

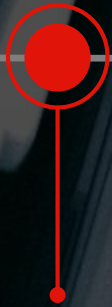
Legend → Lenovo

Lenovo's Ongoing Transformation Story

Lenovo

Four Decades of Transformation

1984-
1993



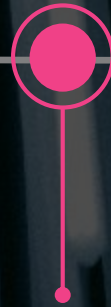
Reseller/distributor
of multinational brands
in China

1994-
2003



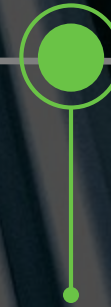
Built Lenovo brand
and became #1
in China's PC market

2004-
2013



Acquired IBM PC, started
globalization and became #1
PC company in the world

2014-
2016



Acquired IBM System x and
Motorola transforming to
multiple business model

2016-



Intelligent Transformation
Customer Centricity

Our History

1984



Our History

1984



11 scientists from China
Academy of Science used
\$25,000 in funding to start
Legend Holdings

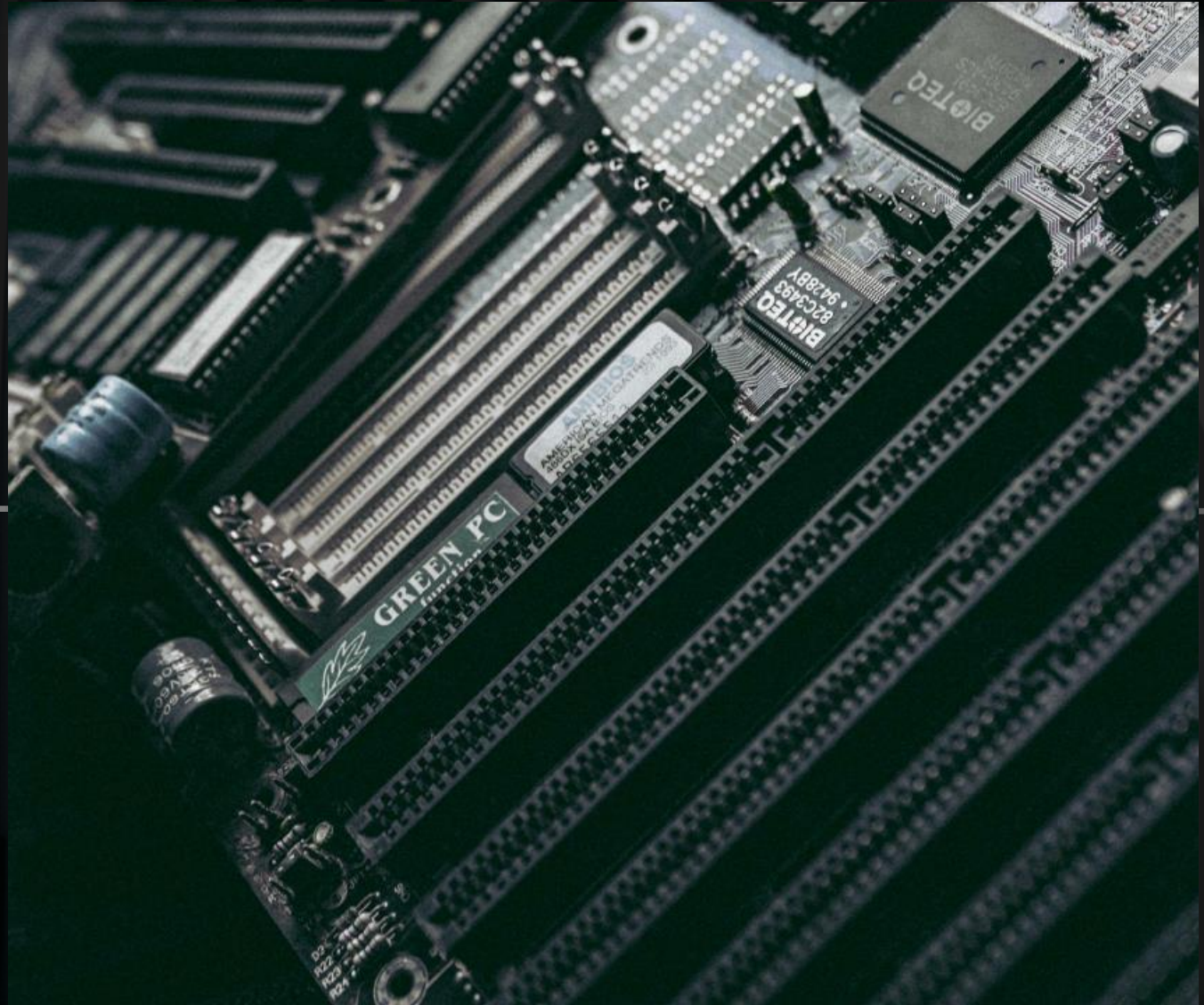


Our History

1988



Our first product - the **Chinese Character Card** - receives the National Science Technology Progress Award in China.



Our History

2003



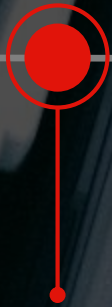
In preparation of becoming a global company, Legend changes its name to Lenovo

Le (Legend) + **novo** (New/Innovation)



Four Decades of Transformation

1984-
1993



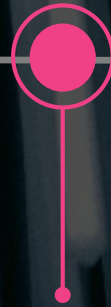
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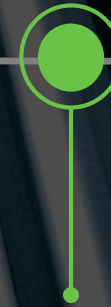
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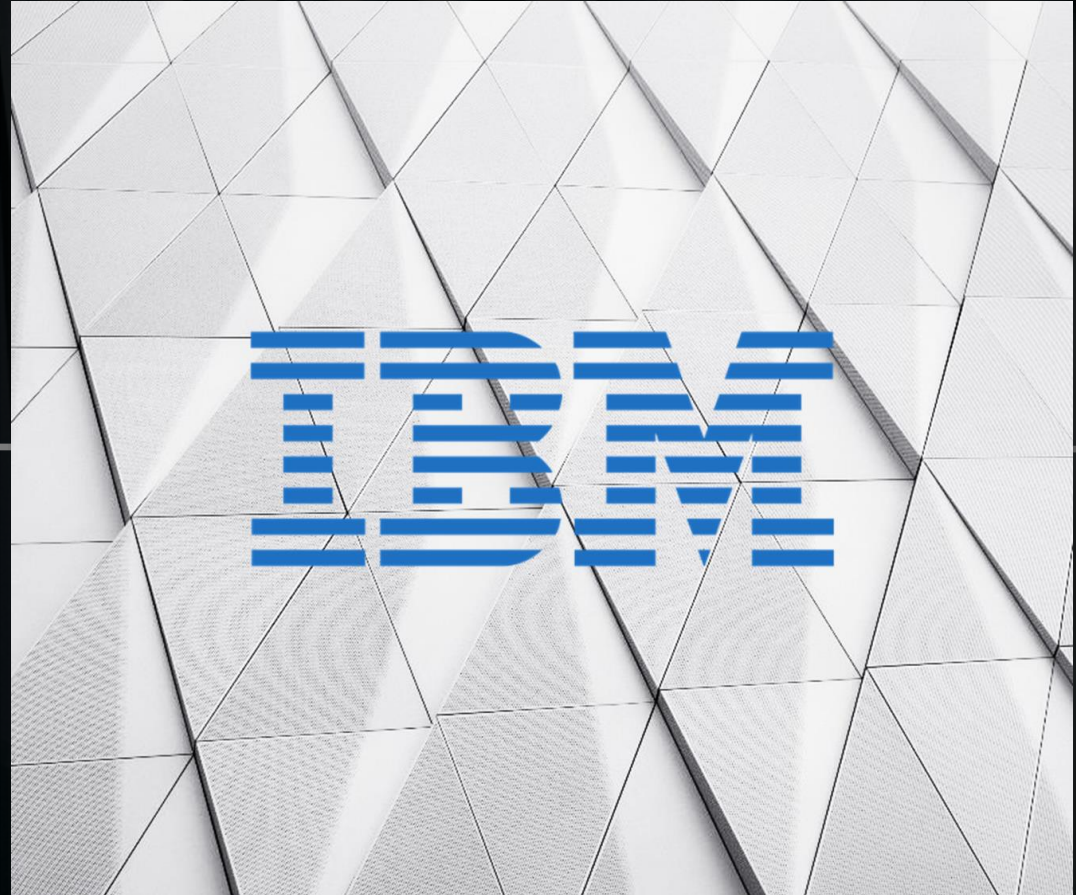
Intelligent Transformation
Customer Centricity

