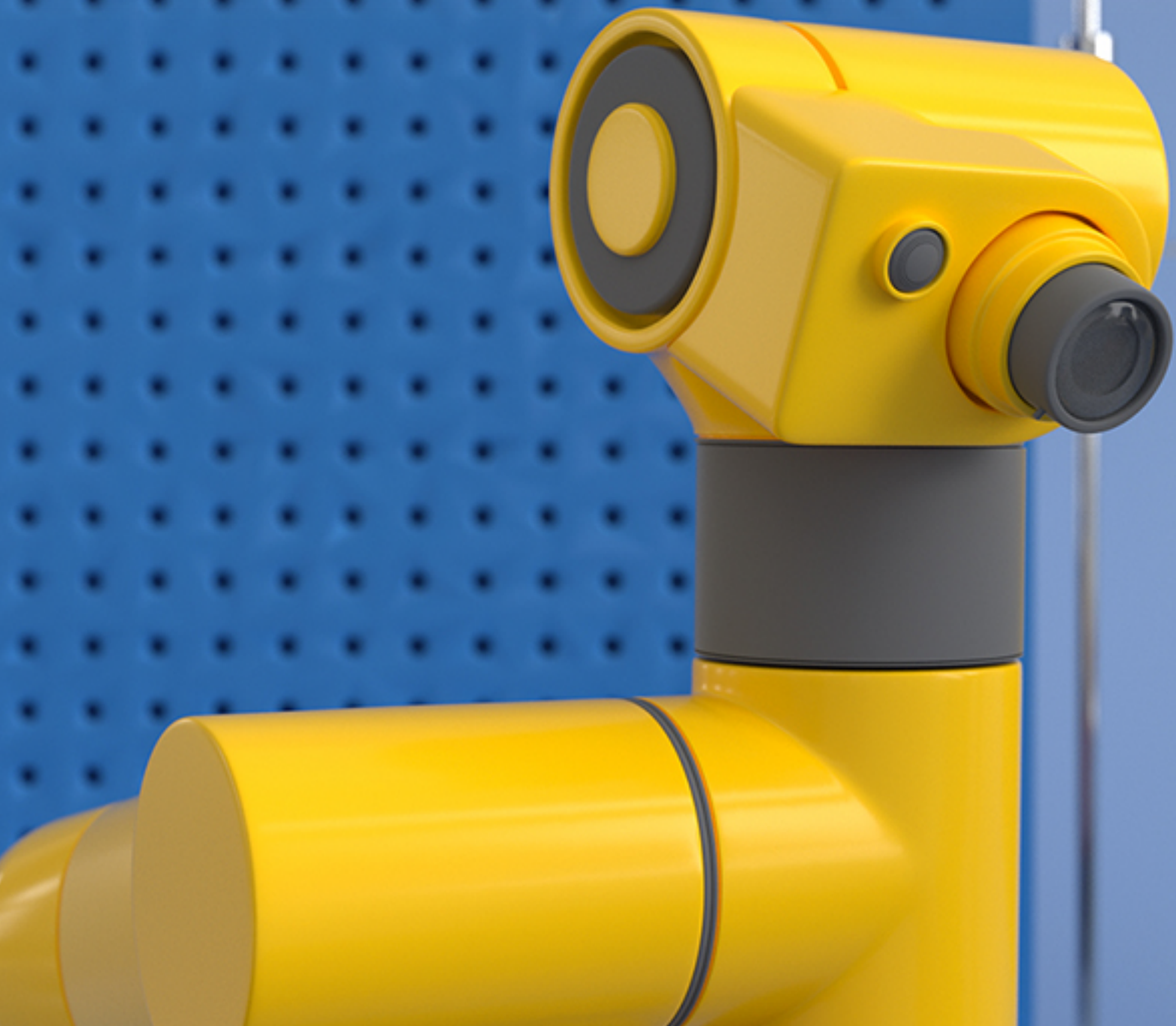


RE-ENGINEERING CX FOR THE NEW NORMAL AND BEYOND

The building blocks for new digital
customer experience for manufacturing
enterprises



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INTRODUCTION

The COVID-19 pandemic has forced businesses worldwide to go digital in an instant. From mass adoption of Unified Communications and contact-free workplaces to launching digital tools for customer interactions, enterprises have transformed rapidly in response to the pandemic.

