



Mastering intentional experiences – India CX report



September 2023

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Foreword

In the last couple of years, we have witnessed seismic global events, such as the COVID-19 pandemic, the Ukraine-Russia war, unanticipated weather patterns and the rapid adoption of disruptive technologies. These events have had an unusual impact on Indian consumers and have altered the way they purchase, consume and behave today. In this report, we examine how Indian companies are adjusting to catch up with ever-changing consumer expectations and identify organisations that are leading in customer experience (CX) through a primary survey of more than 5,000 consumers. Further, we have provided a way forward for companies looking to consistently deliver a superior customer experience.

In today's day and age, the customer values a product not only on price but also on how the customer experience is delivered. Customers not only want connected journeys, transparent processes and seamless transitions across channels but also expect experiences to be tailored to meet their circumstances. How well customer experience is delivered can be measured using the six pillars of customer experience: personalisation, integrity, expectations, resolution, time and effort and empathy. As per KPMG India-Equitor report¹, companies can realise an additional USD200 billion of value by unlocking the potential

of CX through right CX strategies. An enterprise that aligns every critical process, function and relationship around customer experience has a higher chance of emerging a winner.

KPMG International conducted a global survey across 25 markets benchmarking leading brands on their performance on customer experience. This survey measures CX across the six pillars based on a standardised method to account for variations across different geographies. Insights from the survey highlight that India has scored higher than the global average on the Customer Experience Excellence (CEE) score. This means that brands in India have had a focus on providing personalised experiences and meeting customer expectations more effectively. The survey further indicates that top-performing brands in CX today have higher customer loyalty and advocacy and customers see higher value in their offerings. These brands make considerable efforts to understand customer needs and provide customised experiences while also respecting customers' time and effort.

This report covers a few select examples of brands that have demonstrated superior customer experience by leveraging well-defined tools and approaches.



It is imperative for businesses to recognise and appreciate that customer experience is much beyond transactional. In the Indian market, leading companies and brands have recognised customer experience as imperative to sustained value creation. Personalisation has emerged as a key pillar to drive customer loyalty. Focusing on customer needs and experience will be necessary for brands to stay relevant in the current scenario and to make consumers as their biggest advocates/brand ambassadors.











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1. Customer experience – The key to sustained value creation, KPMG in India & Equitor Value advisory published in 2022

2023 key insights - What India values most

This year’s report highlights how leading brands have fostered intentional experiences across five focus sectors and what is needed for organisations to become a master in experience-driven excellence.

Key Insights	Implications for organisations
 <p>Top five global brands in India are performing better in CEE Index² compared to most markets driven by the personalisation pillar.</p>	<p>To succeed in new markets, organisations must comprehend consumer needs and preferences, customising their offerings accordingly.</p>
 <p>Personalisation is the leading driver for loyalty and advocacy in India.</p>	<p>Organisations need to collect customer data at each touchpoint - sales, marketing and service and analyse it holistically to drive better decision-making on campaigns, product launches, etc.</p>
 <p>Many of the brands in the survey have set the bar higher by improving their CEE score (avg +5 per cent) mainly driven by improvement in the expectations pillar (avg +7 per cent).</p>	<p>Organisations need a top-down approach, implementing a customer-centric strategy to meet evolving consumer needs. As customers grow more demanding, winners respond leaving a clear call to action for those lagging.</p>
 <p>Brands with high online channel satisfaction score³ did better on integrity, personalisation and time and effort.</p>	<p>Brands should analyse customer journeys to identify opportunities for showcasing their purpose and values, enhancing customer experiences across channels along the way.</p>
 <p>Retail sector consumers have the highest loyalty score (8.45) of any sector, whilst the logistics sector scores (8.09) the lowest.</p>	<p>Retail organisations must prioritise key customer trends such as individual well-being, environmental sustainability and digital transformation in order to foster customer loyalty.</p>
 <p>Financial services consumers have the highest level of promoters, with 55 per cent willing to promote the brands driven by integrity in their operations.</p>	<p>Financial services organisations need to identify the pivotal factors influencing their industry and leverage strategic initiatives that set them apart, ultimately driving customer loyalty.</p>
 <p>>50 per cent of customers are willing to pay more for a product/service backed by an environmentally or socially ethical brand.</p>	<p>Organisations can leverage behavioural motivations to segment their customers, allowing them to tailor messaging, create new product categories and establish pricing strategies accordingly.</p>
 <p>The older generation gives higher loyalty score to brands as compared to the younger generation⁴ as they are pleased if the brand meets their expectations and maintains integrity in operations.</p>	<p>To create personalised and meaningful experiences, organisations should adopt context and circumstance-driven segmentation techniques, enabling them to cater to individual needs and preferences effectively.</p>

2. CEE Index = (CEE Rank/No of brands in the market)
3. Customer satisfaction with the brand’s web channel interactions (email, brand website, web chat, Social Media etc.)
4. Older generation age is 45+ years while the younger generation age is between 18-34 years






The six pillars of customer experience act as the gateway to designing intentional experiences

For 13 years, KPMG professionals across the globe have been asking consumers about their individual experiences with brands. Over that time, more than 5,50,000 consumers worldwide have been interviewed, providing more than 5.5 million individual evaluations across 39 countries, regions and jurisdictions to support our expertise in customer experience best practices.