Our History

2005



Lenovo acquires **IBM's PC Division**, instantly expanding our market reach



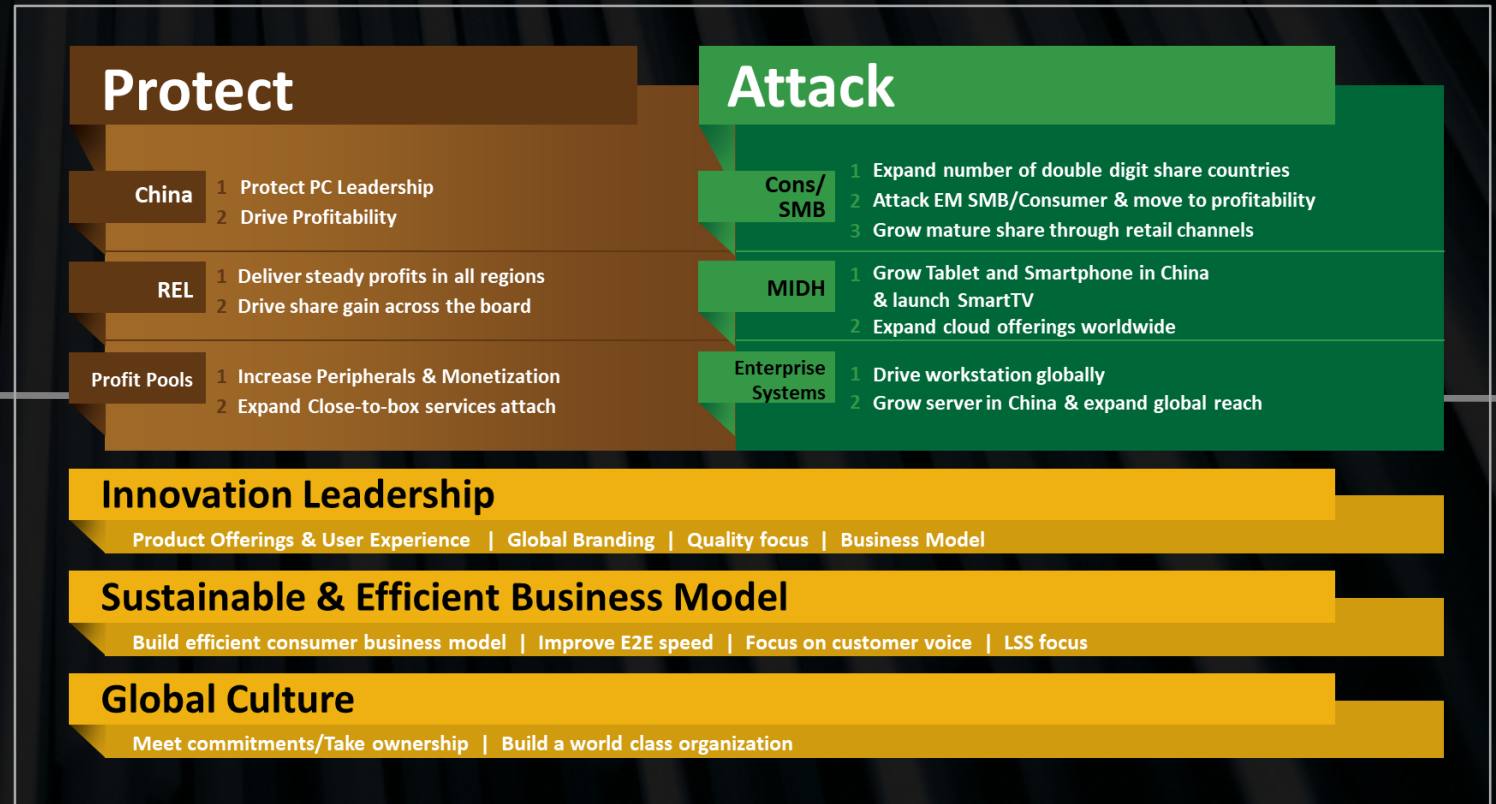
Our History

2005



Successful Transformations require **Clarity of Thought, Leadership Commitment** and an **intense focus on Culture**

Precise, Simple and Executable Strategy



Our History

2005



Successful Transformations
require **Clarity of Thought**,
Leadership Commitment and
an intense focus on **Culture**



Leadership Commitment

- Putting the company and shareholders first
- Leading by example
- Making difficult choices

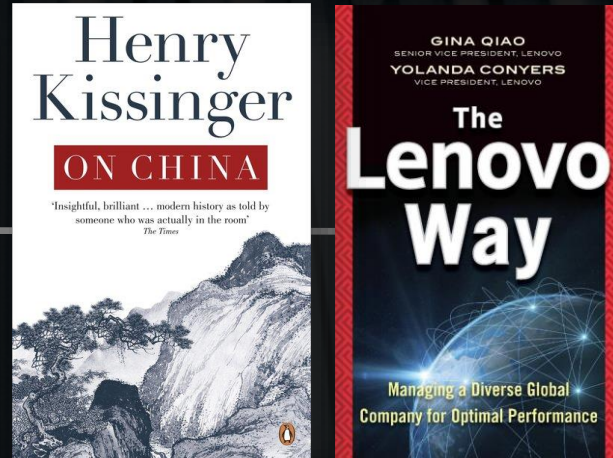
Our History

2005



Successful Transformations require **Clarity of Thought, Leadership Commitment** and an **intense focus on Culture**

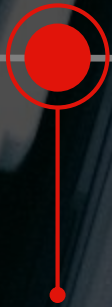
Culture will have 'Strategy' for Breakfast!



- Culture determines the adoption and success of transformations
- Making EAST and WEST work seamlessly was not easy
- Understanding differences and putting yourself in other's shoe is key to understanding

Four Decades of Transformation

1984-
1993



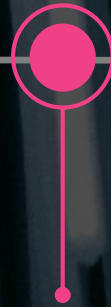
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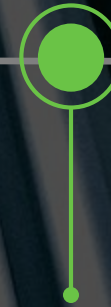
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Intelligent Transformation
Customer Centricity

Our History

2014



Lenovo acquires **IBM's System x** server business *and* **Motorola Mobility** only days apart.

