

NTT Data



素晴らしいガイド



Building better Jaguar Land
Rover customer experiences at
lower cost

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GUIDING GREATNESS



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How can JLR create cost-effective, personalised customer experiences?

Jaguar Land Rover faces complex challenges as it drives ahead with its Reimagine Strategy. JLR will need to radically change and improve the customer experience to meet its ambitions and gain a competitive advantage.

NTT DATA is a global company with Japanese roots and last year moved into the top five of global IT consultancies. Our core visions of Foresight, Teamwork and Client First match JLR needs as it navigates its transformation journey.

NTT DATA is one of the market leaders in areas relevant to JLR - the premium automotive and luxury retail spaces. In Germany we are the top supplier of IT services into the BMW Group and number three in both VAG and Daimler. In the UK we are the top supplier into McLaren. We have long and deep experience in numerous projects for these brands across the entire value chain. We have already implemented many of the innovations that will become part of your programme, including Direct to Consumer, Single View of the Customer and Connected Car into After-Sales.

In this paper we explain how NTT DATA can bring substantial benefits to JLR's customer experience programmes. We describe our track record of delivery to other automotive brands and we show why NTT DATA is a committed partner that can help JLR to build better customer experiences.

What JLR says about NTT DATA

"Although NTT DATA is a big and well established company, it does not have the bureaucracy typical of other large consultants that often makes them slow and inflexible. In contrast, I have found NTT DATA retains the ability to react rapidly to our needs and respond in fresh ways. With the Refocus Programme we are attempting to deliver many projects and often do not have the resources or right skills internally. This means we need to rely on partners like NTT DATA to help us guide our thinking. We also need partners that can work with multiple platforms and advise us on the most pragmatic approaches by making unbiased recommendations without being tied to any particular solution. We have a good relationship with NTT DATA. They have a personable and relaxed approach that makes them easy to work with, but they also deliver."

Simeon Highton, Head of CRM for SAP CRM delivery Europe, UK and North America

Transforming eCommerce for Daimler Financial Services

In Italy, NTT DATA helped Daimler Financial Services to better serve its customers across digital channels. NTT DATA implemented solutions in four key areas:

- Financial retail systems with apps to support processes from dealer quotation to contract definition. Processes are now faster with dealers able to more easily close quotations.
- Handling customer email by integrating Artificial Intelligence with Salesforce to automatically answer customer requests.
- A portal for dealers to pay loan instalments and use other services, leading to simpler payment operations and faster vehicle registration.
- A chatbot to help dealers retrieve frequently asked questions and finalise contracts. More than 75% of requests are now handled by the chatbot.



Boost buyer loyalty with a single source of truth for customer data

With its history of mergers and acquisitions, JLR runs multiple CRM-related systems built up over the years. Customer data exists in isolated systems and locations, held by different functions, from sales to aftersales, from finance to marketing. This makes it difficult to realise the full value of all customer data and benefit from a consistent and intelligent customer engagement that generates more revenue.

The challenge is finding a cost-effective and quick path through the legacy forest. This requires a technology solution that will enable you to truly know your customers and maximise your engagement with them. Without consistent and well-planned engagement, you have a customer loyalty problem.

With its experience from previous work, NTT DATA has gained an understanding of JLR's CRM and customer data that can help map its target outcomes based on business needs.

We have built multidisciplinary teams of consultants, architects, business analysts and designers, who work alongside JLR champions in Feature (sometimes called Fusion) teams. Together, the teams work to identify essential cultural and business changes. We then advise you on the mix of processes, platforms and technologies that best suit your culture and design the complete CRM and data solution, whether through a conventional development programme or by using an agile approach.

In general you will not be in a position to throw everything away and start again, so it is essential to decide what can be re-used and integrated, while also accepting that some systems will need to be replaced. For JLR there is no single answer. Even a greenfield development, such as the Jaguar only brand, cannot be completely decoupled from legacy.

How can NTT DATA help? We can to work with you to implement and roll out new customer engagement solutions, cloud-based or on-premise, ensuring they

integrate seamlessly with legacy applications. Where it makes sense, we can apply new technologies to further support the integration process, and we can expand our JLR data quality programme to identify data integrity problems.