Many of these changes are well on their way to becoming permanent:

According to recent surveys, over 90 per cent of consumers are making lasting changes to how they live, work and shop¹. And an increasing number of workers are planning to work from home more often in the future.

Customer engagements are becoming digital at a rapid pace too. Across the APAC region, more than half of all consumers (58%) reported an increase in their online shopping activity².

To keep pace with this shift in customer behaviour, enterprises launched new digital initiatives - first to survive and later to leverage new opportunities, which is why enterprises are increasingly investing in talent for digitisation.

From universal collaboration and video-enabled showrooms to online digital experiences, manufacturing enterprises have rapidly deployed

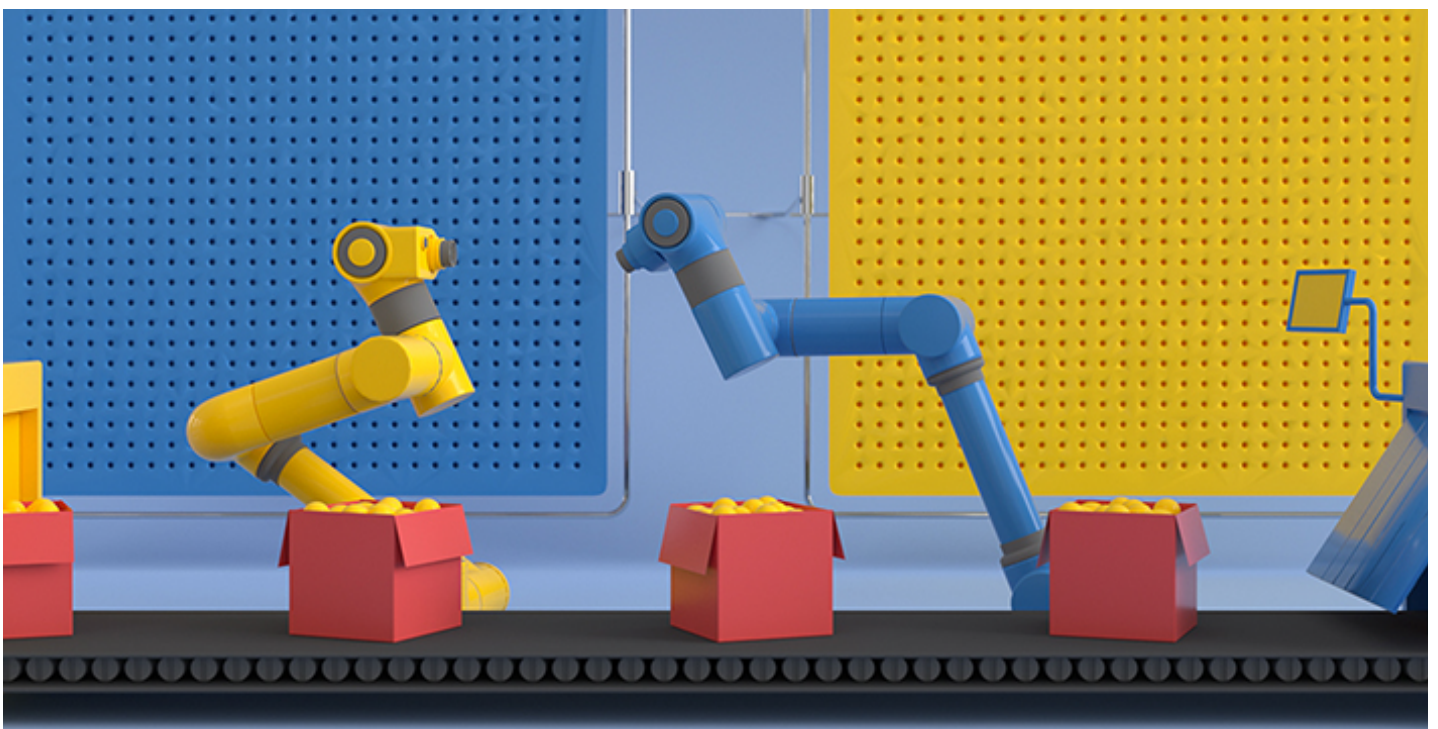
digital tools to engage customers. Many have even attempted to revamp their dealer experience for the post-pandemic world.

