellation; the complaint applies ROSCA to business buyers, which Toast disputes (FTC, 2026c). California's automatic renewal law, amended from 1 July 2025, requires terms next to the consent button, online cancellation and records of consent, and covers purchases for personal, family or household purposes (State of California, 2025); whether it reaches sales to businesses is a reading of that scope, not a ruling. The reviews rule has been in force since 21 October 2024 (FTC, 2024). The FTC's mail order rule covers merchandise and its guide states that it "does not cover services" (FTC, n.d.-a); its guidance on taking orders for products not yet made (state that the product is planned and may not ship, tell buyers within a reasonable time if it will not, refund promptly) gives a usable standard for preorder pages and for fake-door pages, which offer a product before it exists to measure demand. The CAN-SPAM Act applies to commercial email with no exception for business recipients, with penalties of up to $53,088 per violating email (FTC, n.d.-b). The fees rule of May 2025 covers only live-event tickets and short-term lodging (FTC, 2025a).

6. Measuring a page at low traffic

Suppose a new site draws tens to hundreds of visitors a week, from direct links and, once search engines list its pages, from search. Figure 4 shows what that traffic allows. With 500 visitors a week for twelve weeks, a two-version test on an 8% sign-up rate detects only a relative lift of about 25%; on a 2% payment rate, about 51%. At 100 visitors a week, a 2% rate needs a lift above 100% even after three months. Effects that large are rare in mature testing programs (Kohavi et al., 2022), so an A/B test at this traffic will mostly end without an answer. Raw counts carry wide uncertainty too: 3 payments from 100 visitors is a rate between 1.0% and

8.5% at 95% confidence (Wilson interval, computed for this report), and 10 sign-ups from 200 visitors a rate between 2.7% and 9.0%.

At this traffic, an owner learns more by reading counts against targets set before launch, and by finding problems with people rather than with traffic splits. Take a small service business, such as a plumbing firm or an accounting practice, whose site asks visitors to request a quote. Its conversion is the quote request, its funnel runs from page view through form start to the request sent, and Table 15 lists the order in which the business would measure them.

Table 15: Order of measurement for a small site's pages. IDs refer to Tables 2 to 12.

When	What to measure	How	Read as
Before launch	Usability problems on the main pages	Five people from the target group each try the pages while thinking aloud; fix, then a second round of five (Q6)	Problems found and fixed, not a rate
Before launch	Whether the first screen is understood	Five-second test: show the home page first screen, ask what it offers, for whom, and what the button does (H1)	Share who answer all three correctly
Before launch	Speed and accessibility	Field LCP, INP, CLS; WebAIM-type automated check; keyboard-only pass (S1, X1–X5)	All pass thresholds
From launch, weekly	Funnel per page: view, button click, form start, form sent, checkout start, payment, refund asked, by source tag	One named event per step (Q1); counts and starter-to-completion rates	Counts against targets set before launch; trend by week
When a page passes 1,000 visitors a week	First A/B test	One change with a lift large enough to detect (Figure 4), sized in advance, fixed length (Q2, Q7)	Significant at a fixed end; recheck large wins (Q4)

Changes made between readings should be logged with their date, so that a change in a count can be checked against what changed on the page; a before-and-after comparison is reported as such and not as a measured lift (Laja, 2013; Speero, 2026).

7. Discussion

The pattern across the catalog has a plain mechanism. A visitor at a landing page weighs the value of acting against its cost in effort and risk. Techniques with strong evidence lower that cost without changing the offer: a page that shows its content sooner, text that can be scanned, a form that asks less and reports errors sooner, a visible price and refund, design that signals a competent business. Persuasion findings from the laboratory try instead to raise the felt value of the same offer, and their effects are smaller, depend on conditions, and in several famous cases did not repeat. The deceptive tactics raise acceptance by hiding cost, which is why they work in experiments and why regulators act against them.