Today, the JLR overseas and EU Salesforce instances work with many of your other customer data platforms, which is a substantial step forward.

Workshops find the best ways to boost Lexus and Toyota customer experiences

To enable Lexus and Toyota dealerships and corporate office employees to improve customer services and experiences, NTT DATA conducted a series of workshops and user testing to understand and help resolve major pain points.

The research enabled NTT DATA to establish new processes and enhanced analytics dashboards to ensure a consistent, positive user experience. The result was a more powerful tool to enable dealerships and corporate users to focus on improving the customer experience.

Modernising the De Beers luxury customer experience

A good example of how we have helped a leading brand to develop luxury customer experiences is our work with De Beers. When De Beers saw the discrepancy between how people perceived its brand and the dated digital experience it offered customers, the high-class diamond trader partnered with NTT DATA to define and deliver its digital transformation, including both client and internal services.

The objective was to create a personalised, multi-channel and content-rich diamond discovery experience with the aim of consolidating the brand's position as the 'Home of Diamonds'.

NTT DATA ensured a single and consistent view of the customer through a Salesforce-based CRM transformation programme. It also redesigned the digital experience by implementing segmentation and driving personalised experiences. Finally, the logistics process was transformed, implementing key Oracle Supply Chain to ensure seamless product fulfilment.

Similarly, NTT DATA can help JLR to create luxury digital customer experiences that are high value and highly automated, as well as being delivered with costs substantially lower than those of today. As well as helping to improve operational efficiency and margin, such intelligent experiences would increase the revenue generated by JLR services.

Address the changing route to market – direct to consumer

One of the major changes sweeping across the automotive market is the rise of online purchasing.

This has led to more demand in the ways people buy cars, from the traditional route of buying through a dealer to the direct purchasing from a manufacturer, most prominently seen with Tesla. Yet even this is not the full story as hybrid routes with various levels of interaction from the manufacturer and dealer also likely to be popular.

Meeting such varying approaches to selling calls for a highly personalised and integrated omni-channel

purchasing experience. Yet too often, there is little personalisation of customer interactions because of the fragmented systems common among dealers as well as a lack of coordination between dealer and manufacturer.

The challenge is to ensure that the digital journey feels modern and luxurious, but also aligns with the fundamental elements of building, delivering and servicing the car, while also recognising that the end-to-end experience will require collaboration and coordination between the OEM, NSCs and retailers.

NTT DATA has worked with the Special Operations team, proposing engaging customer solutions to bring that personalisation and exclusive appeal to life.



NTT DATA China transform's Geely customer experiences

NTT DATA is helping Geely in China to overhaul its digital customer experiences. The work focuses on five areas:

Online digitisation: The initiative has transformed the website comprising 150+ pages, cut marketing campaign costs by 60%, supported more than 20 online ecommerce campaigns and revitalised the membership club which now has almost one million members.

Offline digitisation: Integrating online and offline experiences has solved Geely's inability to identify and track offline user behaviour and conduct targeted marketing. More than 60 digital showrooms were created, with omnichannel capabilities being implemented.

Social media marketing: Severe issues around a lack of data integration and analysis restricted social media marketing effectiveness. The upgrade project has enabled Geely to manage more than 140,000 followers across multiple platforms and is helping generate substantial leads from online and offline marketing campaigns.

Big data analysis application: A lack of centralised data prevented Geely from forming customer profiles to support sales and marketing. Using big data to accurately identify customer profile, the initiative has helped boost sales while reducing costs and improving efficiency.

China to the world: The project's successes in China are being rolled out globally with Russia being among the first countries to benefit from reduced costs and improved sales and marketing effectiveness.



How the connected car unlocks new revenue growth opportunities

Vehicle telematics, dashcams and other sensors comprise one of the fastest developing technology areas in automotive, giving manufacturers innovative ways to improve the customer experience and create new revenue opportunities. The premium segment is one of the prime movers in this area, putting JLR at risk of falling behind without focused investment.

Combining connected car capabilities with other customer touchpoints, such as the InControl app, the web and Social Media channels, will provide a rich source of data. JLR will then be better placed to build an accurate digital footprint of the customer, enabling it to pursue multiple revenue growth opportunities.