However, these efforts have often failed to deliver a customer experience that is integrated, consistent and seamless.

There are four primary reasons for this:

- **Inconsistent customer experience** as a result of a fragmented technology landscape
- **Lack of personalisation** due to disintegrated data from multiple sources
- **Poor customer service** resulting from disjointed infrastructure, non compatible legacy services and tools with interoperability issues
- **Underinvesting in the value chain**, including the infrastructure at the partner, supplier and the dealer

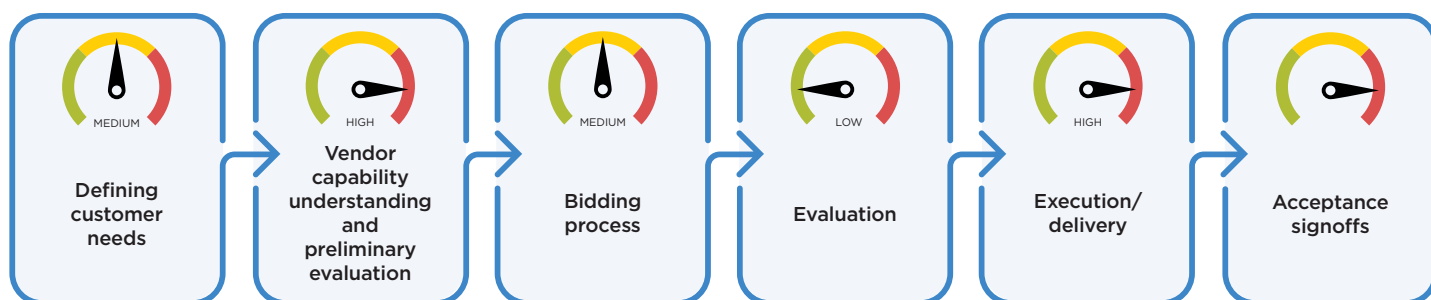
This paper discusses how these challenges can be addressed, the needs of customers in this new digital world and the building blocks to creating new digital customer experiences. We will also briefly introduce Tata Communications' omnichannel CX platform as an answer to businesses seeking to transform their customer experience.



1. WHAT ARE THE KEY NEEDS IN THIS NEW WORLD?

Manufacturing enterprises engage with other institutional buyers (B2B) or end-customers (B2C). Both these engagements have been severely disrupted.

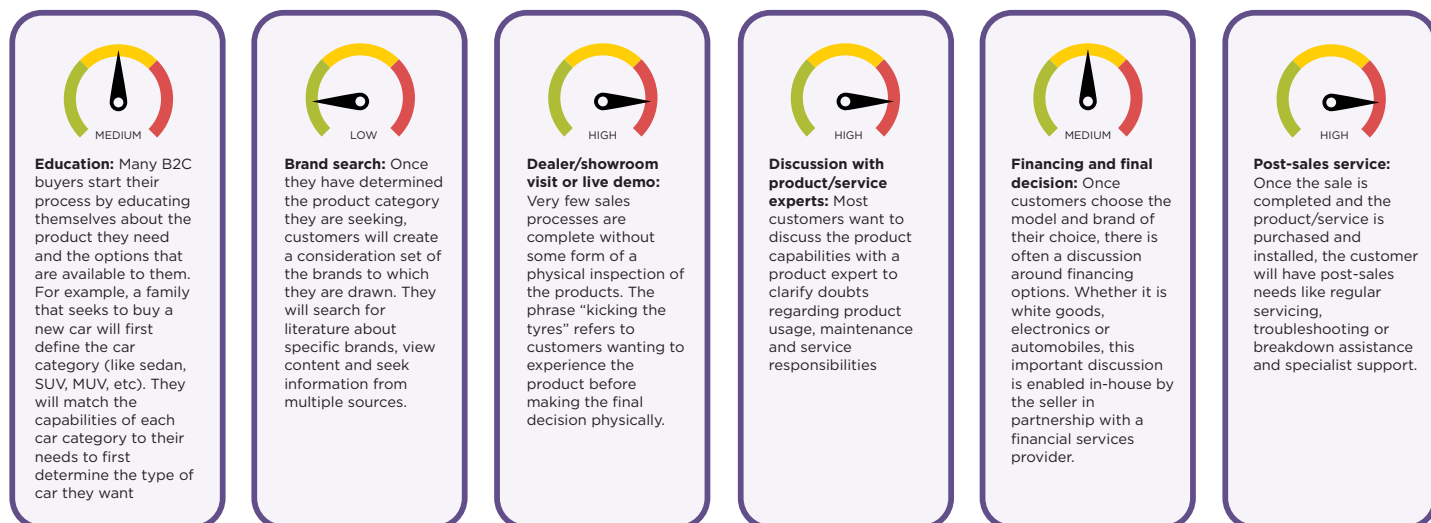
Transformation of B2B customer engagements



