A Radically New View of Results

About Lenovo

- Already the #1 PC company and a leader in personal technology, Lenovo strives to be one of the world's most respected and admired companies. Serving customers in more than 160 countries, Lenovo is a global Fortune 500 company built by strong strategic execution, innovative products, an efficient business model and a strong, diverse global team.
- Headquarters: Morrisville, NC
- www.lenovo.com

Goals

- View marketing programs holistically
- Optimize spend across channels, not just within channels
- Confidently allocate additional marketing budget to drive incremental sales

Approach

- Adopted a data-driven attribution approach with Adometry
- Integrated data from existing systems of record, Adobe, and DoubleClick
- Reanalyzed results to ensure fully-attributed results mirrored actual sales data

Results

- Gained a complete and accurate view of its cross-channel marketing efficacy

Adopting data-driven attribution to uncover sales

The #1 global PC manufacturer adopted a new attribution approach and uncovered new opportunities within the ultra-competitive consumer electronics market.

Uncharted territory

Marketers face challenges in applying modern, cross-channel measurement techniques within the construct of outdated management approaches in which each channel is measured and optimized in a silo. Rules-based measurement techniques built around clicks make it commonplace for multiple channel owners to claim credit for the same conversions or sales.

Everyone knows this approach is flawed—and inconsistent with a holistic, cross-channel marketing strategy. But how do marketing leaders push wholesale change when alternative measurement methodologies seem too difficult or unfamiliar?

It often boils down to vision and a willingness to throw out old assumptions and let the data convey a new story.

Everyone wants credit

Lewis Broadnax, executive director of web sales and marketing for Lenovo, explains that as recently as 2012, Lenovo struggled to gain a complete and accurate view of marketing efficacy due to a rules-based model in which channels claimed duplicate credit. Since each channel was using its own reporting system, each channel incorporated all conversion activity but only the individual channel's marketing metrics. This segmentation inflated Lenovo's last-click-attributed results to 371% of actual sales.

These inflated results signaled the need for a radically new view of Lenovo's marketing. The organization needed to know what exactly was driving sales. Since Lenovo sells personal devices such as tablets and mobile phones in addition to PCs, it needed to figure out where to reach existing consumers. Lenovo knew it was time for a radically new view of its marketing so that it could start to understand what exactly was driving its sales. This led the company to explore data-driven attribution with Adometry to:

- View marketing programs holistically

- Optimize spend across channels, not just within channels

- Confidently allocate additional marketing budget in order to drive incremental sales

About Adometry by Google™

• Adometry by Google transforms the way the world's top brands improve marketing performance. Acting as marketing's "system of record," Adometry solves the complex challenge of integrating, measuring, and optimizing marketing performance across all channels—both online and offline. Combining and interpreting previously silo'd sources of data, the Adometry Marketing Performance Management Suite provides data-driven attribution, modern marketing mix modeling, and intelligent optimization recommendations across and within channels. As a result, marketers are able to identify their true impact on the customer journey and generate actionable insights that improve ROI.
• Learn more at adometry.com

A new and true view of performance

Lenovo discovered a new marketing picture after working with Adometry for just six months. After integrating data from existing systems of record, Adobe and DoubleClick, it reanalyzed results using cross-channel fractional credit to ensure fully-attributed results mirror actual sales data. Additionally, the company learned:

• The percentage of revenue resulting from multi-touch conversion paths (73%) as well as the extent to engagement spanned multiple channels (63%), meaning consumers are being reached by multiple programs and a variety of channels within Lenovo's mix.

• Not surprisingly for a popular brand such as Lenovo, direct navigation and organic search are in the top three for overall revenue (display is second); however, a significant portion of conversions are attributed to multiple channels. An integrated mix is a key aspect of Lenovo's strategy.

• By reporting on revenue performance and efficiency by channel, Lenovo identified that comparison shopping engines (CSEs)—which the company had considered eliminating because of a perceived low overall contribution to sales—actually provided the best performance. CSEs have about 42% better ROAS than the next-best channel. Not only is Lenovo continuing to use CSEs in new marketing plans, it is looking for ways to leverage the channel for even better results.

• When looking at channels by funnel stage (introducers, promoters, and closers), the channels that act as closers offered no surprises. However, Lenovo didn't realize how much branded display, paid social, paid search, and organic social are responsible for taking prospects to the next step as introducers and promoters in the conversion path. Armed with a new view of performance in these channels, Lenovo will optimize investments and drive greater sales.

• Traditionally, branded display programs were not considered in the overall ecommerce marketing mix. By including this investment in the attribution model, 1–5% of ecommerce revenue can be directly attributed to branded display programs. Armed with insights on the contribution of these programs, Lenovo is now working to leverage the lift that branded results are providing as part of an overall ecommerce marketing strategy both online and offline.

Increasing efficiencies

Understanding real results across channels as well as the interactions between branding and ecommerce efforts is allowing Lenovo to run marketing more efficiently. The company will also expand its view by incorporating in-store purchase data for an even more accurate picture of marketing performance.

Next steps

To learn more about Adometry's Marketing Performance Management Suite, please drop us a line at info@adometry.com or visit www.adometry.com.