The challenge is that the proliferation of the technology is creating a flood of data which is unwieldy, expensive and in many cases untrustworthy – ultimately not creating useful insights. At NTT DATA we have developed a platform that makes sense of the high data volume by combining direct data collection, such as car location, vehicle data and safety and security alerts, with derived customer data such as travel patterns, music tastes, driving behaviour and even income bracket to create powerful insights. For JLR this can mean:

- **Targeted JLR cross-sell** to generate revenue from the sales of remote services, accessories or to personalise the physical customer experience at the dealership.
- **Enhanced servicing** through predictive maintenance and proactive customer contact. The workshop can be readied, parts ordering made more efficient and customer feedback collected to support product innovation.
- **Improved driving experiences** through location-based infotainment; home automation such as garage door and lighting control; and augmented navigation using crowd-sourced data from other drivers.
- **Targeted insights** to cross-promote partner offers, to provide location-based services such as reserved parking, or to support EV charging.

- **Support for fair business practices** by making data on vehicle use available to insurance providers, vehicle leasing companies and used car dealers.
- **Efficiently handled breakdowns and queries** through analytics-led Chatbots and helping vehicle drivers to resolve faults themselves.

NTT DATA recommends an approach which starts with a data strategy that defines JLR's vision for connected car and customer data. The next stage would then be to help you define optimised end-to-end customer journeys incorporating multiple connected car use cases.

NTT DATA is investing in building a connected data platform to more easily connect to JLR legacy platforms, such as Salesforce and SV CRM. We can refine our Connected Data Platform to ensure that the JLR Customer Data Platform accesses the right data and can help the hyper-personalisation process.

NTT DATA helps Ford China connect with customers through an electric vehicle experience platform

NTT DATA in China is helping Ford to create an advanced electric vehicle retail digital experience platform encompassing content creation, marketing campaigns, creation of a boutique mall and member centre. The project is helping to deliver data-driven, personalised marketing to win and incubate sales leads.

JLR and NTT DATA already work together successfully

NTT DATA is currently engaged in several projects with JLR in the UK in different business areas. An important element of these successes has been NTT DATA's experienced and stable teams that have provided much-needed consistency and have shown they are able to respond and roll out functionality quickly and effectively. Three prominent examples include:

SM@RT

1

NTT DATA took over an incomplete and stalled project from a long-term incumbent, introducing agile ways of working and implementing changes that were previously considered unachievable. The result was value delivered sooner than that envisioned in the original plan.

CXP

2

NTT DATA has helped JLR to transition away from multiple vendors by combining development and support. Introducing scaled agile scrum teams has increased the frequency of deployment, supported by the successful transition to a higher proportioned offshore delivery team.

Data quality

3

Working flexibly and collaboratively within JLR requirements, NTT DATA has turned a challenging project around by taking charge of inter-JLR relationships and investing in additional resources to meet original timelines.

NTT DATA streamlines Jeep's sales funnel

In a project to upgrade the digital experience of its Chinese customers, Jeep engaged NTT DATA to create a new sales funnel and mark Jeep's 80th anniversary with a campaign. The new approach targeted audiences with greater brand awareness and lifestyle content, guided offline traffic to download the Jeep app and promoted showroom visits. As well as creating an engaging digital experience, the project supports continuous optimisation based on detailed data analysis.

Contact

Find out more about how NTT DATA can help Jaguar Land Rover achieve more profitable growth as it implements its Reimagine Strategy.

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NTT DATA is a leading consulting and IT services provider, combining global reach with local expertise in over 50 countries. Whether it's business transformation, enabled by digital, data and technologies, safeguarding against security breaches, improving operational efficiency or driving new revenue streams, our vision as the Trusted Global Innovator can help organisations navigate the ever-changing digital landscape and deliver outstanding results.

NTT DATA offers a portfolio of best-in-class consulting services and innovative enterprise solutions tailored to suit the entire life cycle of IT investment. Supported by our international Centres of Excellence, our team of local experts can deliver on a wide range of services from transformation to agile development and intelligent automation for industries across manufacturing / automotive, banking, insurance, telecommunications, media and public services.

For more information about NTT DATA please visit uk.nttdata.com