Every step of this process involves people from the seller and buyer organisations interacting with each other. When people are removed from this process, as it happened during the pandemic, the entire process comes to a grinding halt. All over the world, enterprises were facing a situation where the most carefully designed business continuity plans were no longer relevant.

The impact of this situation was especially harsh on the customer engagement process. With customers making rapid changes to their buying routine and scale, enterprise sales teams needed a new way to engage, educate and build customer relationships remotely. Given the uncertainty of future demand, many manufacturing enterprises have explored different models of servitisation to address and preserve customer accounts.

Key engagement points with B2C customers



In an era of reduced footfalls in showrooms and dealerships, manufacturing enterprises found themselves struggling to connect with the customers effectively. Many are turning to technology to find new ways of connecting with customers.

As they explore these new ways of customer engagement, manufacturing enterprises are beginning to question some long-held assumptions:

1. In-person interaction is always better than a virtual interaction
2. The showroom delivers the most immersive experience
3. Customers like to own products

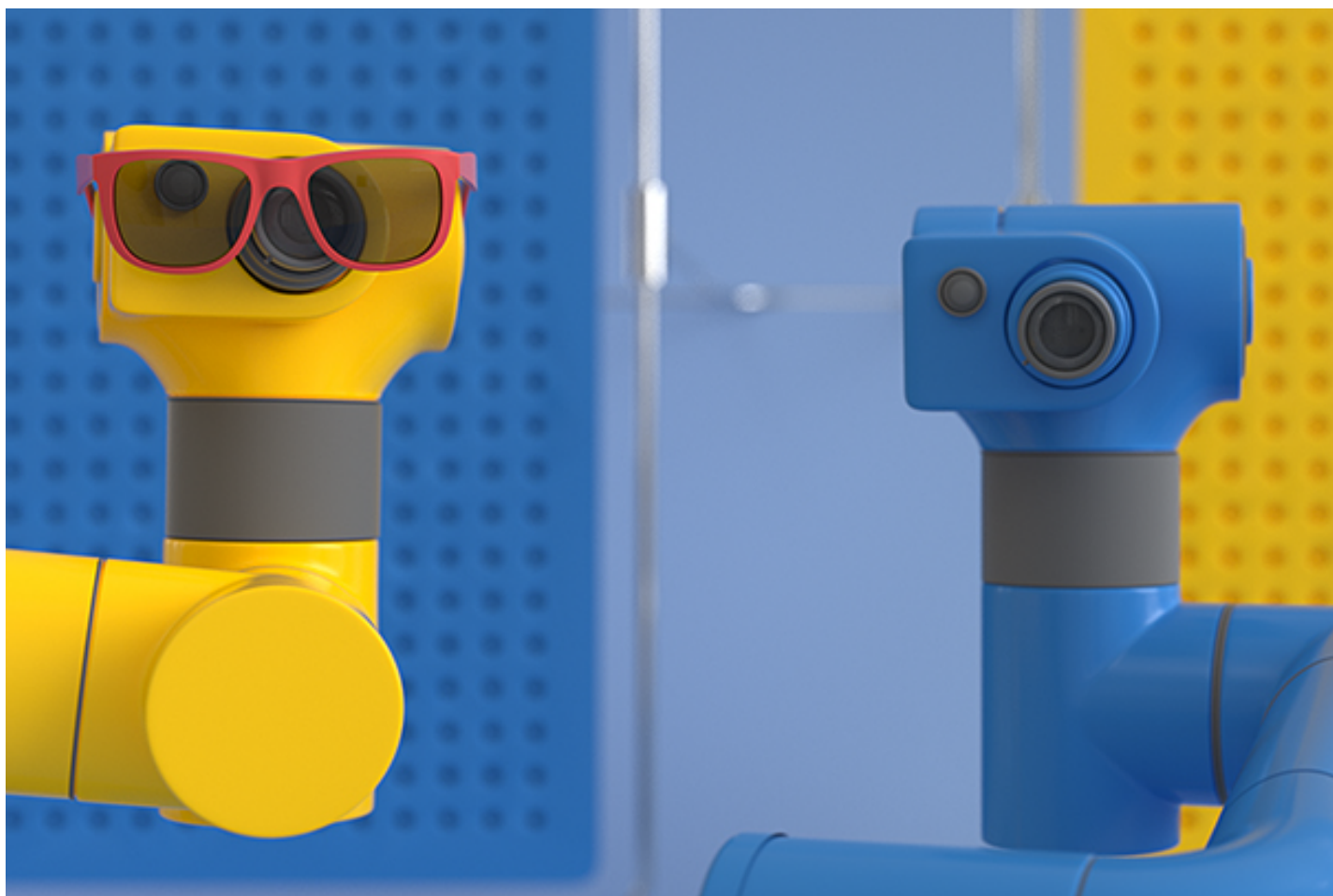
Experience from other industries indicates that these assumptions are no longer relevant. It is time for manufacturers to test the relevance of these assumptions in their business as well.