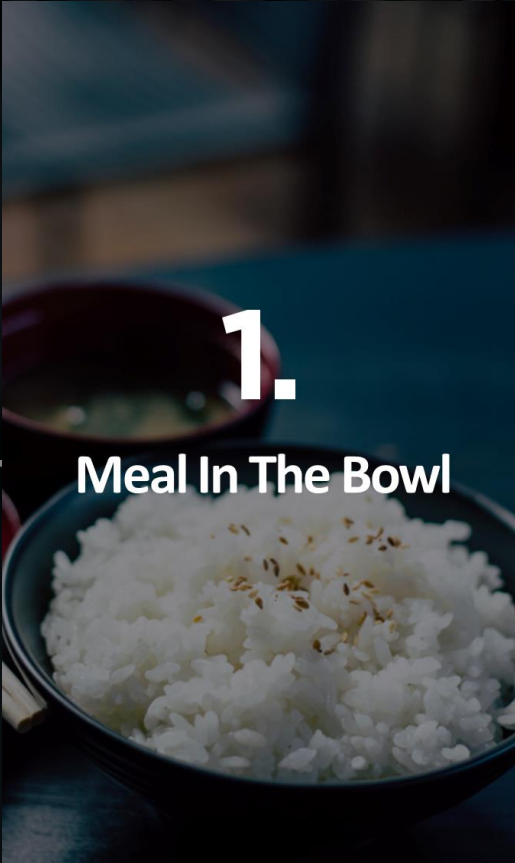


Our History

2014

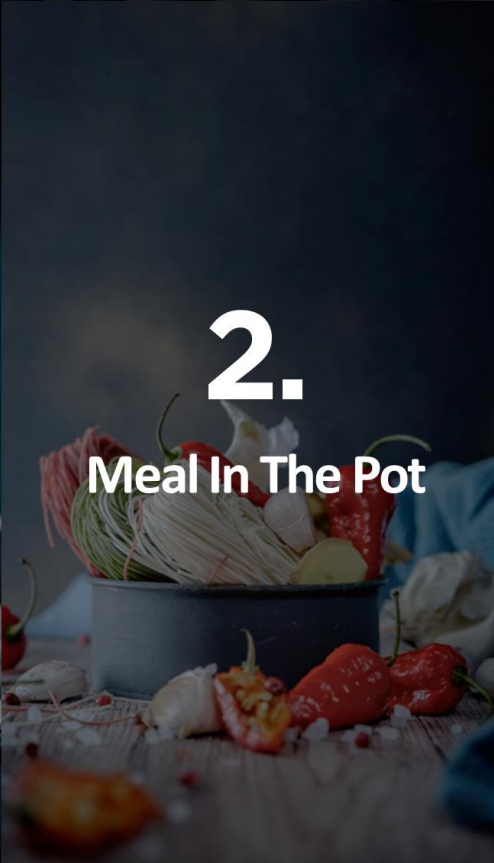


Lenovo's 3 Wave Strategy



1.

Meal In The Bowl



2.

Meal In The Pot



3.

Crops In The Fields

Our History

2014



Lenovo's 3 Wave Strategy

A graphic divided into three vertical panels. The left panel has a green background and shows a black server tower. The middle panel has a red brick wall background and shows server racks. The right panel has a blue sky background with clouds and birds.

1. Defend
Market and Profitability
Leadership in PCs

2. Build
Build Mobile & Data Center into
New Profit & Growth Engines

3. Invest
Invest in Smart Devices, Device+Cloud, and
Infrastructure+Cloud

Our History

2014



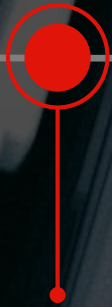
Lenovo's 3 Wave Strategy

Our transformation to become a profitable multi tiered business was challenging...Why?

- We applied well understood principles from our PC business to our DCG business, but failed to realize similar synergies (strategy) quickly
- We suffered from the "BIG COMPANY" disease...(culture)
- We did not apply some of the well understood cost management principles to our phone business fast enough...(strategy)

Four Decades of Transformation

1984-
1993



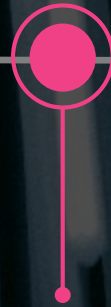
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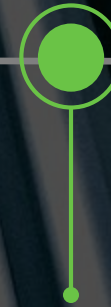
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Customer Centricity

