



Next Generation E-commerce

More than just an online makeover

Project Title:

SMA – Next Generation E-commerce (NGE)

Category:

3. Digital

Sub-category:

3.2 Campaign (email/ social/ integrated)

Client company:

The LEGO® Group

Design consultancy:

SMA – Shopper Marketing Agency

Submission date

July 2014





2. Executive summary

The LEGO® Group have always known the importance of their brand values especially when generating fun and captivating retail experiences. With the significant move towards online retail, having a **great online experience** was simply the next step to delivering on their brand values.

The LEGO Group wanted to **create a global framework** that would provide retailers with the tools to achieve a great online experience. The framework is called '**Next Generation E-Commerce**' (NGE). It incorporates an online portal that retailers can visit to access the most recent insights, documented best practices, and download online content needed to deliver a great online experience.

The Shopper Marketing Agency (SMA), an internal agency within The LEGO Group, were briefed to **create and deliver the future look of online shopping**. Equipped with a large number of internally and externally harvested insights, SMA's challenge was to successfully interpret all the insights and turn them into an engaging, brand and shopper-centric creative solution.

The results for retailers implementing NGE have been outstanding! Retailers have seen **revenue increases by up to 45%**. They have experienced significant uplifts in conversion rates, basket sizes, and traffic to their sites.



LEGO® Brand Values

The LEGO brand has played a large part in bringing fun and happiness to many children, over many years across the world. LEGO has built this affinity with their consumers by focusing on fundamental core brand values:

Imagination

Creativity

Fun

Learning

Caring

Quality





The colours, the layout, the labelling of the types of LEGO, the images used on the icons to show what types of LEGO products are available... and the filtering sections all made the website fun, welcoming and easy to navigate.



Quotation from User Tests



3. Project overview

The objectives of the brief:

- To deliver a **consistent** brand footprint across online retail
- To improve **conversion** of LEGO® products over the competition
- To **eliminate** redundant and often manual processes
- To **apply** a visual differentiation to support the organisation's other initiatives

Design considerations:

- The solution needed to enforce **consistency** and support an **easy roll-out**
- The content needed to be **designed for all platforms**: PCs, laptops, smart phones, tablets
- The design needed to **provide a framework for delivering promotional messages** and campaigns
- The solution needed to **support visuals for social media** and all marketing communication

Overall objective:

- **Representing The LEGO brand online as strongly as it is executed in store**

Outline of project brief

Research had shown that more and more LEGO® products were being sold online and that the online channel was playing an increasingly important role in the shopper's research process. It raised the question, are retailer partners losing sales due to missing shopper guidance and persuasion? As more and more sales go online, The LEGO brand could lose value if the brand experience wasn't heightened.





3. Project overview

Overview of market

The LEGO® Group wanted to ensure that the consumer had a **compelling LEGO Brand experience, regardless of channel**, and that **shoppers were able to find the guidance** they needed when researching products.

After considerable site audits across global top-tier retailers, numerous user tests and shopper interviews, the realisation started to emerge that retailers were delivering poor LEGO brand consistency, ineffective shopper communication, and not building on best practice. **Retailers were not delivering the great online experience** that The LEGO Group had ambitions to deliver.

The challenge was to convince retailers that their online channels had potential to be optimised. Compelling insights and a **captivating creative delivery was required** to ensure retailers would dedicate the necessary time, resource and, importantly, budget in order that the NGE program could be implemented

The alternative was a situation where retailers increasingly challenged The LEGO Groups brand guidelines and failed to optimise conversion.

Background

The LEGO® Group is a privately held company based in Billund, Denmark. The company is still owned by the Kirk Kristiansen family who **founded it in 1932**.

The LEGO Group is engaged in the development of children's creativity through play and learning. Based on the world-famous LEGO brick, the company today provides toys, experiences and teaching materials for children in more than 130 countries.

The LEGO Group has a mission to **'Inspire and develop the builders of tomorrow'**– a reflection of the company's fundamental belief in the value of play, and learning through play in society and for children in particular.

The LEGO Brand Framework defines four promises: **Play, Planet, Partner and People**.

The Next Generation E-commerce (NGE) brief delivers on the Partner promise; providing retailers with the tools to achieve a great online experience.

+300 hrs





Design budget

NGE was delivered using
300 + creative hours

Project launch date

Next Generation E-Commerce (NGE)
was launched **February 2014**



4. Outline of design solution

Our solution was built on a solid foundation of considerable strategic insight. Our method was to analyse, design, and test with shoppers. The LEGO® Group undertook trials with major global retail partners before formalising and rolling out the framework.

Our existing knowledge and research consisted of:

- **Path 2 Purchase study**
We talked to more than 8,000 shoppers in Europe and US about their toy shopping patterns
- **Data analysis**
Analysis of shopping patterns and conversion funnels from a number of sources including The LEGO Group's own channel
- **Industry experts**
Experts on conversion, technology, marketing and e-business have been involved
- **User testing**
The LEGO Group have conducted user tests on the largest toy-carrying retail sites in all of our major markets

Design consideration

We knew that our solution was not about a copy driven campaign message, it was about creating an instantly recognisable, consistently branded framework that could convey clear shopper guidance and compelling consumer engagement.