The evidence has limits for sites that sell to businesses. Most experiments and benchmarks come from retail, travel and media sites, where purchases are smaller and quicker than a firm's choice of a monthly

tool; Fogg's finding that finance-site visitors weigh motive and reputation more, and Unbounce's finding that harder text did better in finance, both suggest that money pages differ. Several grade-A results come from one site each (Vodafone, Rakuten 24, the Japanese retailer), and none of the speed tests reports a significance test for its business measures. Benchmark medians depend on their exclusions, and practitioner counts measure popularity. The legal summary reflects texts read on one date, during an open FTC rulemaking and a pending case on whether ROSCA reaches business buyers.

The catalog suggests tests that could be run at higher traffic. Whether showing a calculator result before asking for email raises or lowers email capture could be tested directly once a calculator page draws a few thousand visitors a month. Whether a visible formula and cited rule raise trust among professional buyers, as the experiment with a financial adviser suggests for consumers, could be tested with message tests on such buyers before any traffic split. And whether the refund promise that raised purchases for fashion shoppers transfers to a monthly business tool would need a randomized offer at checkout.

Data and materials

Every source was read in full on 31 October 2026. Figure 1 counts the grades in Tables 2 to 12, Figures 2, 3 and 5 plot numbers reported in the sources named in their captions, and Figure 4 and the Wilson intervals in Section 6 are computed from the formulas cited there.

References

Aagaard, M. (2013). *How to design call to action buttons that convert*. Unbounce. Retrieved October 31, 2026, from https://unbounce.com/conversion-rate-optimization/design-call-to-action-buttons/

An, D. (2018, February). *Find out how you stack up to new industry benchmarks for mobile page speed* [Read from the Internet Archive capture of 31 December 2019]. Think with Google. Retrieved October 31, 2026, from https://web.archive.org/web/2019/https://www.thinkwithgoogle.com/marketing-resources/data-measurement/mobile-page-speed-new-industry-benchmarks/

Ariely, D. (2008). *Are we in control of our own decisions?* [Talk transcript]. TED. Retrieved October 31, 2026, from https://www.ted.com/talks/dan_ariely_are_we_in_control_of_our_own_decisions/transcript

Ariely, D., Loewenstein, G., & Prelec, D. (2003). "Coherent arbitrariness": Stable demand curves without stable preferences. *The Quarterly Journal of Economics*, *118*(1), 73–106. https://doi.org/10.1162/00335530360535153

Bargas-Avila, J., & Seckler, M. (2014, July 14). *Simple is better: Making your web forms easy to use pays off*. Google Research. Retrieved October 31, 2026, from https://research.google/blog/simple-is-better-making-your-web-forms-easy-to-use-pays-off/

Baymard Institute. (2025, September 22). *50 cart abandonment rate statistics 2026*. Retrieved October 31, 2026, from https://baymard.com/lists/cart-abandonment-rate

Ben David, D., Resheff, Y. S., & Tron, T. (2021). Explainable AI and adoption of financial algorithmic advisors: An experimental study. *Proceedings of the 2021 AAAI/ACM Conference on AI, Ethics, and Society*. Retrieved October 31, 2026, from https://arxiv.org/abs/2101.02555

Bohner, G., & Schlüter, L. E. (2014). *A room with a viewpoint revisited: Descriptive norms and hotel guests' towel reuse behavior* [Manuscript]. Retrieved October 31, 2026, from https://www.socialpsychology.org/download/81001/BohnerSchltertowelreuse20131229SPN.pdf

Budiu, R. (2019, June 16). *Marking required fields in forms*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/required-fields/

Cardello, J. (2014). *Social proof in the user experience*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/social-proof-ux/

Chan, M. (2024). *Testing visual design: A comprehensive guide*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/testing-visual-design/

ChartMogul. (2025, May 18). *Billing is the invisible force behind your growth*. Retrieved October 31, 2026, from https://chartmogul.com/reports/saas-billing-report/

Chernev, A., Böckenholt, U., & Goodman, J. (2015). Choice overload: A conceptual review and meta-analysis. *Journal of Consumer Psychology*, *25*(2), 333–358. https://doi.org/10.1016/j.jcps.2014.08.002

Chopra, P. (2011). *A/B testing case study: Removing navigation menu increased conversions by 100%*. Wingify. Retrieved October 31, 2026, from https://wingify.com/blog/a-b-testing-case-study-navigation-menu/