As a part of this survey, views of more than 89,000 consumers across 25 markets were taken. The brief scope of the report is as follows:



About the research: The research for this report was conducted via an online survey methodology. A nationally representative consumer sample, comparable in terms of age and gender and showing regional representation, was used to conduct this survey. To participate in the research and to be able to respond to questions on a specific brand, respondents must have interacted with that brand in the last six months. This survey is focused more on urban consumers. An interaction is defined as making a purchase of the organisation’s products or services as well as contacting it with a query or even browsing its website or stores so not all respondents were existing customers of the brand they evaluated. We have empirically discovered that these six pillars personalisation, time and effort, expectations, integrity, resolution and empathy serve as a definitive measure of CEE. These pillars are intricately connected, forming a robust framework to assess the delivery of customer experience across various channels, industries and organisation types. Better customer experience then gets reflected in terms of higher Net Promoter Score (NPS), brand loyalty and value.

Key metrics: the six pillars of CEE					
 Personalisation	Using individualised attention to drive emotional connect	Show me you know me	Recognise our history together	Surprise me with something relevant	Individualise what you do
 Time and Effort	Minimising customer effort and creating frictionless processes	Make my time investment pleasurable	Maximum of three steps to my objective	No longer than 2 minutes of wait	Advise me of pitfalls ahead
 Expectation	Managing, meeting and exceeding customer expectation	Be competent	Offer what was promised and more	Surprise me with additional benefits	Provide value consistent with what I paid
 Integrity	Being trustworthy and engendering trust	Act in my best interest	Do what you say you will	Stand for something more than profit	Keep me informed
 Resolution	Turning a disappointing experience into a great one	See my point of view	Go the extra mile if required	Surprise me in how you fix my issues	A warm and sincere apology
 Empathy	Achieving an understanding of the customer's circumstances to drive deep rapport	Invest time in listening to me	Provide the right emotional response	Treat me as your priority	Take ownership of my issues

India's standing on Customer Experience Excellence metrics 2022


Global CEE Metric 2022 across 25 countries

Countries	No. of brands	CEE Metric
India	154	8.25
Global	3051	7.68


Sample: 25 countries
CEE Metric is on a scale of 1-10

- Brands considered across participating firms can be broken down across the same nine sectors
- Across all 25 countries, integrity and personalisation came out as the two leading pillars of focus while empathy was the lagging pillar
- Variation in the CEE metrics over 2021 has ranged from -1 per cent to +1 per cent for participating countries


India's average score across the six pillars




Personalisation
8.28




Time and Effort
8.27




Expectation
8.24



Integrity
8.35













Resolution
8.20



Empathy
8.12

Sample: 154 brands in India across 9 sectors
Ratings are on a scale of 1-10 across the six pillars of Customer Experience Excellence (CEE)

India's focus sectors showcasing high CEE metric

Retail	Financial services	Travel	Telecom	Utility
<div>8.33 CEE metric</div> <div>Leading pillar-8.43 </div> <div>Lagging pillar-8.19 </div> <div>The retail sector demonstrates strong loyalty scores, indicating low customer churn, higher retention and a willingness to pay more due to perceived value.</div> <div>Scored highest on Loyalty – 8.47/10</div>	<div>8.28 CEE metric</div> <div>Leading pillar-8.43 </div> <div>Lagging pillar-8.16 </div> <div>The financial services sector excels in integrity and personalisation, leading to higher Net Promoter Scores (NPS). This fosters better customer advocacy and reduces customer acquisition costs.</div> <div>Scored highest on NPS – 43/100</div>	<div>8.11 CEE metric</div> <div>Leading pillar-8.15 </div> <div>Lagging pillar-8.04 </div> <div>The travel sector received low score in the empathy pillar, indicating persistent challenges in the quality of customer communication and query handling.</div> <div>Scored average on most parameters</div>	<div>8.10 CEE metric</div> <div>Leading pillar-8.23 </div> <div>Lagging pillar-7.92 </div> <div>The telecom sector showcases low subscriber loyalty due to inconsistent network quality across circles from a single operator, lack of personalised customer support and the ease of mobile number portability (MNP) process. The availability of similar plans/packages and freemium models across operators are the other factors.</div> <div>Scored lowest on Loyalty – 8.24/10</div>	<div>8.07 CEE metric</div> <div>Leading pillar-8.25 </div> <div>Lagging pillar-7.94 </div> <div>The utilities sector, despite lagging in comparison to other sectors and the market average, receives high customer perception on the integrity pillar, possibly due to the trust placed in government-owned utility brands</div> <div>Scored lowest on perceived value– 7.85/10</div>

Higher CEE scores correspond to higher NPS scores, emphasising the importance of customer experience in driving advocacy. Elevated CEE scores translate into reduced customer retention costs and increased potential for upsell revenue.

