

Executing a Global Growth Strategy at Lenovo



"As a result of Leading@Lenovo, our leaders had a unique and highly engaging opportunity to develop and practice the strategic leadership skills our Chairman believes will position us to achieve our business objectives."

– Chetan Borkhetaria, Director, People and Organizational Capability, Lenovo

Sustaining a Competitive Advantage

Competition in the technology industry is fierce. As continuous technological change redefines the market, the competitive landscape shifts, advantages erode and threats surface. In this environment, maintaining a competitive edge becomes a challenge and only the strongest innovators succeed. For Lenovo, the world's dominant producer of PCs, this story is not new. In recent years, the company has consistently outpaced competitors achieving significant growth by increasing market share internationally through innovation and strategic acquisitions. Staying ahead remains central to Lenovo's business plan as the company strives to sustain its competitive advantage through further growth and innovation.

The company's goals are relatively simple: grow market share and revenue while simultaneously developing a global culture that is exceptionally effective. Achieving these goals require leaders throughout the world to operationalize the company's "Protect and Attack" strategy. In executing the strategy, Lenovo is dedicated to protecting its core legacy business and geographic presence while attacking new market opportunities in regions with high growth potential. Driven by exceptional success and continuous, stable growth, Lenovo remains focused on implementing its Protect and Attack strategy across all geographies, customer segments and product lines as the organization continues to build its business worldwide.

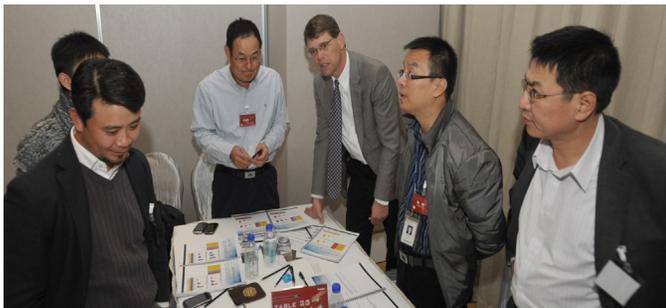
A Strategy's Success Depends on Senior Leaders

Rapid growth has added complexity for Lenovo. Executing a unified and consistent strategy across an increasingly expansive global business is a challenge. Responding to these growing demands, Lenovo is implementing its strategy in a new way and is partnering with [BTS](#) for this initiative.

Lenovo's senior management recognized that the continued effectiveness of its Protect and Attack strategy depended on the business acumen capabilities and strategic alignment of its top leaders. To be successful, Lenovo needed to engage this critical population of senior executives, demonstrate the challenges and opportunities of the business strategy, and build the skills for execution.

BTS collaborated with Lenovo on a tailored business simulation designed to develop the execution capabilities of high level leaders across global locations. The simulation experience realistically modeled the shifts in the industry, integrated Lenovo's Protect and Attack strategy, and illustrated the implications of leaders' decisions on long-term business performance.

A Business Simulation Builds Execution Capabilities



The program was initially delivered to more than 300 of Lenovo's most senior executives as part of the Chairman and CEO's annual Leading@Lenovo global event, hosted in China, Spain and the United States. The one-day experience challenged company executives with diverse backgrounds and responsibilities to collaborate in new ways and work together to build execution skills.

Organized into teams, the senior leaders participated in a competitive simulation, executing a strategy over six accelerated years at a company closely replicating a current and future-vision of Lenovo. To be successful, top leaders were challenged to set goals, analyze results and operationalize their plan while drawing insights from the experience.

"The business simulation enabled learnings that can be directly applied to daily work."

- Lenovo program participant testimonial

Real Results from a Simulated Experience

While the experience was simulated, the results are real. The program inspired senior leaders from multiple global locations with operations in distinct markets to improve collaboration and build the skills to achieve exceptional strategy execution at the international level.

The program yielded tangible results. Lenovo has continued its positive momentum, growing market share worldwide, expanding into emerging markets and engaging new consumer channels. These persuasive results are inspiring further application of the simulation program. Lenovo subsequently deployed the program to additional layers of senior managers in Europe, Asia and North America.

Going forward, senior leaders' wholehearted comprehension of the Lenovo strategy and their strengthened capabilities will aid the company's continued growth.

About BTS

BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences™ that have profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

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