



Case Study: Manufacturing

How a Venerable Carmaker Now Courts Customers Like an Internet Startup

A top automaker was fighting to deliver multichannel comms from discrete systems. Now every message is on target, every time.

The automotive sector is in turmoil. Far from Henry Ford's 'any color so long as it is black,' the industry has morphed into one where customers demand a growing range of products and services, from electric or self-driving models to car-sharing or subscription-based ownership. This desire for flexibility and personalization extends to the way customers talk to automotive brands. One major European auto brand with a global presence worked out that its customers were using up to 26 different touch points in their buyer journeys. Of these, 21 were digital.

And the auto brand was having problems using them effectively. Having spent most of its 100-year-plus history dealing with customers face to face or via traditional media, the automaker was struggling to pull its digital messages into single customer conversations. Customers, unsurprisingly, weren't responding as well as they could. As newer car brands entered the fray with fully fledged omnichannel strategies in place, our client knew it needed to up its game. In 2017, we stepped in to help.

At a Glance

A major automaker was struggling to compete in the digital age because it lacked an omnichannel communications platform. We put together a technology stack that could be easily customized across global markets. The company is now deploying more efficient, effective digital campaigns, and seeing an uplift in sales as a result.

Outcomes

- Created a single global identity for each customer, to aid with personalization.
- Sent more than 31 million personalized communications in the first 10 months.
- Achieved up to 45% open rates and 20% click rates on U.K. email campaigns.
- Helped deliver 201 leads and 104 U.K. sales in two months.
- Sold 10,000 new units over a 15-month period.

Cognizant®

Cognizant is perhaps not well known for digital marketing in the automotive industry, but we won the customer over with our cross-functional expertise, covering deep industry domain knowledge, analytics, customer relationship management and cloud-based platforms. Furthermore, we were able to offer a global capability that includes delivery centers in key business markets such as China and Singapore.

The task seemed straightforward: to replace an existing bulk messaging, one-size-fits-all approach with a setup that could deliver the right message to the right customer on the right channel, at the right time and place every time. But things were complicated by the fact that the automaker needed to deploy omnichannel communications across 21 markets, including countries as diverse as China and the United Kingdom.

To deliver a system that would work across markets with minimum customization, we proposed a global blueprint that could be deployed across regional hubs in Australia, China, Europe, Japan, Russia, South Korea and the U.S. Given the scale and agility of the program, we recommended a cloud platform with a hub concept.

The software stack, meanwhile, was made up of a range of best-in-breed systems that provided a solid technology foundation for individual markets while also allowing for considerable tailoring to meet local requirements. In practice, around 60% of the technology remains the same from one market to another, while the remaining 40% can be configured to meet local needs, from language preferences to regulatory frameworks.

Once the basic architecture had been agreed, we piloted limited-functionality platforms in the United Kingdom and Belgium. Then came the first major test of the platform: a full rollout in China. Not only

Outcomes (cont..)

- Cut campaign lead times from 40 to two days.
- Introduced real-time feedback capability.
- Generated 43,000 new leads.

was this the automaker's biggest market, but it was also a tough one to crack because of the advanced level of its existing digital initiatives and its stringent laws around cloud hosting and data privacy. For China, we adopted a phased rollout approach.

First, we implemented the core technology, with functionality for campaigns targeting known customers and prospects. Then we extended the functionality to cover online targeting of anonymous prospects and programmatic advertising on third-party websites. When complete, the technology delivered a range of benefits that the carmaker had not experienced before, including:

- The integration of data sources from customer relationship management systems, social media and more.
- The ability to exchange campaign configurations and analytical models between markets.
- Continuous campaign improvement through built-in A/B testing and control groups.

With Chinese customers now enjoying full omnichannel communications, and the platform delivering hundreds of new leads in markets such as the United Kingdom, the automaker is now relying on us to roll out the technology across its remaining markets worldwide.

About Cognizant Manufacturing and Logistics

Cognizant Manufacturing and Logistics operates as a trusted partner to global manufacturing leaders, helping them accelerate business performance in the digital world. The unit is recognized for its forward-looking approach by industry gurus, such as IDC MarketScape, which bestowed on it a “Leader” rating for service lifecycle management. Our business consulting professionals ensure that manufacturing and logistics clients receive exceptional business results from their technology investments and sourcing programs. Our domain solutions leverage digital technologies to build smart products, connect with digital consumers, provide real-time visibility into manufacturing operations, and automate knowledge work with cognitive computing. Learn more at <https://www.cognizant.com/manufacturing-technology-solutions>.

About Cognizant Digital Business

Cognizant Digital Business helps our clients imagine and build the Digital Economy. We do this by bringing together human insight, digital strategy, industry knowledge, design, and new technologies to create new experiences and launch new business models. For more information, please visit www.cognizant.com/digital.

About Cognizant

Cognizant (Nasdaq-100: CTSH) is one of the world’s leading professional services companies, transforming clients’ business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 193 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us @Cognizant.

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