Brands with lower empathy scores are perceived to have lower value, hindering premiumisation unless improvements are made in the empathy pillar.

Movers and shakers of 2022

As organisations invest in meeting ever-rising customer expectations, it has been difficult to be distinctive. But some have managed to significantly improve their positions on our index. The brands with the highest jump in CEE ranking are our movers and shakers.



5. ICICI Prudential Life Launches AI-powered voice chatbot , Livemint, published on August 31, 2020

6. Kalyan Jewellers Investor presentation, May 2022

7. HDFC Life launches video life certificate facility for pensioners, The Economic Times, published on Nov 22, 2019

8. HDFC Life launches Google assistant bot for stay-at-home policy servicing, Livemint, published on Aug 13, 2020

9. Airtel rolls out new brand campaign around customer program #AirtelThanks, The Economic Times, published on May 9, 2019

10a. Streaming originals in India: The 2022 story, Ormax Media, published on Jan 11, 2023

10b. How Disney+ Hotstar came to rule the OTT Industry in India, 5paisa.com, published on Dec 09, 2022

11. Crossword plans to open more stores, formats and launch an app, The Financial Express, published on May 21, 2022

Note: Our findings are basis secondary research and interactions with key industry stakeholders, other companies in the same sector may also have implemented similar initiatives which may not have been captured.




Sector: Financial services

Integrity is the leading pillar in the financial services sector

Financial services sector brands are finding ways to add value and create superior customer experiences (CX) through technology deployment, analysing customer data across touchpoints and focusing on digital commerce. These initiatives have impacted all six pillars of CX with integrity driving the CX while empathy still being an area where brands can improve.


Leading pillar for the financial services sector

Integrity

Financial services in India maintain a high level of integrity in their operations by:

- pre-issuance verification calling (PIVC) as a mandatory step before onboarding customers
- protecting customers from risks by implementing fraud prevention systems like KYC, two factor authentication/multi factor authentication, segregation of rights (maker/checker/approver)
- video KYC to ensure customer understands the T&C and what s(he) is buying into and to minimise the risk of mis-selling
- providing product and services disclosures to customers including product literature in regional language
- adhering to strict regulations

Lagging pillar for the financial services sector

Empathy

Empathy can drive better CX for the financial services sector. Brands can do this by:

- proactively offering value-add services (like health camp) in difficult circumstances like pandemic, earthquakes, floods, etc.
- organising financial literacy workshops (for tax management, succession management, insurance, pensions, etc.)
- offering financial management guidance at the time of money inflows due to fixed deposit/mutual fund/policy maturity/surrender, etc.
- providing procedural assistance to customers in need
- managing the quality of customer resolutions with a quicker turnaround on feedback

Comparative performance of brands on CEE metrics

Brand	CEE score	Leading pillar	Score	Lagging pillar	Score
ICICI Prudential	8.60	Time and Effort	8.70	Empathy	8.42
ICICI Lombard	8.48	Resolution	8.57	Empathy	8.29
Life Insurance Corporation	8.44	Integrity	8.67	Empathy	8.19
Max Life	8.41	Personalisation	8.49	Empathy	8.29
HDFC Life	8.39	Integrity	8.52	Empathy	8.31
ICICI Bank	8.38	Personalisation	8.50	Empathy	8.21
PhonePe	8.38	Integrity	8.46	Empathy	8.17
HDFC Bank	8.37	Integrity	8.44	Empathy	8.25
State Bank of India	8.34	Integrity	8.66	Empathy	8.08
Standard Chartered	8.32	Integrity	8.57	Empathy	8.15

The financial services sector excels in integrity and personalisation, leading to a higher Net Promoter Scores (NPS). This fosters better customer advocacy and reduces customer acquisition costs. Another reflection is in the perceived value being offered by the brand. Most Indian consumers being financially prudent will always prefer a trusting entity to handle their money. They are often likely to stick to the brand in case of satisfactory experience.



NPS Score*

43/100

Highest among sectors



Loyalty Score+

8.39/10

4th best sector




Value Score^


8.18/10

Best performing sector


Legends



NPS measures the likelihood of a customer recommending the brand and is calculated as the difference between promoters and detractors.