The LEGO® Group
have talked
to more than
8,000
shoppers





4. Outline of design solution

Our approach was simple; we started by working on a **consistent brand footprint**.

- We defined **primary colours**
- **Embedded LEGO® DNA** by incorporating the iconic LEGO brick
- We included LEGO Minifigures to **add personality, engagement and a sense of fun** for consumers

Our next stage was to **optimise usability**.

- We **simplified and prioritised site navigation**, forming a hierarchy of themes, categories, and shopper requirements
- We developed clear **shopper guidance** to identify, what's new, age group recommendations and suggestions for price ranges
- We **optimised search** content, added areas for exclusive messaging and refined filters to ensure a **positive user experience**

User stress testing

The LEGO® Group conducted studies; they briefed shoppers with impulse, semi-planned and planned purchases and observed to see how they interacted with the design proposal. Tracking methods were used to record click-through and identify hot spots.

“ It took me just seconds to narrow down the search to exactly what I was looking for. ”

Quotations from User Tests





4. Outline of design solution

The Shopper Marketing Agency (SMA) **successfully created and delivered the future look of online shopping.**

The results speak for themselves!

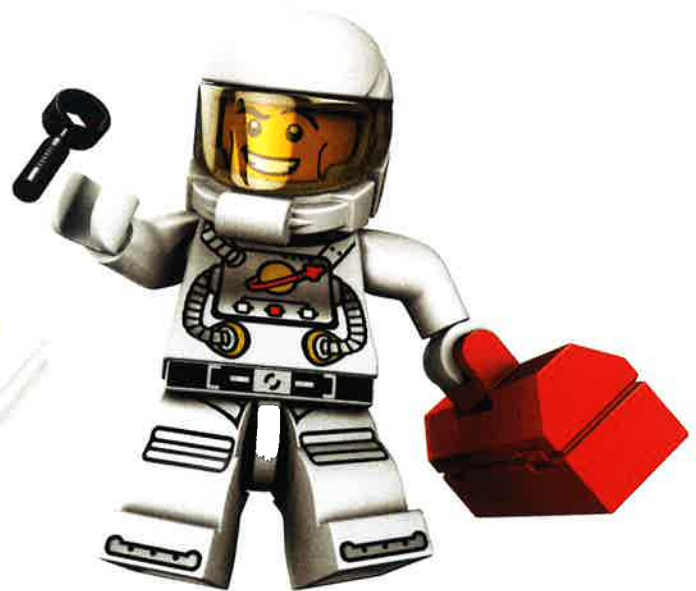
The final delivery was a creative solution which established the look of the Next Generation E-Commerce framework. **NGE is much more than just a style guide of graphic-based assets**, it is a portfolio of content that showcases best practise, delivers supporting guidelines, and ensures The LEGO Group realises its ambition to create a great online experience.

The challenge to convince retailers to optimise their online channels was overcome by building a **design based on research, insight and fact.**

The LEGO Group are mindful that the online channel is a dynamic environment. New technologies and market trends means that **NGE will continue to evolve**, and adapt to meet future demands.

“ I enjoyed viewing all the different product lines available. Also, if the age range finder was a little more complete it would be extremely useful. ”

