



Lenovo harnesses innovation for digital strategies.

Leading PC manufacturer maximizes effectiveness of its digital marketing strategy with Adobe Marketing Cloud.



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Ashish Braganza, senior manager of global business intelligence, Lenovo



SOLUTION

Adobe Analytics, Adobe Target, Adobe Social, and Adobe Media Optimizer solutions within Adobe Marketing Cloud

RESULTS

<p>12x ROI</p> <p>HIGH RETURNS Exceeded ROI goals by achieving a 12-fold return on investment in six months</p>	<p>495% LIFT</p> <p>OPTIMIZED CONTENT Optimized the position of the essential PC Finder tool and increased click-throughs by 495%</p>	<p>26% HIGHER</p> <p>GLOBAL TESTING Expanded tests globally, improving sales by up to 26% by tailoring content placement on international websites</p>	<p>CUSTOM SOLUTIONS Analyzed customer satisfaction across channels and calculated customer preferences with real-time actionable data</p>
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Lenovo

Established in 1984

Employees: 33,000

Morrisville, North Carolina and
Beijing, China

www.lenovo.com

CHALLENGES

- Identify where to focus marketing effort and investments for maximum conversion and satisfaction
- Gain integrated visibility into all customer-facing channels
- Expand tests worldwide for strategic global optimization
- Understand where site visitors are in the sales funnel, and serve appropriate content

Bringing integration to international marketing

Lenovo not only leads PC manufacturers worldwide in unit shipments, it also has one of the greatest track records for innovation in its industry. Lenovo established a Global Business Intelligence team around marketing to match the level of innovation and success achieved by its product development teams.

"These days, data is everywhere and the key to innovative business is harnessing it, dissecting it, and turning it into a powerful tool," says Ashish Braganza, senior manager of global business intelligence (GBI) at Lenovo. "With Adobe Marketing Cloud and consulting services, we are more equipped to mine through terabytes of data in real time and put actionable steps in place to amplify ROI."

Starting small, winning big

The Lenovo GBI team set up several tactical proof-of-concepts to demonstrate to multiple business areas the power of website testing and optimization to make a significant impact on revenue and online engagement. The team chose to focus on relatively small tests that could be easily highlighted throughout the organization.

For example, Lenovo ran tests on the placement of the company's PC Finder tool—which allows visitors to configure the personal computer that they're interested in ordering—on its web pages. "The PC Finder is a tool that helps consumers cut through the complexity of the PC offerings. By moving the tool from a pull-down menu to the right-hand margin of the page, we saw a 495% increase in click-throughs," says Siping Roussin, innovation and optimization manager for the Lenovo GBI team.

Stakeholders also wanted to know whether it was worthwhile to offer the free shipping message more predominately throughout the site. Adobe Marketing Cloud, including the Adobe Analytics and Target solutions, returned a definitive answer. "We see a 17% lift in conversion when we place the free shipping message in the masthead throughout the customer's journey," explains Roussin. "In addition, the Adobe Target solution revealed that if the message is reinforced in the cart along with the masthead, there's an additional 26% lift in revenue per customer."

Setting strategic objectives

Such clear success early on inspired Lenovo to consolidate online marketing testing within the global business intelligence group and bring a more focused analytics approach to the program.

"Before, we were getting our feet wet," Braganza explains. "Now we have the resources to align our program with larger analytical objectives." Lenovo worked closely with Adobe technical and marketing consultants to extend the company's analytic efforts to geographical areas beyond North America. Adobe consultants helped the team to develop a formal blueprint to create the foundation needed for a more robust practice.



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“As our strategy developed and our code base improved, the Adobe Analytics solution delivered the data quality essential for taking our business forward,” says Braganza. “We can go from simple reporting to complex data modeling, with engagement models and visitor index scores.”

Over time, the team’s strategy became more focused under three strategic initiatives: to further develop and roll out its testing and optimization program globally, build its predictive capabilities, and increase multichannel analysis using Adobe Marketing Cloud, including the Adobe Analytics, Adobe Target, Adobe Social, and Adobe Media Optimizer solutions. Lenovo tasked the digital marketing team with delivering an annual eight-fold return on the company’s investment in the program, but within the first two quarters of expanding the program, the team had exceeded that goal with a 12-fold return.