Collinger, T., Malthouse, E., Maslowska, E., Wang, R., Kim, S. J., & Askalidis, G. (2017). *How online reviews influence sales*. Spiegel Research Center, Northwestern University. Retrieved October 31, 2026, from https://spiegel.medill.northwestern.edu/wp-content/uploads/sites/2/2021/04/Spiegel_Online-Review_eBook_Jun2017_FINAL.pdf

Content Marketing Institute & ion interactive. (2016). *Deliver peak experiences with interactive content* (White paper). Retrieved October 31, 2026, from https://eu-assets.contentstack.com/v3/assets/blt663d10211b43b0ca/bltdf544ccdf7c23d06/67ed4d5c2545ec5ffe16a9b1/Ion_CMI_InteractiveContent_Final.pdf

Copy Hackers. (2026, October 16). *Customers buy the product they understand fastest*. X. Retrieved October 31, 2026, from https://x.com/i/web/status/2111087421374787879

Deloitte Digital & Fifty-Five. (2020). *Milliseconds make millions: A study on how improvements in mobile site speed positively affect a brand's bottom line* (Commissioned by Google). Google. Retrieved October 31, 2026, from https://www.thinkwithgoogle.com/_qs/documents/9757/Milliseconds_Make_Millions_report_hQYAbZJ.pdf

Dry, H. (n.d.-a). *My step-by-step guide to landing pages that convert*. Marketing Examples. Retrieved October 31, 2026, from https://marketingexamples.com/landing-page/guide

Dry, H. (n.d.-b). *Rows' homepage test that doubled conversions*. Marketing Examples. Retrieved October 31, 2026, from https://marketingexamples.com/landing-page/rows

Federal Trade Commission. (n.d.-a). *Business guide to the FTC's mail, internet, or telephone order merchandise rule*. Retrieved October 31, 2026, from https://www.ftc.gov/business-guidance/resources/business-guide-ftcs-mail-internet-or-telephone-order-merchandise-rule

Federal Trade Commission. (n.d.-b). *CAN-SPAM Act: A compliance guide for business*. Retrieved October 31, 2026, from https://www.ftc.gov/business-guidance/resources/can-spam-act-compliance-guide-business

Federal Trade Commission. (n.d.-c). *The consumer reviews and testimonials rule: Questions and answers*. Retrieved October 31, 2026, from https://www.ftc.gov/business-guidance/resources/consumer-reviews-testimonials-rule-questions-answers

Federal Trade Commission. (2022, September). *Bringing dark patterns to light* (Staff report). Retrieved October 31, 2026, from https://www.ftc.gov/system/files/ftc_gov/pdf/P214800%20Dark%20Patterns%20Report%209.14.2022%20-%20FINAL.pdf

Federal Trade Commission. (2023, July 26). *Guides concerning the use of endorsements and testimonials in advertising, 16 CFR 255.2* [88 FR 48102]. Retrieved October 31, 2026, from https://www.law.cornell.edu/cfr/text/16/255.2

Federal Trade Commission. (2024, August 22). *Trade regulation rule on the use of consumer reviews and testimonials, 16 CFR part 465* [89 FR 68077; effective 21 October 2024]. Retrieved October 31, 2026, from https://www.law.cornell.edu/cfr/text/16/part-465

Federal Trade Commission. (2025a, May 12). *Rule on unfair or deceptive fees, 16 CFR part 464*. Retrieved October 31, 2026, from https://www.law.cornell.edu/cfr/text/16/464.2

Federal Trade Commission. (2025b, September 25). *FTC secures historic $2.5 billion settlement against Amazon*. Retrieved October 31, 2026, from https://www.ftc.gov/news-events/news/press-releases/2025/09/ftc-secures-historic-25-billion-settlement-against-amazon

Federal Trade Commission. (2026a, March 13). *Rule concerning the use of prenotification negative option plans: Advance notice of proposed rulemaking* [91 FR 12318]. Retrieved October 31, 2026, from https://www.federalregister.gov/documents/full_text/html/2026/03/13/2026-04952.html

