



Tata Consultancy Service

Bringing the best of TCS to the rest of TCS

Summary

A story well told is a sale well made. And that is at the heart of the collaboration between marketing and sales.

This is especially true in the technology sector and when the company is Tata Consultancy Services (TCS)—a complex and multi-layered organization, with more than \$25 billion in annual revenue, over 606,000 employees spread across 55 countries, thousands of clients, and an even greater number of technology and industry solutions. As TCS charts a roadmap to become a \$50-billion company in the next decade by helping clients transform their business with digital technology, it took a hard look at how it could take client engagement to a new level by retelling its story. This meant reframing the way it articulated the value it delivers to large enterprises.

Articulating and amplifying TCS' strengths and capabilities is just one part of the plan. Our larger objective is to transform its culture to embrace consultative selling with its problem-solving approach. Our sales enablement platform encompasses both of these aspects. A one-stop shop for sales teams, it offers a wide variety of information assets that have been carefully curated from every corner of TCS—from business units, client teams and geographies to our research and innovation organization. We created an information architecture that structured content to drive consultative behavior. We ensured that the marketing assets articulate capabilities and company values in sync with the TCS brand identity. All of this is achieved using AI-driven, modular, plug-and-play solutions on a multimedia platform.

Program Overview

The self-serve, customizable portal that connects all stakeholders in the sales journey is built as an application on Adobe Experience Manager (AEM), hosted on Azure cloud, and is part of a suite of applications on TCS' intranet. In just three years, it has grown to more than 15,000 assets and, with 11,000 users, has become the primary destination for all sales enablement content.

To design the right platform, the TCS marketing team needed to understand business aspirations as well as user behavior.

It conducted a design thinking workshop with a sample set of sales users, in addition to quantitative and qualitative studies among leadership teams and sales and marketing users.

After synthesizing all the efforts, a low-fidelity wireframe was created, which in turn was vetted by a group of users and user experience experts before the platform was built. Several groups of stakeholders were co-opted to keep the feedback loop alive and ensure continuous improvements.

Program Execution & Lessons Learned

Adobe Analytics provides the team with much-needed intelligence on usage to help refine content and target campaigns. Dashboarding tool Qlik was also used to create a reporting dashboard for marketing. Today, we have a wealth of analytics and insights to identify trends of usage and provide measurable ROI on marketing assets. We also created a mobile app to cater to the salesperson on the go.

Incremental improvements in search and recommendations have been helping TCS improve the performance of the system. For instance, 'search not found' decreased from 16% to 4% over the years, with clicks on search results increasing from 75% to 88%, indicating relevancy.

Operationally, the platform has been a significant efficiency driver for the sales team—which previously had to tap their personal networks to support the sales process—and a means for encouraging collaboration across internal silos.

In a testimonial page on the microsite, frequent users share how it has helped them craft new solutions, respond to requests for proposals, put together customer presentations, and play an important role in critical client engagements.

Business Results & Future Plans

For the platform to meet its objective of becoming an invaluable partner to its users in the sales process, the salesperson needs to make it a daily habit. To drive this behavior, the team launched a campaign called #MakeItACoffeeHabit that successfully used diverse channels to influence users.

In short, our sales enablement platform aggregates content with the right articulation, provides the appropriate nudges to users to drive behavioral change, and pulls together a 'OneTCS' voice to take to market. It brings the best of TCS to the sales team anytime and anywhere to help them remain always aware and always current.