Globalizing testing and optimization

Lenovo expanded its testing program from North America to the other geographies and switched its focus from immediate tactics to strategic website issues. Together, the Adobe Analytics and Adobe Target solutions revealed a wealth of information previously unavailable to the Lenovo team, helping them to understand the full path to conversion—including why visitors came to the website, what they were looking for, what drove them to make purchases, and where they were most likely to drop off.

For example, the team tested different ways of promoting multiple weekly offers on the Lenovo Japan landing page. “There’s constant debate whether users prefer rotating banners versus static banners. Most display banners rotate so the Japan team wanted to keep the look and feel when they land on site,” says Roussin. “Working with Adobe Consulting, we were able to find an optimal combination with rotating and static banners.” By displaying a thumbnail of rotating banners, Lenovo Japan saw a boost of 44% conversion in promotional offers. The optimization team is now working to figure out the ideal checkout flow for users across the globe.

Making better predictions

Using data from the Adobe Analytics and Adobe Target solutions, the Lenovo team built its own predictive segmentation scoring model called the Lenovo Index for Scoring Audiences (LISA). Adobe Analytics leverages LISA to calculate in real time the likelihood that a visitor will purchase and stores the resulting score at the cookie level. Adobe Target then reads the cookie to deliver customized content that is likely to be most relevant and persuasive to that site visitor.

“The LISA score is our leading indicator for telling us when a conversion is likely to occur,” says Braganza. “It’s almost 90% accurate—and with the Adobe Target solution, it’s actionable in real time.”



SOLUTION AT A GLANCE

- Adobe Marketing Cloud, including the Adobe Analytics, Adobe Target, Adobe Social, and Adobe Media Optimizer solutions. Capabilities used include:
 - Marketing reports and analytics
 - Ad hoc analysis
 - Data workbench
 - Data connectors
 - Social analytics
 - AB testing
 - Rules based targeting
 - Recommendations
 - Audience management

For more information

www.adobe.com/solutions/digital-marketing.html

Going forward, Lenovo is planning to enhance the LISA segmentation model by using the Adobe Media Optimizer solution to incorporate additional data from third parties. The team built a massive database—Lenovo Unified Customer Information, or LUCI—that will store all Lenovo’s customer data. The database integrates data from Adobe Analytics with third-party data from Experian and Neustar. Marrying the data within Media Optimizer will then produce an enriched cookie that can be leveraged by Adobe Target to serve site visitors more personalized—and therefore more powerful—interactive online experiences.

A full picture with multichannel analysis

Understanding multichannel conversion is key for Lenovo because, according to industry data, 90% of customers research online before buying and don’t purchase online during their initial visit. Though it’s not always easy to correlate the research process with purchases, it is important because it creates an opportunity for Lenovo to optimize the experience and subsequent conversion.

The GBI team uses Adobe Analytics as part of its multichannel analytics strategy to track customer satisfaction. Adobe Analytics revealed that while the telesales channel yields higher revenue than the web channel, it also results in more returned products, demonstrating that when reps push a sale too hard, customers are more likely to regret their purchases. Modifying its sales strategy could yield Lenovo considerable savings by reducing the number of purchase returns and phone calls to the call center.

“By analyzing data combined from six sources—including the web, post purchase survey, CRM, call center, email, and live chat—Adobe Analytics helps to identify customer satisfaction issues so we can resolve them quickly,” says Braganza. Adobe Analytics also provides more visibility into why customers are phoning the call center and what actions they took before they called, which helps Lenovo focus on areas of the website that can be improved to reduce calls. Lenovo can also better predict spikes in call volume and staff accordingly, avoiding customer dissatisfaction with long wait times.

Going forward, the team plans to use the Adobe Analytics solution to help it quantify the profitability of social channels. “Our social activity data could be transformative,” says Braganza. “Like so many businesses, we’re investing in social channels, expecting them to be profitable. I’m looking forward to seeing solid data on the ROI they offer.”

Adobe Marketing Cloud provides Lenovo a more complete picture of the sales cycle, encompassing online and offline activities. As a result, the company can focus marketing investments on activities that provide the most value to customers and offer the greatest revenue growth. “Integrating our corporate culture of innovation with an equally strong culture of marketing optimization is helping us grow our revenues, our customer satisfaction, and our level of engagement with customers worldwide,” says Braganza.