Federal Trade Commission. (2026b, October 14). *Agency information collection activities: Negative option rule* [91 FR 65213]. Retrieved October 31, 2026, from https://www.federalregister.gov/documents/full_text/html/2026/10/14/2026-20971.html

Federal Trade Commission. (2026c, October 29). *FTC and states take action against Toast Inc. over hidden and unauthorized fees, deceptive subscription and cancellation practices and other unlawful conduct*. Retrieved October 31, 2026, from https://www.ftc.gov/news-events/news/press-releases/2026/10/ftc-states-take-action-against-toast-inc-over-hidden-unauthorized-fees-deceptive-subscription

Fessenden, T. (2018, April 15). *Scrolling and attention*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/scrolling-and-attention/

First Page Sage. (2025, September 5). *SaaS free trial conversion rate benchmarks*. Retrieved October 31, 2026, from https://firstpagesage.com/seo-blog/saas-free-trial-conversion-rate-benchmarks/

Flaherty, K. (2017, August 13). *Marketing email and newsletters: UX findings then and now*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/newsletters/

Fogg, B. J. (2002). *Stanford guidelines for web credibility*. Stanford Persuasive Technology Lab. Retrieved October 31, 2026, from https://credibility.stanford.edu/guidelines/index.html

Fogg, B. J., Soohoo, C., Danielson, D., Marable, L., Stanford, J., & Tauber, E. R. (2002). *How do people evaluate a web site's credibility? Results from a large study*. Stanford Persuasive Technology Lab and Consumer WebWatch. Retrieved October 31, 2026, from https://credibility.stanford.edu/pdf/How_Do_People_Evaluate_a_Web_Site's_Credibility_v37.pdf

Frederick, S., Lee, L., & Baskin, E. (2014). The limits of attraction. *Journal of Marketing Research*, *51*(4), 487–507. https://doi.org/10.1509/jmr.12.0061

Fudenberg, D., Levine, D. K., & Maniadis, Z. (2012). On the robustness of anchoring effects in WTP and WTA experiments. *American Economic Journal: Microeconomics*, *4*(2), 131–145. https://doi.org/10.1257/mic.4.2.131

GetResponse. (2024). *Email marketing benchmarks* [2023 data]. Retrieved October 31, 2026, from https://www.getresponse.com/resources/reports/email-marketing-benchmarks

Harley, A. (2016). *Trustworthiness in web design: 4 credibility factors*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/trustworthy-design/

Harley, A. (2019, May 5). *Touch targets on touchscreens*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/touch-target-size/

Harley, A., & Flaherty, K. (2017). *"Get started" stops users*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/get-started/

Heath, N. (n.d.). *Expedia on how one extra data field can cost $12m* [Publication date not shown on the page]. ZDNet. Retrieved October 31, 2026, from https://www.zdnet.com/article/expedia-on-how-one-extra-data-field-can-cost-12m/

Hill, C. (2026a, September 28). *Pick any one of these 5 SaaS websites*. LinkedIn. Retrieved October 31, 2026, from https://www.linkedin.com/posts/caseyhill_pick-any-one-of-these-5-saas-websites-ill-activity-7510374706307473409-cwGr

Hill, C. (2026b, October 15). *What does the data say about "sign up with Google"?* LinkedIn. Retrieved October 31, 2026, from https://www.linkedin.com/posts/caseyhill_what-does-the-data-say-about-sign-up-with-activity-7516529609534849025-7xub

Holst, C. (2013). *Which site seal do people trust the most? (2013/2016 survey results)*. Baymard Institute. Retrieved October 31, 2026, from https://baymard.com/research-articles/site-seal-trust

Holst, C. (2015, December 15). *'Touch keyboard' implementations have improved just 9% since 2013 (60% still get it wrong)*. Baymard Institute. Retrieved October 31, 2026, from https://baymard.com/blog/mobile-touch-keyboards

Holst, J. (2016). *How users perceive security during the checkout flow (incl. new 'trust seal' study 2023)*. Baymard Institute. Retrieved October 31, 2026, from https://baymard.com/research-articles/perceived-security-of-payment-form