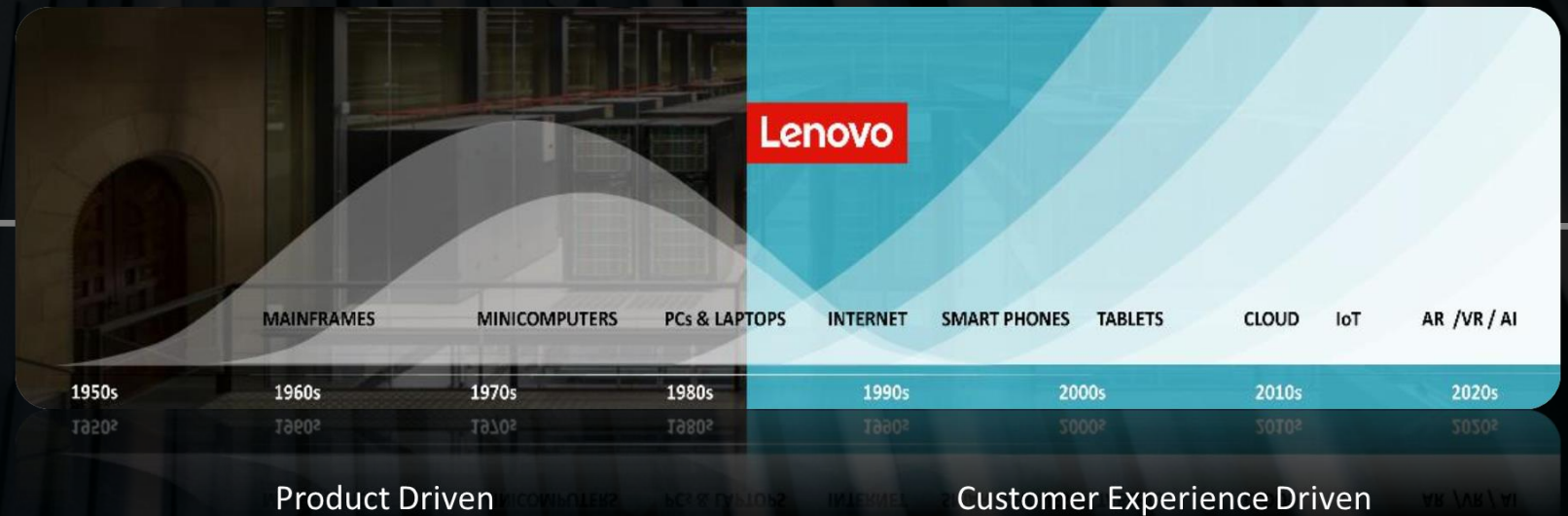
Our Present

TODAY



Evolution of Intelligent
Device Experiences

Areas for Growth

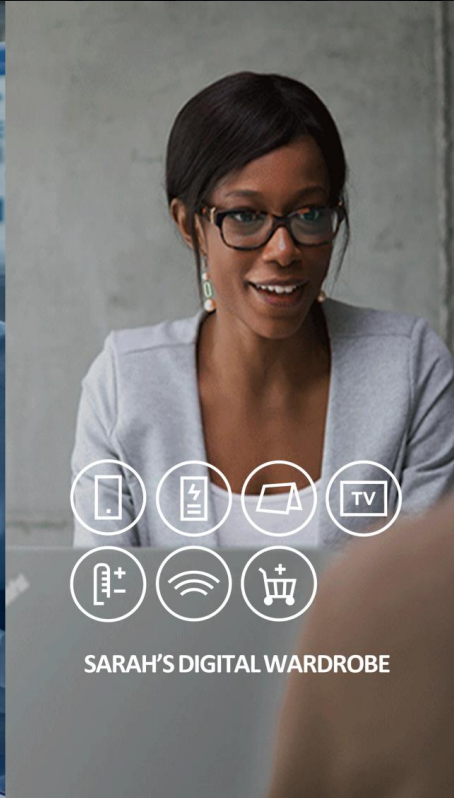
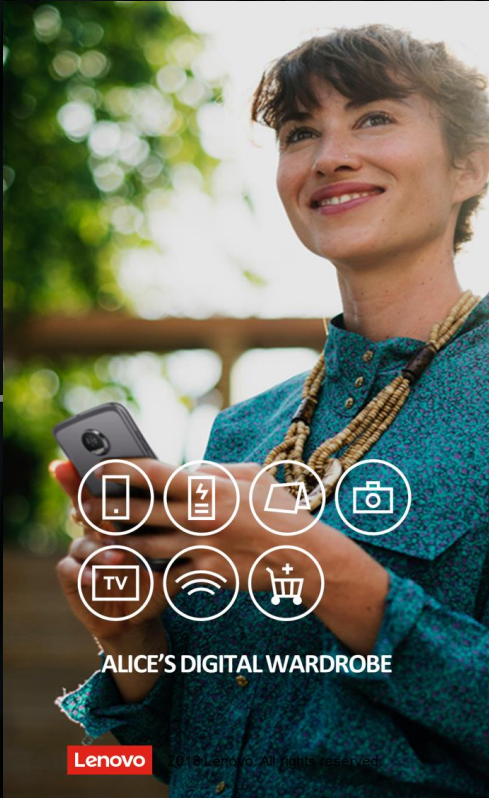