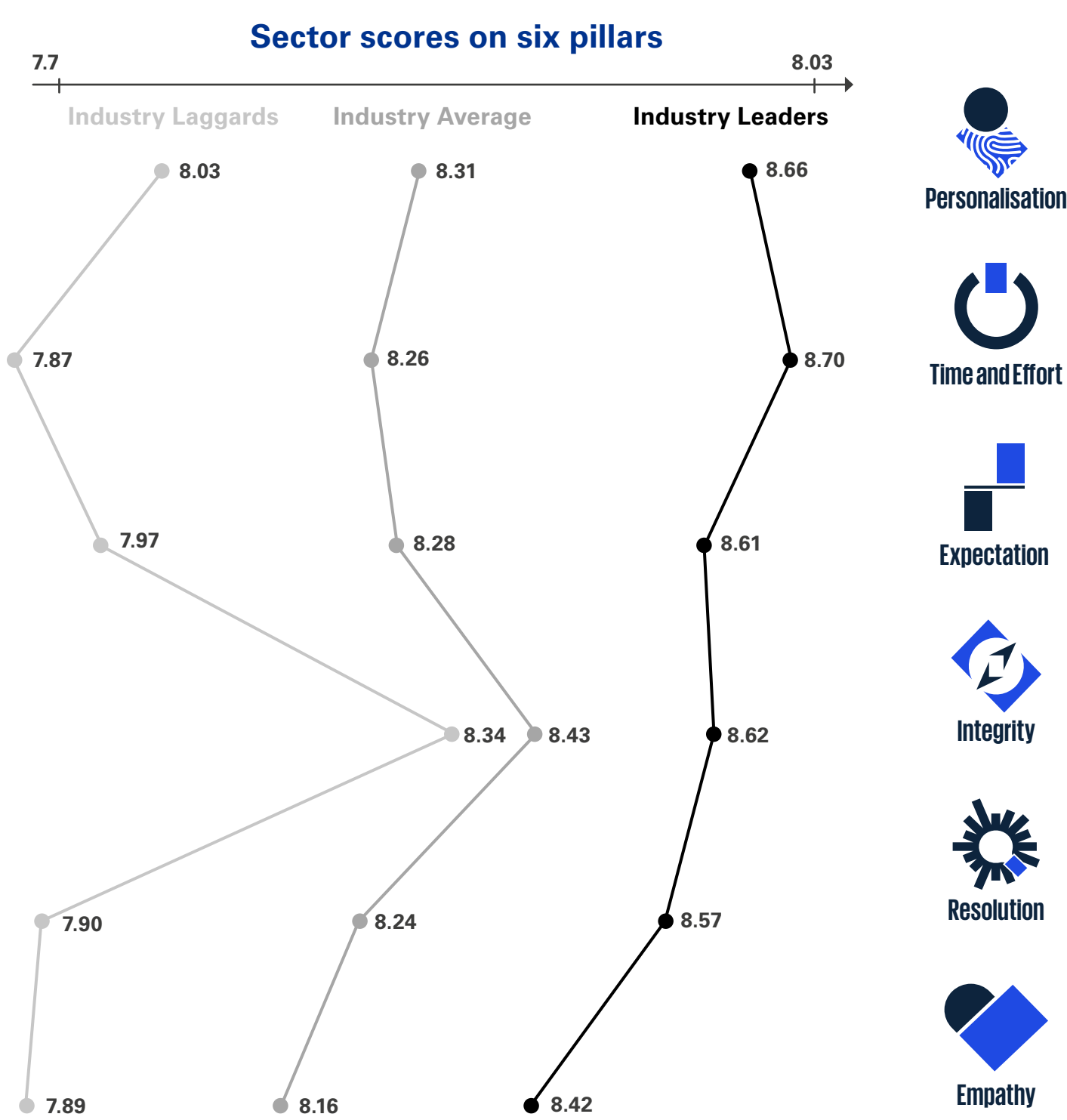
Loyalty score is the likelihood of continuing to buy goods/services from the brand



Value score is extent to which a brand offers good prices/rates

Leaders in the financial services sector are driving intentional customer experiences across the six pillars

With an aim to provide elevated customer experience, financial services organisations focus on making their processes easy and convenient, providing clear information about products/services and offering responsive customer services. Personalisation and automation are also becoming increasingly important to improve customer experience and increase efficiency in serving customers. As businesses in the financial services sector are improving their customer experience, the sector has seen the highest improvement in the CEE metric score (rising 6.5 per cent over the 2018 score) amongst sectors surveyed.