We recommend that manufacturers start by recognising their customer imperatives:

- **Deliver a consistent brand experience:** Enterprises need to deliver an impressive brand experience. Other factors remaining equal, customers will often choose the seller who offers a better sales experience. This means enabling easy access to the right resources, specialists and product information, and providing rich, digital product experience when physical inspections are not possible
- **Transform the dealership / showroom experience:** From white goods to automobiles, physical interaction with a product is a critical part of the buying process. However, customers may prefer to reduce the number of physical visits to a showroom or dealership. This means manufacturing enterprises need to create rich, digital experiences that can assist the customer in their buying journey and provide a competitive advantage that drives improved sales

- **Enhance customer service:** The most admired brands in the world are often known for their post-sales service. In both B2C and B2B environments, customer service plays a huge role in defining the success of a manufacturing business. Pandemic or not, customers want their needs to be addressed promptly. To strengthen customer relationships and drive loyalty, manufacturing enterprises need to deliver a service experience across their entire customer journey - from the availability of a contact centre and remote diagnostics, to access to service experts, on-site pick-up and delivery of faulty components or products

Once these imperatives are recognised, manufacturers need to delve deeper into the needs of the customers and the challenges they need to overcome to realise the true potential that technology promises.



2. What do customers want?

Customers' needs have changed in some ways and have remained constant in others. Let's examine both.

WHAT HAS CHANGED?



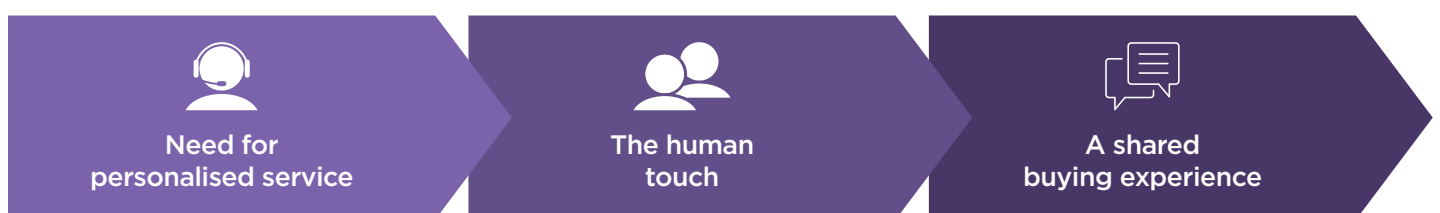
Heightened need for safety: Customer would like to avoid or minimise crowds and in-store interactions. Consumers are yet to feel comfortable resuming their "normal" out-of-home activities. Even with adequate precautions like masks and hand sanitisers, customers are sufficiently aware of the risks posed by COVID-19 to minimise unnecessary physical visits to the showroom. Customers who may have made several visits to different showrooms may make only one visit (if at all) for a final product check

Need for speed: Customers want service to be delivered faster than what they expected in the physical world. As they no longer have a human face to interact with, they are quick to get frustrated with delays

Willingness to explore: Customers are happy to explore new ideas and new ways of evaluating and procuring products and services

Need for convenience: Customers still want to purchase products and services on their own time and schedule. But now, they also want to do so from the comfort of their homes

WHAT HAS NOT CHANGED?



