

Fiat Chrysler Automobiles Brazil Vastly Improves Customer Satisfaction and Loyalty with Transformative CX Capabilities



Abstract

FCA embarked on an ambitious journey to delight its customers with a premium brand experience across its global operations. Its first customer-driven transformation came at its FCA Brazil subsidiary, where it had an opportunity to drive customer satisfaction and loyalty through modern, responsive customer care capabilities. The engagement provided better, faster service experiences across customer interaction points, enabled agents to more effectively serve customers, and provided leaders with customer insights to make better service decisions. The robust customer experience (CX) foundation and repeatable processes built at the FCA Brazil subsidiary positioned FCA for global deployment of its bold customer-focused vision.

Client
Fiat Chrysler
Automobiles (FCA)

Industry
Automotive
Manufacturing

Offering
Enterprise
Application Services

“We had a very well structured go-live with full availability support from TCS consultants and a technical stability that allowed the business continuity of the customer care function, without any impact for customers.”

Luis Pimental,
Contact Center Key SME, FCA Brazil

About the Client

Fiat Chrysler Automobiles (FCA) is the world's seventh-largest automobile manufacturer. Its subsidiary, FCA Brazil, has been the largest automobile manufacturer in Brazil for the past three years. FCA Brazil sells over 800,000 cars annually, and has seven million customers. The company serves customers through its extensive network of over 600 dealers and contact centers with 200 employees.

Business Challenge

FCA had an exciting vision to delight its customers with innovative contact center practices. The first step was to transform its FCA Brazil customer care operation, and then expand the initiative across its global organization. FCA Brazil was driven to generate:

Excellent customer satisfaction to increase loyalty: The company wanted to improve first-call resolution and complaint closure rates to enhance the customer experience and stem dissatisfaction. It saw an opportunity to integrate critical customer interaction channels and provide proactive communications to improve service quality.

Efficient processes to best serve customers: By integrating and aligning disparate applications to solve customer needs and enabling easy implementation of business processes, FCA Brazil aimed to reduce user complaints and improve service efficiency. With better customer insights through business intelligence, it would eliminate ad-hoc reporting processes, enabling managers to make better decisions.

Comprehensive knowledge to support agents: The company saw an opportunity to deliver better customer service by providing the knowledge agents needed to solve customer queries in real time, and enabling one-click access to essential customer information bases.

TCS' Solution

FCA partnered with TCS to transform its contact center operations at FCA Brazil. TCS conducted a series of workshops to understand FCA Brazil's customer care operation requirements, demonstrate industry best practices, and redefine contact center processes. TCS formed a baseline of requirements for roll-out of the program in other regions, such as North America and Europe.

A consultative approach was taken in the engagement to create a 360-degree view of FCA Brazil's customers and modernize its customer care center. TCS' proven customer experience design framework was used to evaluate customer touchpoints. Customer experience journey mapping identified customer interactions (and sequences) and how each could be improved. Future use cases were built to define the new customer service vision. Personas were created and analyzed. In addition, a-day-in-the-life models were created to understand how agents would interact with customers in the new environment.

A host of functionalities were implemented to support the customer care vision. Operational efficiencies were created through seamless integration between customer care agents, dealers, and knowledge management. Standard automobile industry processes were implemented for the contact center. Several existing back-office applications were integrated to enable point of access for agents during case management. Proactive customer notifications—based on customer preferences—were implemented. Multi-channel support—across email, phone, SMS, and chat—enabled a seamless customer experience. A single sign-on solution and single-click search capability enabled agents to improve first-call resolution.

Numerous contact center technology integrations supported the enhanced customer service functionalities. The Oracle Siebel Automotive Industry 8.1.1.11 Application was selected as the base product, and TCS conducted a product fit gap analysis. Contact center call management was supported with Siebel Computer Telephony Integration (CTI) implemented using the Avaya Interaction Center (IC) 7.2. Many external systems were integrated with Siebel for seamless information exchange and updates. Data analysis and reporting capabilities were implemented with Oracle Business Intelligence Enterprise Edition 11g.

Oracle Knowledge Management (OKM) 8.5.1 for Contact Center was implemented. The iConnect Interface was used to access OKM through the CRM screen. OKM enabled crawling and indexing of 14 diverse information sources including the internet, intranet sites, and spare-part databases. A single-sign-on capability was enabled between Siebel and OKM using a customized (Java) solution, which saved significant costs by not requiring Oracle Expert Services involvement.

25%
faster complaint resolution

"TCS has supported us throughout the project by offering expertise, availability, and great commitment. As a result, the application has brought several new benefits related to internal processes and our customers' perceptions of quality."

Flavio Cardoso,
Head, Services Contracts and
Connected Services, FCA LATAM

Experience certainty

True certainty of success comes from working with a partner you trust to provide the insight, support and expertise that will propel your business forward. Experiencing certainty with TCS means you can count on results, partnership and leadership.

Results

As a result of the engagement and ongoing partnership with TCS, FCA Brazil created a robust, modern customer service operation that enabled the company to improve customer satisfaction and drive customer loyalty. This included the ability to:

Resolve customer complaints rapidly: FCA Brazil achieved 25% faster complaint resolution and enhanced the customer experience. This was done by implementing omni-channel customer care center capabilities delivered in a closed-loop process that ensured customer needs were met quickly and efficiently.

Address customer needs the first time: With the implementation of customer self-service capabilities and an integrated, easily-accessible knowledge repository for customer service agents, FCA Brazil significantly improved first-call resolution. This reduced the need for customers to call back and reduced the load on the customer contact center, which improved service quality.

Reach customers where they choose to interact: The omni-channel customer service capabilities improved customer satisfaction, allowing service agents to create cases from different channels, meeting customers on their terms, where and how they wanted to interact.

Ensure customers quickly reach the right representative: Enhanced call routing capabilities improved the customer experience by ensuring that customer needs were addressed rapidly and managed by the right contact center agent. Calls were resolved quickly with fully-automated assignment of cases to service agents. With skill-based routing, customers always reached the right representative to meet their needs.

Enable agents with the knowledge to serve customers: Enhanced knowledge management capabilities drove significant improvements in customer service with the integration of different systems. Data from different systems was available in a single application for contact center agents to deliver informed and consistent interactions to meet the needs of FCA Brazil's customers.

Create comprehensive customer views: The engagement created a 360-degree view, enabling all the customer information to be accessible from a single viewpoint. This information was used to deliver proactive notifications based on customer preferences.

Enhance contact center performance with customer insights: By implementing enhanced business intelligence and reporting capabilities, FCA Brazil provided its managers with deeper customer insights. Replacing inefficient and ad-hoc reporting processes with integrated capabilities enabled managers to easily access and customize business intelligence reports.

To know more

For more information, please contact: OracleCX.Cloud@tcs.com

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Tata Consultancy Services is an IT services, consulting and business solutions organization that delivers real results to global business, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model™, recognized as the benchmark of excellence in software development. A part of the Tata Group, India's largest industrial conglomerate, TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

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