Examples of sector leading practices

Personalisation

ICICI Prudential developed the ability to leverage data and information available from past service interactions with customers and employ intelligence to create personalised solutions¹²

Time and Effort

Max Life introduced artificial intelligence/machine learning initiatives for auto underwriting of policies, thus reducing the issuance turnaround time for customers¹³

Expectation

HDFC Life educated consumers on the critical role of life insurance in securing their financial future via its campaign #InsureKareinBinaDelay, which reminds consumers a day before the premium due date¹⁴

Integrity

Life Insurance Corporation implemented Front-end Application Package (FEAP) which enabled policyholders to receive policy status reports, revival quotations, loan quotations, payment of premiums, etc.¹⁵

Resolution

PhonePe designed support journeys and workflows for customers on a digital bot platform that automates the resolution process. Over 80 per cent of support queries are automated¹⁶

Empathy

HDFC Bank launched the "HDFC Bank Cares" program to empower employees to prioritise their own well-being, fostering a team that is emotionally invested¹⁷

12. How ICICI Prudential Life Insurance is using AI to raise the bar for customer service, Express Computer, Srikanth RP, published on January 2022

13. How Max Life wants to leverage AI/ML to improve customer experience, The Hindu Business Line, K R Srivats, published on August 2021

14. HDFC Life gives a reality check to consumers about the importance of life insurance, Exchange4Media, published on May 2023

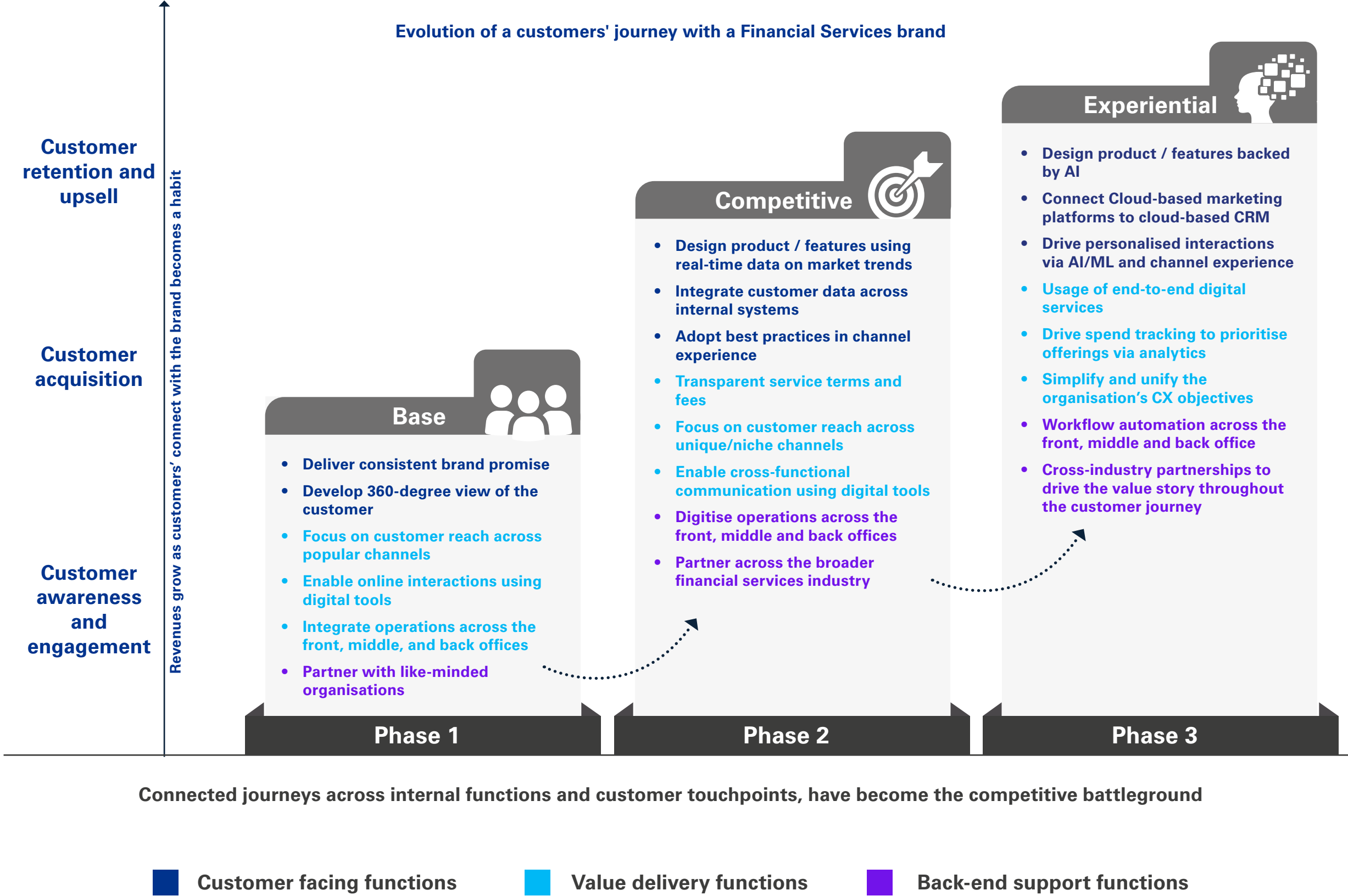
15. Information Technology and LIC, July 2023

16. How PhonePe's head of CX is improving customer journeys, Economic Times CIOs, Bhragu Haritas, published on August 2021

17. Annual Report 2021-2022, HDFC Bank published on July 2022

Note: Our findings are basis secondary research and interactions with key industry stakeholders, other companies in the same sector may also have implemented similar initiatives which may not have been captured.