Need for personalised service: Digital or not, customers still want the personal touch. From promotions to product suggestions, customers want their interactions to be tailor-made to their needs. In a recent study conducted by Hiver, more than 80 per cent of consumers responded that they expect customer support to get more empathetic or more responsive³

The human touch: Across categories from white goods and apparel to industrial goods, customers prefer human interactions that allow for an unstructured engagement that may not be with digital tools like chatbots every time

A shared buying experience: Customers value their friends and family members' opinions during the purchasing process. Inputs from familiar sources are highly trusted. Irrespective of the value of the purchase, getting a second opinion remains an integral part of the buying process

3. What are the challenges faced by manufacturing enterprises?

Many manufacturers understand the above customer imperatives and have deployed new technology solutions to address them. But even these organisations are struggling to realise the full potential of these digital investments. Let's look at the key challenges they face:

- **Consistency of experience:** Customers may make multiple interactions across different channels with a business through the buying process. To deliver a great customer experience, every channel and every interaction must enable the same quality of experience. Each channel should be just as easy to use, and the business must be able to pick up the conversation with customers at the exact point that it ended during the last interaction
- **Customer service hampered by disjointed infrastructure:** Enterprises have always wanted to integrate their technology systems that were implemented over several years. What was a 'nice-to-have' is a 'must-have' in the digital-first world. This is essential as customers may choose to connect with the business over the channel of their choice. This choice may change for the same customer with every interaction. The customer may start their engagement over a web chat which may need to transition to a video interaction. Such a transition is only made possible when multiple systems like contact centres, unified communication and web applications are integrated to provide a seamless customer experience
- **Customer segmentation and personalised experience:** The heart of a great customer experience is the ability to deliver a personalised experience. This is enabled by creating an integrated view of the customer, understanding customer tendencies, and proactively presenting options that are aligned to their preferences. Such an integrated view can also help an enterprise to dynamically segment customers based on their behaviour and suggest actions that will advance the sales process. But most enterprises struggle to create this integrated view that collates inputs from every channel. The challenge is magnified when customer data has to be harnessed for real-time decision making

- **Managing disruptions across the value chain:** No enterprise is an island. Several upstream and downstream partner organisations are deeply involved in the supply chain. Enterprises cannot exploit the full value of their digital investments when their partners are unable to match or complement them. For example, if an auto manufacturer provides expert video service assistance, but their independent dealer partners don't have reliable networks, the customer experience will suffer

What should enterprises do?

To deliver an unforgettable customer experience in the digital-first world, enterprises need to create a **digital platform** with the following capabilities:

- **Omnichannel unified communications capability** that can combine web, chat, social media, app, email, voice and video
- **Tools that can seamlessly connect customers** with multiple stakeholders including partners on the fly
- **Ability to host and share rich digital content** that can provide an immersive experience to customers
- **A common platform that can connect all customer interactions** while delivering the intelligence to segment customers and position the right products/offers

4. How can Tata Communications help?

Tata Communications' omnichannel customer experience solution offers the answer by transforming the way you operate and engage with your customers. Tata Communications' omnichannel CX solution is a unified ecosystem that can bring together your employees, customers and partners irrespective of their location.

Tata Communications can help you to:

- Create a digital-first engagement model
Harness the power of video and web technologies to deliver personalised attention to customers
- Build a robust web-based customer engagement model
- Maximise the productivity of your employees as they serve multiple customers remotely
- Enable shared buying experiences digitally

The key components of our solution are:

- A comprehensive video platform that can enable enterprise-grade video collaboration
- Workforce Optimisation (WFO) solutions that help to ensure that your employees are appropriately scheduled, trained, monitored, evaluated, rewarded and engaged
- Integration with Unified Collaboration tools for a complete collaboration experience
2-Way Messaging and chat capability to deliver an omnichannel experience to customers
- WebRTC (Web Real-Time Communications) solution to allow customers to communicate with your systems through your website and mobile apps
- Integration with leading CRM vendors such as SFDC and ServiceNow enabling 360 degree views along with API integration

[Click here to learn more](#)

Our omnichannel CX solution enables manufacturing enterprises to transform customer engagement, awareness and loyalty through a seamless digital-first, omnichannel experience platform.