Huber, J., Payne, J. W., & Puto, C. P. (2014). Let's be honest about the attraction effect. *Journal of Marketing Research*, *51*(4), 520–525. https://doi.org/10.1509/jmr.14.0208

Iyengar, S. S., & Lepper, M. R. (2000). When choice is demotivating: Can one desire too much of a good thing? *Journal of Personality and Social Psychology*, *79*(6), 995–1006. https://doi.org/10.1037/0022-3514.79.6.995

Jachimowicz, J. M., Duncan, S., Weber, E. U., & Johnson, E. J. (2019). When and why defaults influence decisions: A meta-analysis of default effects. *Behavioural Public Policy*, *3*(2), 159–186. https://doi.org/10.1017/bpp.2018.43

Johnson, E. J., & Goldstein, D. (2003). Do defaults save lives? *Science*, *302*(5649), 1338–1339. https://doi.org/10.1126/science.1091721

Kohavi, R. (2026, June 24). *Replication of four A/B testing patterns and the winner's curse (KDD 2026 paper announcement, with abstract)*. LinkedIn. Retrieved October 31, 2026, from https://www.linkedin.com/posts/ronnyk_abtesting-replication-winnerscurse-activity-7475468500879290368-KCv1

Kohavi, R., Deng, A., & Vermeer, L. (2022). A/B testing intuition busters: Common misunderstandings in online controlled experiments. *Proceedings of the 28th ACM SIGKDD Conference on Knowledge Discovery and Data Mining*, 3168–3177. https://doi.org/10.1145/3534678.3539160

Kohavi, R., Henne, R. M., & Sommerfield, D. (2007). Practical guide to controlled experiments on the web: Listen to your customers not to the HiPPO. *Proceedings of the 13th ACM SIGKDD International Conference on Knowledge Discovery and Data Mining*, 959–967. https://doi.org/10.1145/1281192.1281295

Kohavi, R., Tang, D., & Xu, Y. (2020). *Trustworthy online controlled experiments: A practical guide to A/B testing* [Publisher preview read: front matter and chapter 1, pp. 3–10]. Cambridge University Press. https://doi.org/10.1017/9781108653985

Kohler, T. (2024a). *12 design recommendations for calculator and quiz tools*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/recommendations-calculator/

Kohler, T. (2024b). *Calculators and quizzes: User expectations*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/calculator-expectations/

Krause, R. (2019, February 3). *10 design guidelines for reporting errors in forms*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/errors-forms-design-guidelines/

Kumar, A., & Rajpal, S. (2023, May 10). *How redBus improved their website's Interaction to Next Paint (INP) and increased sales by 7%*. web.dev. Retrieved October 31, 2026, from https://web.dev/case-studies/redbus-inp

Kuppuswamy, V., & Bayus, B. L. (2013). *Crowdfunding creative ideas: The dynamics of project backers in Kickstarter* [Working paper]. Retrieved October 31, 2026, from https://funginstitute.berkeley.edu/wp-content/uploads/2013/11/Crowdfunding_Creative_Ideas.pdf

Labay, B. (2016a). *Which types of social proof work best? [Original research]*. CXL Institute. Retrieved October 31, 2026, from https://cxl.com/research-study/social-proof/

Labay, B. (2016b, September 19). *Pricing page optimization: How to order pricing plans [Original research]*. CXL Institute. Retrieved October 31, 2026, from https://cxl.com/research-study/pricing-plan-study-order/

Labay, B. (2016c, September 26). *The effects of highlighting a "recommended" pricing plan [Original research]*. Speero. Retrieved October 31, 2026, from https://speero.com/post/the-effects-of-highlighting-a-recommended-pricing-plan-original-research

Laja, P. (2013). *How to do conversion optimization with very little traffic?* CXL. Retrieved October 31, 2026, from https://cxl.com/blog/how-to-do-conversion-optimization-with-very-little-traffic/

Laja, P. (2026a, September 18). *The whole internet is your pricing page now*. LinkedIn. Retrieved October 31, 2026, from https://www.linkedin.com/posts/peeplaja_the-whole-internet-is-your-pricing-page-now-activity-7506668822494535680--pvo