Our Present

TODAY



Evolution of Customer Behaviors and Wardrobe Matter.



Our Present

TODAY



The Customer Journey
is not Linear & it's
very Complex



Traditional customer lifecycle



Digital customer lifecycle

Our Present

TODAY



Transformation from
Product Centric to a
Customer Centric Brand



1. Moving the customer into the **center of decision making**
2. Intensely focus on customer's point of view on **brand experience**
3. **Aligning the entire company** around customer priorities

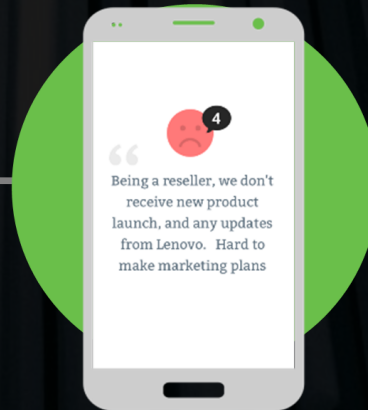
Our Present

TODAY



Enabling a **Customer Centric Culture**

Daily executive engagement on customer feedback



50K employees as Customer Advocates



Personalized CX KPIs for every employee & tied to individual bonus results



2017: All Employees paid on CX Results

Our Present

TODAY



Culture Initiatives are
Moving the Needle

80%

of employees



Feel empowered to make
decisions to best serve the
customers

Regularly use customer feedback
to improve the customer
experience

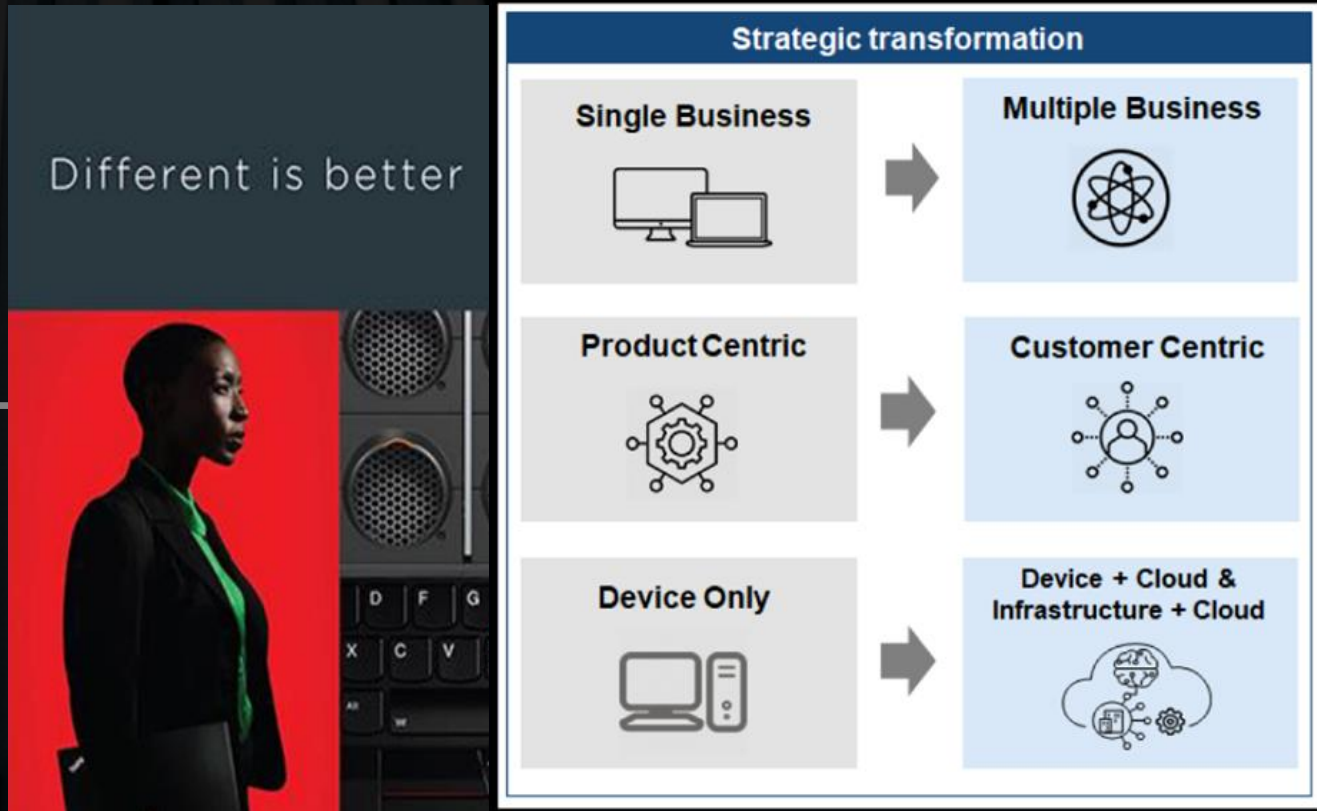
See clear actions taken to improve
overall customer experience

Our Present

TODAY

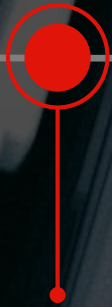


Strategic Transformation
Priorities



Four Decades of Transformation

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1993



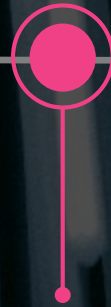
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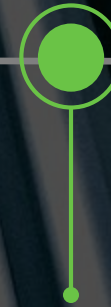
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Intelligent Transformation
Customer Centricity