Make it happen - drive connected operations to deliver exceptional value




Source: KPMG Connected Enterprise Future of Sector publications



Sector: Retail


Integrity is the leading pillar in the retail sector

The retail sector is making the customer journey more convenient by providing online shopping options, even for high-ticket items like jewellery. With features like personalised discounts, multiple delivery and payment options, AI-powered virtual try-on options and easier return policies, the customer is enjoying the process more than the product itself. Based on the CEE survey, retail sector brands have managed to score high on integrity while empathy pillar still needs further improvements. Providing a good customer experience requires enterprise-wide empathy, which entails identifying with and understanding the customer’s situation, feelings and motives. Improving on the empathy pillar can help organisations humanise customer experience.

Leading pillar for the retail sector

The retail sector in India maintains a high level of integrity in its operations by:

- being transparent about pricing, T&C, etc.
- treating customers equally regardless of order history and payment methods, etc.

Lagging pillar for the retail sector

Empathy can drive better CX for the retail sector. Brands can do this by:

- actively responding to customer feedback
- training employees to exhibit empathy during customer interactions
- offering a convenient return and replacement service

Comparative performance of brands on CEE metrics

Brand	CEE score	Leading pillar	Score	Lagging pillar	Score
Tanishq	8.84	Integrity	9.00	Resolution	8.82
Leading footwear brand	8.67	Expectation	8.77	Empathy	8.51
Leading E-commerce platform	8.67	Integrity	8.75	Empathy	8.45
Malabar Gold	8.63	Integrity	8.79	Empathy	8.43
Nike	8.62	Integrity	8.82	Empathy	8.40
Kalyan Jewellers	8.60	Personalisation	8.66	Empathy	8.47
Titan Eyeplus	8.59	Personalisation	8.67	Expectation	8.48
Skechers	8.58	Integrity	8.66	Empathy	8.36
Puma	8.57	Expectation	8.68	Empathy	8.41
Senco	8.57	Expectation	8.70	Empathy	8.45

The retail sector demonstrates strong loyalty scores, indicating low customer churn, higher retention and a willingness to pay more due to perceived value. Customer effort is a strong predictor of loyalty. The less effort it takes to be a customer, the more loyal we become. Incidentally, time and effort is the second leading pillar for the retail sector, pointing to high customer loyalty. since most of the purchases happen through e-commerce marketplaces, the buying experience is mostly similar across brands. Differentiation is primarily based on product quality and design, which comes into play under the integrity and expectation pillars.



NPS score
40/100
2nd best sector with 53 per cent of promoters



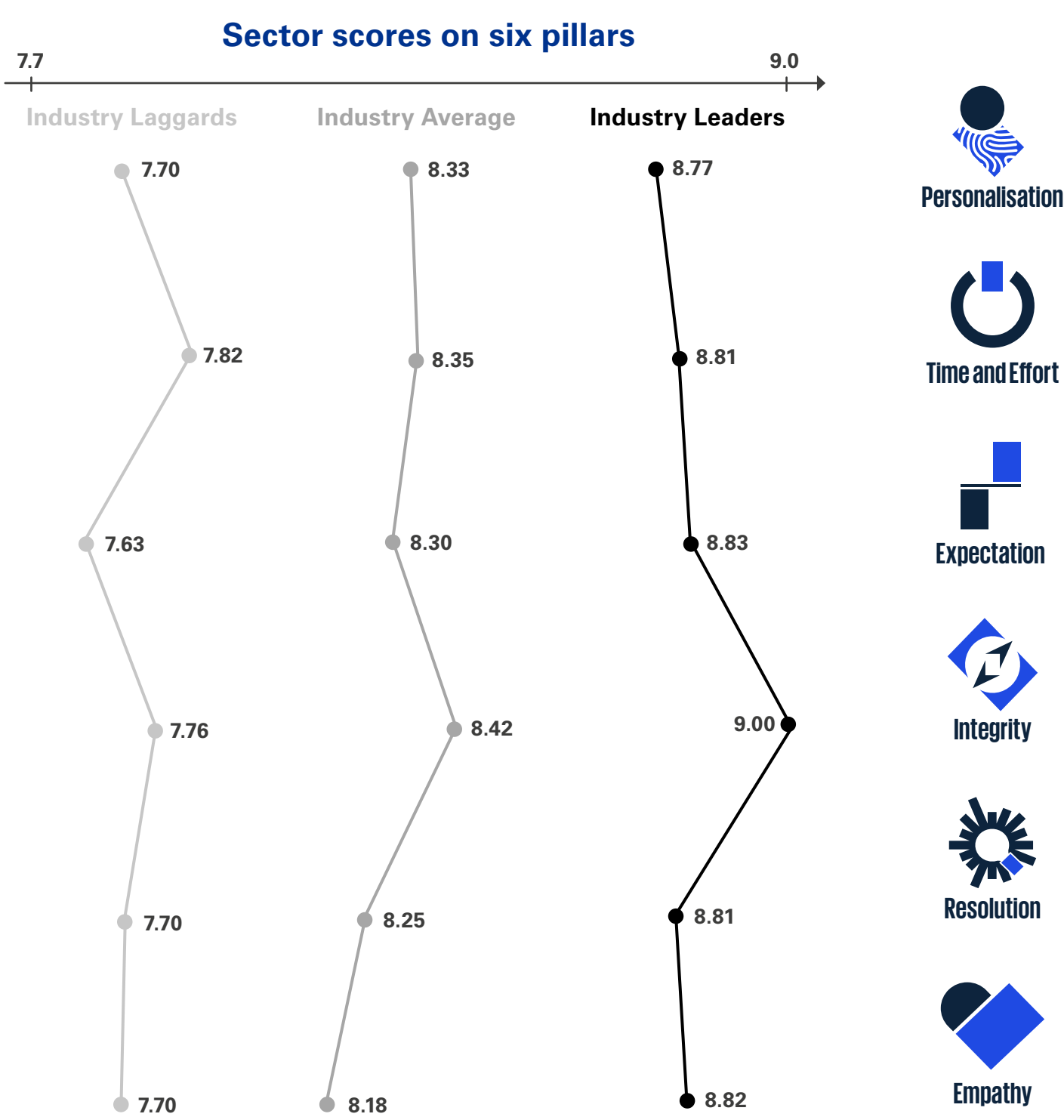
Loyalty score
8.45/10
Highest loyalty score



