CLIENT SPOTLIGHT

Adobe Takes a Customer-Centric Approach to e-Commerce, Improving Functionality, Revenue, and Customer Satisfaction

What began as basic industry research to improve sales and user engagement revealed surprising insights that led Adobe to change the way it conducts business online. Today, Adobe offers an enhanced digital experience for its customers – achieving significant revenue growth in the process.

As Vice President of Worldwide Consumer and SMB Sales, Rob Giglio and his team embarked on a research effort in 2010 to evaluate the effectiveness of adobe.com sales efforts. First, they examined how other industries were reaching their customers to drive sales. Second, they studied adobe.com website metrics to understand the scope of activity and then surveyed visitors' traffic to determine why they accessed the site, where they went, and what they clicked on. The team found that:

•Direct-to-consumer sales were becoming big business in many industries, and Adobe realized it would benefit by further leveraging this aspect of its distribution channel.
•Many of the millions of weekly global visitors to adobe.com said they came to buy software. However, most failed to take action.

"We had a high volume of traffic on our site, but less than one-third of those prospective buyers actually converted into sales," explains Giglio. "This gave us insight into a tremendous opportunity to address unmet customer needs worldwide."

Impacts from Transformation

- Greater customer engagement
- Improved alignment between marketing and sales
- Improved site visitor conversion rates
- Increased revenue from a customer-centric e-commerce platform

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> Effectively integrating our marketing and e-commerce functions was the key to customer-centric sales. We've built an incredible and more profitable digital relationship with our customers as a result.

– Rob Giglio, Vice President of Worldwide Consumer and SMB Sales, Adobe

A Vision of Engagement Excellence

Working with an experienced digital consulting team from Deloitte Digital, Giglio and an extended team at Adobe began developing a roadmap to offer a rich, compelling e-commerce experience to Adobe customers.

"Our goal was to transform adobe.com into a truly engaging website while also leveraging our own digital marketing capabilities – especially online marketing and analytics," says Giglio.

To start, Adobe completed a detailed assessment of what functionality its website could and should provide in order to promote continuous engagement, which Deloitte Digital then compared against best-in-class capabilities. This information helped to identify gaps in functionality while underscoring known technical shortcomings.

For example, due to limited authoring capabilities and multi-step campaign development processes in place at the time, it typically took an average of three weeks to make changes to promotions on adobe.com, with every update requiring IT assistance. In addition, this static, hand-coded website, which was widely used in the industry at the time, did not support testing of alternate views. Limitations like these led to flexibility becoming a guiding principle as the project moved forward.

Throughout the project, agile development techniques enabled fast, priority-based development of new features. This allowed the team to employ an iterative process to handle changing business priorities and technical constraints. While this approach was new to Adobe marketing, engineering, and operations staff, they adapted quickly with help from Deloitte Digital. The team also applied DevOps techniques to further streamline build, validation, test, and release processes so they could roll out high-value capabilities on an ongoing basis.

An Improved Customer Experience Comes to Life

The Adobe solution incorporated Adobe's marketing analytics and content management solutions, including Adobe Experience Manager, Adobe Analytics, and Adobe Target – all part of the Adobe Marketing Cloud. "A practical roadmap, along with sensitivity to process and an organized approach, kept us on track during solution implementation," says Giglio.

With the foundation of the integrated marketing and e-commerce platform established, the team addressed other aspects necessary to improve customer engagement and facilitate conversion rates:

- Implement a service-oriented architecture to allow more flexibility in online capabilities while enabling non-technical employees to make website changes
- Personalize the customer experience based on navigation profiles and past purchases
- Enable effective interaction and an intuitive design across browsers, tablets, and smartphones
- Evolve from Adobe's traditional product sales model to a subscription-based, cloud-driven model

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After testing and optimizing it for local market requirements, the new platform went live in North America in 2011 and worldwide by 2012. Today, customers have access to an intuitive website that employs built-in intelligence to provide relevant recommendations and an easy, one-click sales process – no matter what page they land on. In addition, Adobe marketers can quickly display new promotions based on customer responses – often without requiring IT support and in half the time it originally required.

The results of this transformation have been impressive from both sales and marketing perspectives:

- Checkout-to-order conversions grew 16 percent
- Lead conversions increased 48 percent
- Online cart additions increased across products.
- Marketing efficiency improved by shifting to a 100 percent intuitive drag-and-drop authoring environment.
- Global webpage count decreased by 40 percent, leading to simplified website maintenance

"We found a winning combination when we brought the vision of Adobe's internal web architects together with Deloitte Digital, resulting in a collaboration that vastly improved customer engagement and sales," says Giglio.

> "When we started this project back in 2010, it became increasingly clear that meeting customer needs directly was essential to providing an improved and more personalized experience. Deloitte Digital helped us create an integrated, customer-centric e-commerce platform to support a digital media and marketing focus."
>
> – Rob Giglio, Vice President of Worldwide Consumer and SMB Sales, Adobe

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