Laja, P. (2026b, September 23). *Most homepages lead with reasons nobody picks*. LinkedIn. Retrieved October 31, 2026, from https://www.linkedin.com/posts/peeplaja_most-homepages-lead-with-reasons-nobody-picks-activity-7508516707825672192-364m

Laja, P. (2026c, October 14). *The words "agentic" and "AI-powered" are on most category-leader homepages*. LinkedIn. Retrieved October 31, 2026, from https://www.linkedin.com/posts/peeplaja_the-words-agentic-and-ai-powered-are-activity-7516127269363384320-WMhK

Lee, H., Duong, L., Akiba, R., & Kashiwase, S. (2022, August 24). *How Rakuten 24's investment in Core Web Vitals increased revenue per visitor by 53.37% and conversion rate by 33.13%*. web.dev. Retrieved October 31, 2026, from https://web.dev/case-studies/rakuten

Li, L., Maniadis, Z., & Sedikides, C. (2021). Anchoring in economics: A meta-analysis of studies on willingness-to-pay and willingness-to-accept. *Journal of Behavioral and Experimental Economics*, *90*, 101629. https://doi.org/10.1016/j.socec.2020.101629

Linowski, J. (2026). *GoodUI patterns* [Home page, pattern list and the free patterns 4 and 11 read]. GoodUI. Retrieved October 31, 2026, from https://goodui.org/patterns/

Loranger, H. (2013, December 1). *State the price to give B2B sites a competitive advantage*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/show-price/

Luguri, J., & Strahilevitz, L. J. (2021). Shining a light on dark patterns. *Journal of Legal Analysis*, *13*(1), 43–109. https://doi.org/10.1093/jla/laaa006

Luo, X., Wang, X., Wu, Y., & Moriguchi, T. (2025). From stopping to shopping: A field experiment on free return and free shipping retargeting policies in online retail operations [Author accepted manuscript read]. *Manufacturing & Service Operations Management*, *27*(4), 1224–1241. Retrieved October 31, 2026, from https://scholars.cityu.edu.hk/ws/files/320291939/278804084.pdf

Mailchimp. (n.d.). *Single opt-in vs. double opt-in*. Retrieved October 31, 2026, from https://mailchimp.com/help/single-opt-in-vs-double-opt-in/

Mathur, A., Acar, G., Friedman, M. J., Lucherini, E., Mayer, J., Chetty, M., & Narayanan, A. (2019). Dark patterns at scale: Findings from a crawl of 11K shopping websites. *Proceedings of the ACM on Human-Computer Interaction*, *3*(CSCW), Article 81. https://doi.org/10.1145/3359183

Mihajlija, M., & Walton, P. (2023, April 12). *Cumulative Layout Shift (CLS)*. web.dev. Retrieved October 31, 2026, from https://web.dev/articles/cls

Miller, E. (2010). *How not to run an A/B test*. Retrieved October 31, 2026, from https://www.evanmiller.org/how-not-to-run-an-ab-test.html

Moloney, B. (2008, June). *Fewer fields in a contact form sharply increases conversions* (Case study). Imaginary Landscape. Retrieved October 31, 2026, from https://www.imagescape.com/media/filer_public/06/94/0694c7f4-8914-4598-8871-b857fbc12737/form_case_study.pdf

Moran, K., & Dykes, T. (2024, February 9). *Comparison tables for products, services, and features*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/comparison-tables/

Morkes, J., & Nielsen, J. (1997). *Concise, SCANNABLE, and objective: How to write for the web*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/concise-scannable-and-objective-how-to-write-for-the-web/

Nielsen, J. (1993, January 1). *Response times: The 3 important limits*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/response-times-3-important-limits/

Nielsen, J. (1997). *How users read on the web*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/how-users-read-on-the-web/

Nielsen, J. (2000). *Why you only need to test with 5 users*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/why-you-only-need-to-test-with-5-users/

Nielsen, J. (2006). *F-shaped pattern for reading web content (original study)*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/f-shaped-pattern-reading-web-content-discovered/

