

Tata Communications | Gold Winner

Measuring and Communicating Marketing Performance

Single View of the Customer

BUSINESS CHALLENGE

Over the past few years, Tata Communications has been transforming rapidly because of the changing business environment. From a predominantly network services portfolio, we today serve Enterprises with a wider range of services around connectivity, cloud and collaboration along with some specific industry solutions like Media and Financial services. Due to this evolution, we needed to engage a wider set of buying centres within the customer organisations with a broad range of propositions. This demanded a change in the scale and sophistication of our marketing engagement. We needed to accurately track the customer journey across the lifecycle and identify our engagement gaps.

BUSINESS OBJECTIVE

Our clients and prospects live a connected, multichannel life with seamless transitions between digital and non-digital touchpoints. The same customer we met at an event could simultaneously be checking competitors' websites for a better price or product feature. Besides, customers expect to have a constant brand experience across all channels and touchpoints. They also want to be recognised as unique and high priority—gaining from all the benefits that entails.

At Tata Communications, our endeavour has been to create a consistent brand experience and engagement across online and offline channels. A key enabling factor to achieve this was a robust “Single view of the Customer”.

PROGRAM EXECUTION

The execution and implementation of the project (platform) was tied to the success of the use cases identified, integration of varied sources of engagement data and building a coherent interpretation for them and rigorous UAT conducted with a cross functional team of Sales, Marketing and other functional reps.

SVC toolkit leveraged a custom built data model, definitions and rule set to create a unified, consistent view of customers and prospects by integrating customer and engagement data lying across multiple internal and external platforms.

The integrated data is interpreted and visualised to measure engagement with individual customer contacts, organisations or a cluster and helps identify the opportunities in our customer journey. The visualisations also help us correlate customer success with engagement tactics giving a view on the programs and engagement models that help us generate positive business outcomes.

A joint team of Marketing, Sales and IT stakeholders evaluated multiple third party platforms and decided on leveraging Microsoft BI for the “Single View of Customer” platform.

BUSINESS RESULTS

Marketing measurement, attribution and data driven decision making are key to a successful B2B marketing function. By building an integrated SVC toolkit as a home-grown platform, we could overcome technology, resource and skills challenges and still give a performance boost to our programs. The data and analytics powered approach has significantly enhanced our function’s contribution (150% YoY increase) and stakeholder trust.

- **Enhanced marketing effectiveness**—SVC allows us to measure and report correlation between sales success in accounts with marketing engagement and has helped broaden marketing outcomes from just pure acquired leads to customer influence and deal acceleration.
- **More transparency and trust with stakeholders**—SVC allows marketing to give every stakeholder a customised and granular view of how marketing programs are impacting their business. The confidence on Marketing team’s focus on business outcomes and its ability to adopt a quantitative, data driven approach has built trust and respect.
- **Better business**—SVC also allows for better planning and customer experience management by tracking the customer journey and identifying opportunities for up-selling and cross-selling.
- **Compliance**—SVC helps Tata Communications to be better equipped to respond to several international regulations governing customer data.
- **Better customer satisfaction**—SVC helps us engage meaningfully with our customers and prospects with the right content, tactic and channel at the right stage in their journey with us. This helps create a more meaningful interaction and a better customer experience.