5. The value of Tata Communications' omnichannel CX solution

- **Grow revenue:** Drive new revenue streams through your digital channels
- **Enhanced customer experience:** Harness the power of video, voice and web to deliver a rich, seamless digital customer experience
- **Reimagine the dealer / showroom experience:** Deliver the same knowledgeable, personalised experience that customers value through channels that are suited for a digital-first world
- **Untangle complexity:** Deliver an integrated, easy-to-manage infrastructure that can connect customers, employees and partners (who are involved in the sales process) for a comfortable, effortless digital buying experience
- **Reduce the cost of sales:** Get the most out of your resources by leveraging them more efficiently across a larger number of sales interactions

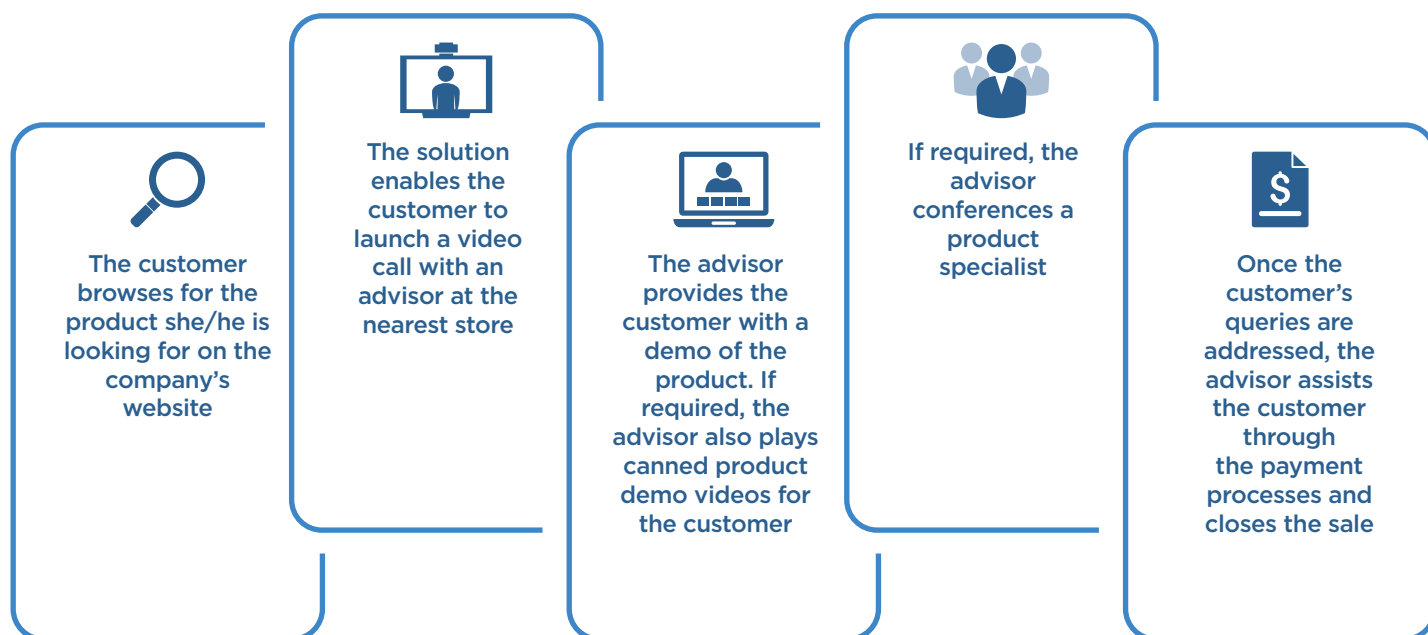


6. Success stories with Tata Communications' omnichannel CX solution

Providing a digital customer experience for a leading electronics retailer

The business need: As the COVID-19 related shutdown started to ease, our customer wanted to provide digital channels that would enable customers to continue shopping for a wide range of electronics and white goods.

The solution: Tata Communications omnichannel CX solution enabled customers to have video calls with sales advisors at the store. How does the solution work?