Value score
8.09/10
2nd best performing sector

Leaders in the retail sector are driving intentional customer experiences across the six pillars

The retail sector relies heavily on providing a good customer experience, which includes creating an inviting store environment, offering a wide variety of products, having a knowledgeable and friendly staff and providing easy and convenient ways for customers to shop, both in-store and online. Personalisation and seamless experiences across channels are key focus areas for organisations in this sector.



Examples of sector leading practices

Personalisation

Leading footwear brand designed a mobile app, powered by artificial intelligence, to personalise the shopping experience, which understands user preferences using a new and improved wish list, live chat and augmented reality try-on¹⁸

Time and Effort

Zara provided ultimate omnichannel experience on the app with features like scanning items in-store to check availability, size and color; facility to book trial rooms; and in-store guide to locating items¹⁹

Expectation

Kalyan Jewellers enabled customer outreach and service network called ‘My Kalyan’ to direct marketing efforts locally and promote the brand, showcase product catalog and drive traffic to the nearest showrooms²⁰

Integrity

Tanishq introduced a digital initiative called “Enhance trust with tech” to showcase integrity in sourcing Gold and Diamond by doing end-to-end traceability, meeting compliances, quality screening and certification requirements²¹

Resolution

Leading E-commerce platform took customer service to social platforms, e.g., monitoring its social media handle seven days a week in multiple languages, thus furthering its customer-centric approach²²

Empathy

H&M introduced a collection called “Conscious”, which was made from fibres derived from food waste, wood pulp and recycled metals and textiles, encouraging customers to ‘wear the waste’²³

18. Leading footwear brand’s AR sneakers try-on app, Virtual Reality Marketing, Alvin Manalac, published on December 2019

19. Zara’s Store Mode, the ultimate omnichannel experience, Medium, Insights Hunter, published on August 2021, Can a hyperlocal strategy push Kalyan Jewellers ahead?, Fortune India, Anto T.Joseph, published on March 2021