Nielsen, J. (2013, November 24). *Conversion rates*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/conversion-rates/

NP Digital. (2024, December). *How form length impacts conversion rate*. Retrieved October 31, 2026, from https://neilpatel.com/marketing-stats/conversion-rate-by-form-fields/

Omnisend. (2026). *Email marketing benchmarks 2026* [2025 data]. Retrieved October 31, 2026, from https://www.omnisend.com/blog/email-marketing-benchmarks/

Pernice, K. (2017). *F-shaped pattern of reading on the web: Misunderstood, but still relevant (even on mobile)*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/f-shaped-pattern-reading-web-content/

Rajpal, S., & Gopalakrishnan, S. (2021, September 1). *The business impact of Core Web Vitals*. web.dev. Retrieved October 31, 2026, from https://web.dev/case-studies/vitals-business-impact

Recurly. (2022). *State of subscriptions: The acquisition chapter*. Retrieved October 31, 2026, from https://recurly.com/resources/report/state-of-subscriptions-acquisition/

RevenueCat. (2026). *Money-back guarantee vs. free trial for subscription apps*. Retrieved October 31, 2026, from https://www.revenuecat.com/blog/growth/money-back-guarantee

Scheibehenne, B., Greifeneder, R., & Todd, P. M. (2010). Can there ever be too many options? A meta-analytic review of choice overload. *Journal of Consumer Research*, *37*(3), 409–425. https://doi.org/10.1086/651235

Scheibehenne, B., Jamil, T., & Wagenmakers, E.-J. (2016). Bayesian evidence synthesis can reconcile seemingly inconsistent results: The case of hotel towel reuse. *Psychological Science*, *27*(7), 1043–1046. https://doi.org/10.1177/0956797616644081

Scott, E. (2018, October 2). *E-commerce checkouts need to mark both required fields and optional fields explicitly (only 14% do so)*. Baymard Institute. Retrieved October 31, 2026, from https://baymard.com/blog/required-optional-form-fields

Scott, E. (2024a, January 9). *Usability testing of inline form validation: 31% don't have it, 4% get it wrong*. Baymard Institute. Retrieved October 31, 2026, from https://baymard.com/blog/inline-form-validation

Scott, E. (2024b, June 26). *Checkout optimization: 5 ways to minimize form fields in checkout*. Baymard Institute. Retrieved October 31, 2026, from https://baymard.com/blog/checkout-flow-average-form-fields

Seckler, M., Heinz, S., Bargas-Avila, J. A., Opwis, K., & Tuch, A. N. (2013). Empirical evaluation of 20 web form optimization guidelines. *CHI '13 Extended Abstracts on Human Factors in Computing Systems*. Retrieved October 31, 2026, from http://static.googleusercontent.com/media/research.google.com/en//pubs/archive/41438.pdf

Sherwin, K. (2014, May 11). *Placeholders in form fields are harmful*. Nielsen Norman Group. Retrieved October 31, 2026, from https://www.nngroup.com/articles/form-design-placeholders/

Speero. (2026, October 15). *Researching with low traffic*. Retrieved October 31, 2026, from https://speero.com/research-recipes/researching-low-traffic

State of California. (2025, July 1). *Business and Professions Code sections 17601–17602 (Automatic Renewal Law)* [As amended by AB 2863 (Stats. 2024, ch. 515)]. Retrieved October 31, 2026, from https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?lawCode=BPC&sectionNum=17602

Strulov-Shlain, A. (2018). *More than a penny's worth: Left-digit bias and firm pricing* [Working paper; published in the Review of Economic Studies, 2023]. Retrieved October 31, 2026, from https://www.anderson.ucla.edu/documents/areas/fac/marketing/Seminars/Fall%202018/More%20than%20a%20Pennys%20Worth.pdf

Sumo. (2019, April 23). *Pop-up statistics: Findings from analyzing 2 billion pop-up examples* [Read from the Internet Archive capture of 31 December 2021]. Retrieved October 31, 2026, from https://web.archive.org/web/2021/https://sumo.com/stories/pop-up-statistics