Transformation Summary

YY 2014 “We are an innovative company as well, and we have a successful formula. We pursue a clear **strategy** and execution; we have an **efficient business model**; we **innovate** on our products and technology; and we have a **diverse team and culture**. Innovation is in our genes.”

- Clear Strategy & Execution
- Efficient Business Model
- Continual Innovation
- Diverse Team & Culture

Unrivaled Breadth



Lenovo Services

Lenovo DaaS
Device as a Service

Lenovo Software

 ajit@lenovo.com

 [@ajitsivadasan](https://twitter.com/ajitsivadasan)

 [Ajit Sivadasan](https://www.linkedin.com/in/ajit-sivadasan)

thanks.

Different is better

Lenovo™

1 Smart IoT

2 Smart Infrastructure

3 Artificial Intelligence

**Intelligent Transformation:
Industry's future,
Our strategic focus**



BE READY FOR 5G

SPEED

250X FASTER THAN 4G

CAPACITY

1M DEVICES PER SQ KM

BREADTH

PHONES, PCs, IOT



A photograph of three students in a classroom, all wearing VR headsets. The student on the left is a young woman with a wide smile, looking upwards. The student in the middle is a young man with curly hair, also smiling and looking upwards. The student on the right is partially visible, also wearing a headset. They are all wearing blue school uniforms. In the background, there are computer monitors on desks.

**CLASSROOMS
JUST GOT A LOT
BIGGER**

**TRULY IMMERSIVE LEARNING
VR CLASSROOM**

Google Expeditions "virtual" field trips Exclusive Jane Goodall "Wild Immersion" content

Lenovo

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Google Expeditions

