

NTT Data



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How Jaguar Land Rover can use data to accelerate its Refocus Programme

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GUIDING GREATNESS



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How JLR can use data to accelerate its Refocus Programme

Jaguar Land Rover faces complex challenges as it drives ahead with its Reimagine Strategy. To meet its ambitions and gain a competitive advantage, JLR will need to work in radically new ways and transform its data landscape to support every aspect of the business. It must harness its existing skills, innovation and experience, as well as work with partners who bring their own capabilities and embed them in the programme.

Having moved into the top five of global IT consultancies in the past year, NTT DATA is a global company with Japanese roots. Our core visions of Foresight, Teamwork and Client First match JLR needs as it commences this critical journey.

NTT DATA has already successfully demonstrated its approach while working with JLR on multiple projects. Although these are predominantly in CRM and Customer Engagement, our way of working, is more agile and more collaborative than you have seen previously in these areas, delivering more features and value than ever before.

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

A proven partner with top automotive marques

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, amongst our other automotive engagements.

We have long experience in numerous projects for these brands across the entire value chain. From Digital and Data Strategy (for which we are the partner for JLR in China), to IT Strategy, to Enterprise implementation and Operational Support.

We have already implemented many of the innovations that will become part of your programme, including Direct to Consumer, Single View of the Customer, Data Monetisation, Aftersales tactical sales triggers and

Transformation of SAP CRM. Furthermore, we have delivered results using agile methodologies, often taking our customers on a journey that fundamentally changes the way they operate – for the better.

Helping JLR achieve transformation

JLR is already making progress in many areas. We have seen JLR's desire to adopt new ways of working and have proposed the best ways for you to make that transition. We have advised on some of the platforms, tools and systems that will support your transformation.

In this paper we explain how NTT DATA can bring substantial data management benefits to JLR's transformational 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 progress in several areas of its Refocus Programme.

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 diverse ownership and several phases of investment, 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 functional experts, architects, business analysts and designers, who can work alongside JLR champions in Feature (sometimes called Fusion) teams. Together, the teams can work to identify essential cultural and business changes. We can 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 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.

Defining the JLR digital strategy in China

In China, NTT DATA is working closely with JLR to develop a digital strategy under a project called the JLRC Digital Strategy Consultancy Initiative. The project spans four areas:

- 1. Mapping:** NTT DATA is undertaking detailed Customer Journey and Experience Mapping to help create a seamless, connected and superior customer experience across all digital platforms.
- 2. Priority setting:** NTT DATA is creating ideas and prioritising initiatives according to an agreed framework and in line with the key themes of Digital Roadmap and Design. We are also assisting the JLRC digital team in the design of quick win initiatives.
- 3. Organisation:** NTT DATA is helping to design the next phases of JLRC's Digital Organisation. We are identifying the key areas of the organisation that need to change first and how this can be phased across the rest of the business.
- 4. Cooperation landscape:** NTT DATA is analysing technology partners and consultancies that JLRC should engage with for each initiative and scenario. This includes how JLRC should engage these partners and consultancies and identify what internal actions are needed. This work will also consider existing JLR Global Digital Programmes, Partnerships and Planning.

Intelligently manage data to drive up profitable growth

Within JLR, many people talk about data and how it can be harnessed. As we have interacted with JLR's organisation at various levels we have seen that some efforts are being duplicated with the potential for initiatives to work against each other.

This is understandable. JLR has a fragmented data technology landscape with multiple legacy systems that result in cumbersome access to data such as sales records, customer records, production and order management information. This not only makes it hard to meet rising customer expectations for seamless digital journeys, but also slows the delivery of digital capabilities.

Possibly even worse is that people do not always trust the data, and improving data quality is another high priority. Without quality data, backed by lean and standardised business processes across boundaries, everything built by JLR will be at best unreliable and uncompetitive, and at worst, useless. NTT DATA is already engaged in helping JLR address its data quality issues through the SAP Data Quality Management project.





To assure the success, and maximise the value of future JLR data initiatives we recommend:

- **Improve data literacy** or 'the ability to read, work with, analyse and argue with data.' According to Gartner, [poor data literacy is ranked as the second-biggest internal roadblock to success for Chief Data Officers \(CDOs\)](#), and we believe improving data literacy is crucial to building trusted data. Until people throughout your organisation understand how data can drive improvements in customer experience and other business priorities, there will be a lack of motivation to support initiatives that seek to improve your underlying data. Moreover, it presents a barrier to your people's efforts to maximise the value of the investments you have made in tools and platforms, and diminishes your capacity for innovation in a rapidly changing automotive market. Our work on the [Legal & General Data Science Launchpad](#) demonstrates the value that can be unlocked through enhancing data literacy, and unleashing the innovation of your people.
 - **Focus on delivering business value through actionable insights**, rather than collecting as much data as possible. Unfortunately the analogy that 'data is the new oil' has well and truly stuck, and data for its own sake can be the driving force behind many initiatives. In our experience, this has been particularly true of connected car initiatives, with a lack of consideration of how data will enhance the customer experience. Technology alone cannot improve your business decision making or enable you to influence your customers - we have taken our knowledge from [delivering actionable insights on the racetrack](#) and [personalised customer experience](#) then applied them to everyday business intelligence. Supported by our network of 17 global design studios, we deliver Next Generation BI that can produce 80% reductions in manual reporting and make it three times more likely that decision makers make faster decisions.
- [Partner and collaborate with others](#) in the increasingly complex modern automotive customer journey. As seen in the rapid emergence of new players such as Cazoo, there is a rapid influx of new entrants to the market creating new or enhanced customer channels that are multiplying and fragmenting the typical customer journey. Not only are customer expectations evolving at breakneck speed, but new, valuable data is being created exponentially. JLR has an opportunity to establish itself as a partner of choice if it can provide high-quality data, and diversify its route to market. We have already worked with you extensively to improve your exchange of data with dealers, and can enable you to do so with a wide range of other partners.

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:

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.

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.

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 connected car data unlocks new revenue growth opportunities

NTT DATA can also support JLR's connected car ambitions by developing a data strategy that defines a vision for connected car and customer data.

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, support product development, enhance vehicle maintenance 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 and cost saving 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.

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.

Creating a modern, flexible IT structure for McLaren

Having evaluated how it can best deliver a modern, cost effective and flexible IT service to its three businesses, McLaren selected NTT DATA for its flexibility and expertise in critical applications such as SAP, ServiceNow and CRM platforms, as well as broad knowledge within end user compute and infrastructure.

The objective is to enable McLaren Services' IT function to provide true business value rather than merely being a traditional supplier of IT.



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 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.

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