

## DELL COMPUTER – CASE STUDY

*Creating a customer-focused experience on [www.Dell.com](http://www.Dell.com).*

Dell Computer—once primarily known as a mail-order company—knew its future was online. But it wasn't sure how to get there.

Dell had a rudimentary website that was structured to match its corporate hierarchy. It was bare bones and did little verbally, visually or experientially to communicate the Dell value proposition of aggressively priced systems custom-built for each customer.

Dell hired digital advertising agency Grey Interactive for a comprehensive review of its online brand strategy, including communications, user experience, and marketing plan.

Grey first conducted research:

- Management audits with Dell executives, sales people, and customer service representatives.
- Interviews with Dell's existing and target customers.
- Analysis of category benchmarks and reviews of other relevant sites.

Grey's task was threefold:

- Extend the Dell brand online.
- Create an intuitive and satisfying customer experience.
- Develop a marketing plan to drive traffic to the site.

Instead of being organized as the company was organized, the site designed by Grey Interactive addressed the user's need-state, helping the customer identify his situation and then suggesting systems to satisfy that need, rather than force-

fitting the customer into a predetermined category.

As its centerpiece, the site included a "configurator," a sophisticated configuration and pricing system capable of real-time data transfer with

the mainframe Dell Order Management System. The configurator allowed customers to try out various configuration options and see the resultant effect on price. Not only did the configurator make for a more satisfying purchasing experience (customers could spend as long as

they liked trying out different options; they were discouraged by customer service operators from doing this over the phone), but the configurator embodied the essence of the Dell value proposition: systems designed and custom-built for each customer.

Grey's marketing effort for Dell focused on integrating mini versions of the configurator into strategically chosen partner sites. Using this "remote configurator," target customers could begin their interaction with [www.Dell.com](http://www.Dell.com) without having to click away from the partner site.

Three months after the relaunch of [www.Dell.com](http://www.Dell.com), the site was responsible for \$1MM in sales per day. A year later, sales were averaging \$10MM per day. The most current sales figures made available indicate that [www.Dell.com](http://www.Dell.com) generates over \$40MM in sales per day, making it one of the top five e-commerce sites.

