

Foreword by Ton Wesseling



Ton Wesseling

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The importance of experimentation and evidence-based growth in the ever-evolving digital landscape cannot be overstated. As someone who has dedicated over 25 years to this industry, I have witnessed firsthand how embracing experimentation can transform organizations, unleashing their potential for innovation and sustainable growth.

With great enthusiasm, I introduce Rommil Santiago's book, "Prove It or Lose It", a no-nonsense guide to navigating the complexities of building a lasting experimentation program. It's important because, in theory, experimentation is simple; applying it lastingly in an organization is hard.

Rommil's insights are timely as they address the challenges faced by the ones running experimentation at various maturity levels in organizations.

Some organizations have integrated A/B testing into the engineering pipeline, allowing an almost effortless validation before launching new features. These organizations have also learned that well-researched hypotheses lead to successful experiments, while those lacking such rigor fall short. But, compared to every single organization being such an experimentation Valhalla, thousands of organizations are not at that maturity level.

They need a strong experimentation leader. Maybe someone like you, and perhaps you already learned that building a lasting experimentation program takes organizational savvy and proper Fingerspitzengefühl, something you must most often learn the hard way. This book is your guiding light. It delivers structure and pragmatic tips in stages, saving you from common pitfalls while building the experimentation program.

Please use the knowledge given here and help your organization grow experimentation because the greatest risk in business is not failing in an experiment but failing

to experiment. Organizations can explore new avenues through experimentation, validate their ideas, and ultimately steer themselves toward success. Rommil has laid a framework that empowers you to let your organization embrace experimentation as a core principle in its strategy.

Rommil's passion for experimentation is evident throughout this book, as is his commitment to fostering a community of practitioners through Experiment Nation. His tireless efforts to connect experimenters from around the globe have not gone unnoticed; in 2021, he was honored with one of the Experimentation Culture Awards for his contributions to this field. The community he has built is a testament to his belief that collaboration and shared learning are key to advancing the practice of experimentation.

In my journey, I have been fortunate to consult for over 50 organizations across 10 countries, helping them adopt solid experimentation and validation approaches. I started agencies, developed tools, and organized events, but my love for optimization and experimentation remains unwavering. The joy of uncovering insights through testing

is a driving force in my work, and this book will inspire you to experience that same joy even better.

I look forward to seeing you present your story someday on the stage of one of the events I'm organizing. But before that, I look forward to your case submission for the yearly Experimentation Culture Awards. Sharing the growth of your organization's experimentation program with the broader community and receiving praise from the international jury through a nomination, and maybe even a win, like Rommil did. Both will unlock new doors in your organization.

Happy reading!

Foreword by Khalil Guliwala



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Humans are political animals.

From the family barbecue to the community picnic, from the prayer hall to the office, politics is a central part of human life. Yet, time and time again, those working in experimentation forget this law of human nature.

Maybe it's the pureness of experimentation that makes its practitioners believe that it is above politics. Maybe it's self-selection, with those going into experimentation being the quiet ones who believe that their work should speak for itself.

Whatever the reason, if you can't survive the politics, your best thought-out experiments, designed with mathematical precision and surgical care, end up dead on arrival.

When I talk to successful experimenters, they speak in hushed tones about how they maneuvered to get buy-in for their experiments. They want to be known for their experiments, not how they got their experiments accepted. Like how we speak about the baby, not how the baby was made.

Rommil has done something extraordinary here. Which is to take all that inside knowledge of surviving an experimentation program, till this point spoken of only in whispers, and packaged it into a book.

And you're going to come back, again and again, each time learning more about yourself and the process of getting buy-in.