



TATA CONSULTANCY SERVICES

CATEGORY EXECUTIVE ENGAGEMENT IN A POST PANDEMIC WORLD—THE TCS WAY

PROJECT SUMMARY

Tata Consultancy Services (TCS) Communications, Media & Information Services (CMI) marketing team had long emphasized the power of face-to-face marketing to deliver results. In 2019 alone, the CMI marketing team of 13 delivered 31 physical events across the globe, allowing the business line to engage personally with clients and prospects.

When the pandemic turned this marketing strategy on its head in 2020, the team needed to act rapidly to safeguard its client base of more than 70 clients.

Through primary and secondary research, as well as through industry forums, the team set out to understand the challenges clients were facing as the pandemic evolved. In particular, the team looked to connect with senior executives across communications, new media, advertising, and information services firms globally.

To gain and hold the attention of this audience, they would need to apply new marketing techniques and adopt a tone of voice that was sensitive to the circumstances brought about by the pandemic, which directly impacted many clients. However, rather than simply pivoting the traditional, physical marketing components to a digital format, the team reimaged what those customer relationships could look like.

It was imperative to provide a structure for these executive-focused activities, so the team leveraged ITSMA's executive

engagement framework and focused on five areas:

1. Prioritize the executives to engage
2. Align with TCS leadership
3. Build content for conversation
4. Orchestrate an engagement portfolio
5. Measure what matters most

The team also sought to strengthen relationships with the CMI Sales team. Historically, sales relied on face-to-face interactions, but this was no longer an option. The team focused on empowering sales not just through mutually beneficial marketing activities, but also in helping them deliver better proposals remotely. This meant investing in training on essential elements of video meetings and offering them new content that is proven to work better in remote settings.

Taking an Account-Based Marketing (ABM) approach focused on 11 priority accounts, the team used a targeted marketing campaign that included digital outreach (“always on” LinkedIn and email campaigns), events (industry, account specific and virtual), and continuous deal support. Highlights included:

- **Peer-led marketing:** Giving customers and prospects the opportunity to hear not from TCS, but from other senior leaders within their industry on how they were responding to the challenges presented by the pandemic with TCS' help.

TCS

- **Mutually beneficial marketing:** Engaging clients in activities such as speaker slots, video case studies, awards, and more, which raised the profile of both TCS and the client and allowed for stronger individual client relationships.
- **Unique virtual engagements:** Targeting ABM clients with a creative approach to virtual drinks, receptions, and dinners; for example, hosting a virtual talent show.
- **Thought leadership:** Communicating TCS' point of view on the pandemic and providing senior leaders with solutions to help them navigate uncharted territory through white papers, blogs, and webinars.

It was important for these marketing activities to be timely and relevant. For example, telecommunications companies saw an overnight shift in usage patterns as clients shifted from central business hubs, like the City of London, to home working. Thus the team marketed specific TCS solutions that had been developed in response to the crisis, such as Secure Borderless Workplaces™ (SBWS) which enables customers to rapidly shift their workforce to homeworking effectively and securely, to the right audiences.

To further raise the profile of TCS, the team looked to the TM Forum, a global industry telecommunications association. TCS was already a member but by demonstrating commitment to TM Forum, the team expanded its reach and now two CMI senior leaders are board members. This

association has led to joint customer presentations and other contributions to industry-wide initiatives.

The results across the three Rs are impactful. TCS strengthened relationships with the target market, and accounts grew during the pandemic. Joint marketing activities with clients are now considered business as usual. Brand perception improved to the point of TCS being recognized as an industry leader across multiple industry rankings. The CMI team received its highest ever customer satisfaction score, 96%, and boasts a strong 96% customer retention rate. What's more, CMI secured its largest ever single deal.