Thomke, S. (2020, March). *Building a culture of experimentation* [Article summary and the author's abstract read]. Harvard Business Review. Retrieved October 31, 2026, from https://hbr.org/2020/03/building-a-culture-of-experimentation

Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. *Science*, *185*(4157), 1124–1131. https://doi.org/10.1126/science.185.4157.1124

Unbounce. (2024). *Conversion benchmark report 2024* [Data 23 July 2023 to 23 July 2024; methodology and industry pages read]. Retrieved October 31, 2026, from https://unbounce.com/conversion-benchmark-report/

United States Court of Appeals for the Eighth Circuit. (2025, July 8). *Custom Communications, Inc. v. Federal Trade Commission, no. 24-3137*. Retrieved October 31, 2026, from https://ecf.ca8.uscourts.gov/opndir/25/07/243137P.pdf

Unlock SaaS. (2026, May 20). *Founding member pricing (cohort-locked lifetime discount)*. Retrieved October 31, 2026, from https://unlocksaas.com/pricing-page-examples/founding-tier

Urban, D. (2025). *Should you remove navigation from your landing pages? Data reveals the answer*. HubSpot. Retrieved October 31, 2026, from https://blog.hubspot.com/marketing/landing-page-navigation-ht

U.S. Department of Justice. (2022, March 18). *Guidance on web accessibility and the ADA*. Retrieved October 31, 2026, from https://www.ada.gov/resources/web-guidance/

U.S. Department of Justice. (2026, April 20). *Extension of compliance dates for nondiscrimination on the basis of disability; accessibility of web information and services of state and local government entities* [Interim final rule, 91 FR 20902]. Retrieved October 31, 2026, from https://www.federalregister.gov/documents/full_text/html/2026/04/20/2026-07663.html

W3C Web Accessibility Initiative. (2023, October 5). *What's new in WCAG 2.2* (S. L. Henry, Ed.). Retrieved October 31, 2026, from https://www.w3.org/WAI/standards-guidelines/wcag/new-in-22/

Wagner, J., & Pollard, B. (2025, September 2). *Interaction to Next Paint (INP)*. web.dev. Retrieved October 31, 2026, from https://web.dev/articles/inp

Walton, P. (2024, October 31). *Web Vitals*. web.dev. Retrieved October 31, 2026, from https://web.dev/articles/vitals

Walton, P., & Pollard, B. (2025, September 4). *Largest Contentful Paint (LCP)*. web.dev. Retrieved October 31, 2026, from https://web.dev/articles/lcp

WebAIM. (2026, March 30). *The WebAIM Million: The 2026 report on the accessibility of the top 1,000,000 home pages*. Retrieved October 31, 2026, from https://webaim.org/projects/million/

web.dev. (2021, March 17). *Vodafone: A 31% improvement in LCP increased sales by 8%*. Retrieved October 31, 2026, from https://web.dev/case-studies/vodafone

Wolf, T. (2026, September 22). *So many brands are telling prospects to leave*. LinkedIn. Retrieved October 31, 2026, from https://www.linkedin.com/posts/taliagw_so-many-brands-are-telling-prospects-to-leave-activity-7508155667220684802-DC6w

Wroblewski, L. (2009). Inline validation in web forms. *A List Apart*, (291). Retrieved October 31, 2026, from https://alistapart.com/article/inline-validation-in-web-forms/

Wroblewski, L. (2010). Testing accordion forms. *A List Apart*, (314). Retrieved October 31, 2026, from https://alistapart.com/article/testing-accordion-forms/

Wynter. (2026). *A/B testing alternative: Message testing*. Retrieved October 31, 2026, from https://wynter.com/use-cases/instead-ab-testing

Zuko Analytics. (2025a). *Form benchmarking: Form type benchmarking and online form statistics* [Data January 2022 to April 2025]. Retrieved October 31, 2026, from https://www.zuko.io/benchmarking/form-type-benchmarking

Zuko Analytics. (2025b, December 16). *8 surprising insights from Zuko's webform benchmarking data*. Retrieved October 31, 2026, from https://www.zuko.io/blog/8-surprising-insights-from-zukos-benchmarking-data