

# Adobe: Supporting a complex cross-sell strategy

When Adobe acquired Magento and Marketo, the synergies between all three product lines were clear. But finding ways to realize those synergies through cross-selling posed a new and complex challenge for MOps.

When Adobe acquired Magento and Marketo, the ultimate goal was to integrate best-in-class ecommerce and digital marketing execution capabilities to the Adobe Experience Cloud.

But there were also more immediate opportunities that had the potential to enhance revenue, reputation, and retention for the Adobe brand and business lines.

## SITUATION

### An urgent new mandate

While Adobe wouldn't be ready to introduce Magento and Marketo capabilities as part of the Adobe Experience Cloud, they saw an exciting opening for generating cross-sell revenue in the interim.

More than 300,000 Marketo and Magento customers were now in house, and the opportunity to sell into those install bases was there for the taking.

## CHALLENGE

### Stand up a cross-sell lifecycle ASAP

Full cross-product integration would take at least a year to implement, but in the meantime, Adobe—a company that earned nearly \$26 billion in 2023—couldn't afford to press pause. Every day that they delayed the launch of a cross-sell campaign represented a significant revenue impact as well as a lost opportunity to offer even greater value to their customers.

But while the acquisition had united the three companies strategically, they were still disconnected technologically, with each maintaining their own Marketo instances and CRMs.

The MOps team were tasked with supporting the cross-sell mandate, but with three entities, each maintaining its own discrete Marketo and SFDC instance, their initial attempts led to a high percentage of leads getting lost instead of being routed to sales.



## Problem:

A cross-sell mandate was at odds with Adobe's technological systems and capabilities, resulting in lost leads—and sales.



## Solution:

A discovery and audit process revealed a unique and better way to create lead lifecycles that flowed across instances.



## Result:

DemandLab stood up a lifecycle in record time that eliminated dropped leads, delivering 400+ AQLs in the first six weeks.

## WHAT DEMANDLAB DID DIFFERENTLY:

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### **Challenge the status quo.**

With 15+ years of enterprise experience, we speak up when we see a better way forward.

### **Convince the executives.**

Buy-in is critical, which is why we support a robust leadership engagement process.

### **Plan for long-term success.**

We create detailed documentation and training to ensure MOps have the tools to keep the momentum going.

## SOLUTION

### **Stepping back shows the way forward**

Initially, Adobe asked DemandLab to help them reduce the number of lost leads created by a manual handoff between marketing and sales.

But because we suspected the lost leads were a symptom of a larger problem, we recommended that we begin by taking a deeper look at the business needs and system limitations.

With Adobe's sign-off, we took this approach:

- **Identify the business opportunities Adobe wanted to support and the areas of overlap between Marketo and Magento customers and the product mix that aligned with their interests through discovery sessions that included marketing operations, platform operations, lead management, and analytics and reporting teams.**
- **Gain a deeper understanding of the technical capabilities and limitations that the solution needed to work within by conducting an inventory and audit of the diverse and complex systems and platforms supporting lead management.**
- **Provided strategic recommendations to the Adobe leadership team along with the relative risks and limitations as compared to other potential solutions in a detailed risk evaluation report. This helped the MOps team to gain executive buy-in and manage expectations, given the tight turnaround time.**

By clarifying business goals, customer needs, and the technical landscape up front, we were able to find a better way forward that aligned with Adobe's expectations and timelines.

Ultimately, we discovered that the product overlap between Magento and Marketo customers was minimal, and as a result, Adobe's existing "greenfield" lead lifecycle, which combined both customer types, was not the best framework for cross-selling.

We recommended, and were approved to build, a new framework based on two separate cross-sell lifecycles, each of which flowed into Adobe's system independently.

## AHA MOMENTS

### Collaboration leads to insight

DemandLab structured the engagement to bring sales and other business lines into the process early on. By conducting discovery sessions up front to understand the goals, objectives, and needs of all stakeholder groups, we were able to build a better solution—and raise the profile of and respect for the MOps team.

## OUTCOMES

### A flawless cross-sell lifecycle

DemandLab stood up a functioning cross-sell strategy in which leads flow from Magento and Marketo instances into Adobe's system flawlessly to support sales and the customer experience.

The new lifecycles generated 400+ automation qualified leads (AQLs) in the first six weeks, with virtually no leads dropped.

Feedback from consulted stakeholders, including the sales team, was overwhelmingly positive, providing qualitative confirmation that the right leads were reaching the right people.

The MOps team received unanimous praise for the project, including the project champion, who was promoted to a senior management position shortly thereafter.



DemandLab is a technology-focused marketing consultancy that accelerates revenue for its clients through customized strategic solutions. Learn more at [demandlab.com](https://demandlab.com).

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