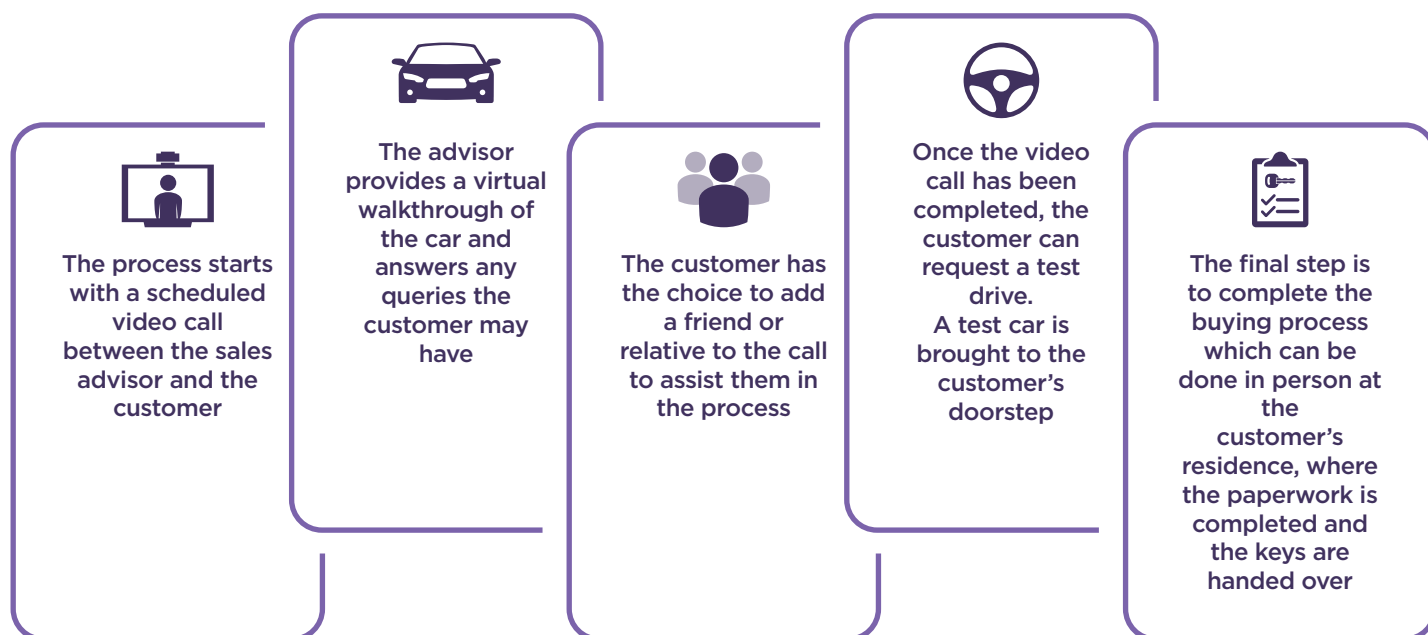


6. Success stories with Tata Communications' omnichannel CX solution (cont.)

Driving a digital customer experience for an auto major

The business need: How do you run an auto business if customers don't want to enter the dealership? The answer is to create digital channels that minimise the number of customer visits to the showroom.

The solution: Tata Communications omnichannel CX solution allowed customers to complete most of their evaluation and buying process through rich, video conversations with a sales advisor at the nearest showroom.



References

For more information, contact us at email us at:

¹ <https://brandequity.economictimes.indiatimes.com/news/industry/covid-19-likely-to-alter-consumer-behaviour-permanently-survey/77483504>

² <https://www.financialexpress.com/industry/digital-2-0-shaping-business-success-in-new-normal-why-compassion-is-more-important-now/2112184/>

³ <https://hiverhq.com/customer-support-survey-report-2020>

About Tata Communications

Tata Communications is a leading digital ecosystem enabler that powers today's fast-growing digital economy. The company's customers represent 300 of the Fortune 500 whose digital transformation journeys are enabled by its portfolio of integrated, globally managed services that deliver local customer experiences. Through its network, cloud, mobility, Internet of Things (IoT), collaboration and security services, Tata Communications carries around 30% of the world's internet routes, and connects businesses to 60% of the world's cloud giants and 4 out of 5 mobile subscribers. The company's capabilities are underpinned by its global network, which is the world's largest wholly owned subsea fiber backbone and a Tier-1 IP network. Tata Communications Limited is listed on the Bombay Stock Exchange and the National Stock Exchange of India, and it serves customers in more than 200 countries and territories worldwide through its technology capabilities and partnerships.