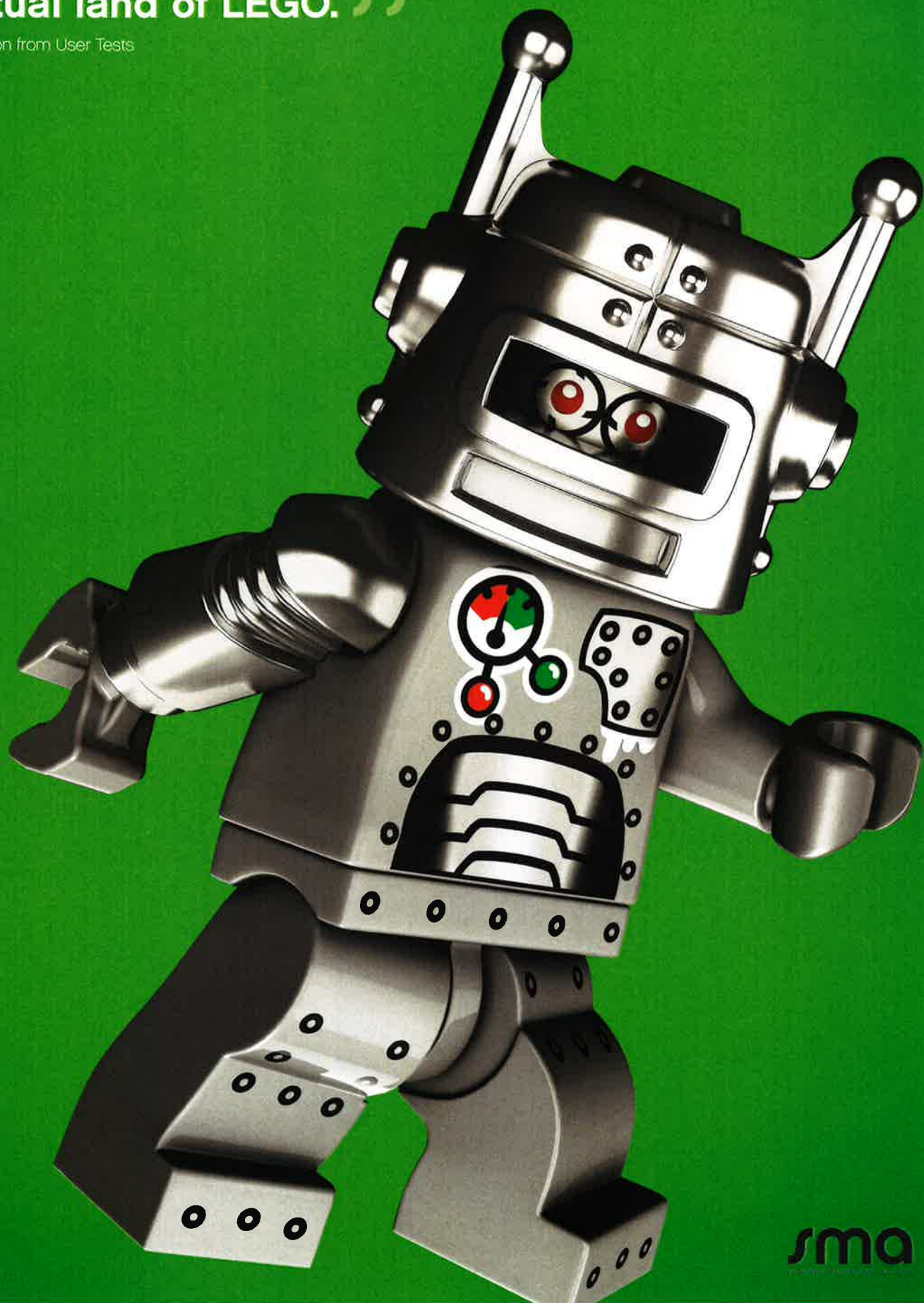
Quotations from User Tests





“ Shoppers now truly
feel they're in... a
virtual land of LEGO. ”

Quotation from User Tests





5. Summary of results

Quantitative results have been taken from a cross section of European top-tier retail partners including the likes of Toys "R" US.

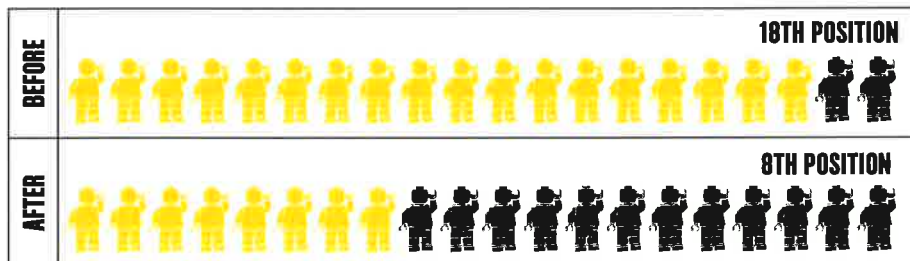
Performance

2013 Results vs last year



SEO Ranking

LEGO Landing Page



Effectiveness

UK result based on NGE Landing Site visual

How recognisable was the LEGO brand on the visual that you just saw?



- It felt very much like a LEGO page
- It felt like a LEGO page
- Neutral
- It didn't feel like a LEGO page at all

Source: Cint study based on 126 UK and 107 US mums , April/May 2014

E-commerce consumer sales



2012



2013

+10% GLOBAL GROWTH



5. Summary of results

Qualitative feedback has been taken from user testing and market research across US and European user groups.

“ Clear bright pictures/ graphics. Liked the way you could search by range as well as age. ”

“ I found the sorting tools on the left column very helpful. I was able to select the target age and price. I also liked that were ratings shown, and the option to see more products per page. ”

“ The colours, the layout, the labelling of the types of Lego, the images used on the icons to show what types of Lego products are available when you click on them and the filtering sections all made the website fun, welcoming and easy to navigate around. I felt as if I was in a virtual land and of Lego. ”

“ The ability to sort by price is great when shopping for a gift, and I like being able to shop by product category (so if you know the child likes one particular set, it's easy to find something very similar). ”

“ Sorting by age ranges is very useful for someone like me who doesn't have kids (and wouldn't necessarily know what's appropriate). ”



Next Generation E-commerce

The Guidance continues...