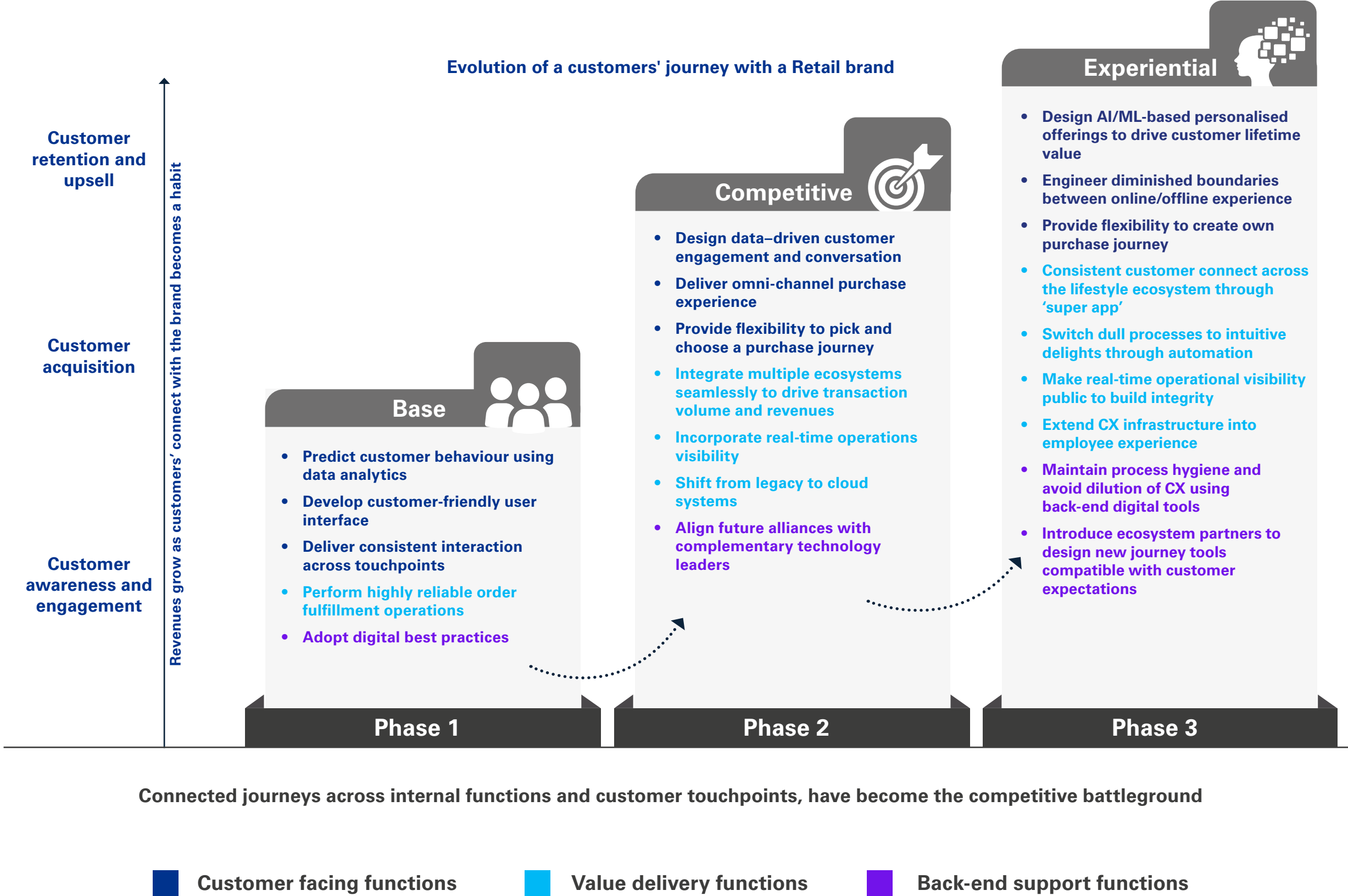
20. Can a hyperlocal strategy push Kalyan Jewellers ahead?, Fortune India, Anto T.Joseph, published on March 2021

21. Annual Investors & Analysts Forum 2022, Titan Company, published on May 2022

22. Leader in customer experience, Qualtrics, Chelsea Hunersen, published on July 2019

23. H&M’s latest Conscious Exclusive collection made from waste, Fashion United, Danielle Wightman-Stone, published on November 2020

Make it happen - drive connected operations to deliver exceptional value




Source: KPMG Connected Enterprise Future of Sector publications



Sector: Telecom


Integrity is the leading pillar in the telecom sector

The telecom industry in India is actively enhancing the customer experience on the backbone of 360-degree customer insights built on data analytics. To reach closer to their subscribers, they have introduced innovative self-service options, enabling customers to manage their accounts, make payments and resolve common queries independently. A full view of subscriber behaviour, has helped them in offering personalised plans and services tailored to specific subscriber personas. Moreover, they are further investing in automation and digitalisation to offer faster and more efficient customer support.

Leading pillar for the telecom sector

The telecom sector upholds a strong commitment to integrity in its operations by:

- ensuring compliance with regulatory requirements
- implementing stringent data privacy and security measures to protect customer information
- transparency in rating and billing of services

Lagging pillar for the telecom sector

The telecom sector can enhance customer experience (CX) by embracing empathy as a driving force through:

- improving customer service channels to provide prompt and personalised assistance
- proactively communicating service disruptions or changes to minimise customer inconvenience

Comparative performance of brands on CEE metrics

Brand	CEE score	Leading pillar	Score	Lagging pillar	Score
Airtel	8.23	Integrity	9.00	Resolution	8.09
Jio	8.23	Expectation	8.77	Empathy	8.03
Vi	7.83	Integrity	8.75	Empathy	7.64

The telecom sector currently exhibits a moderate level of customer advocacy. Subscriber loyalty remains low due to inconsistent network quality across circles from a single operator, lack of personalised customer support and the ease of mobile number portability (MNP) process. Customers perceive less value for price in this sector, primarily due to the availability of unlimited data packs and freemium models, which can diminish the perceived worth of the services provided when compared to other industries.



NPS score
36/100
Low NPS score



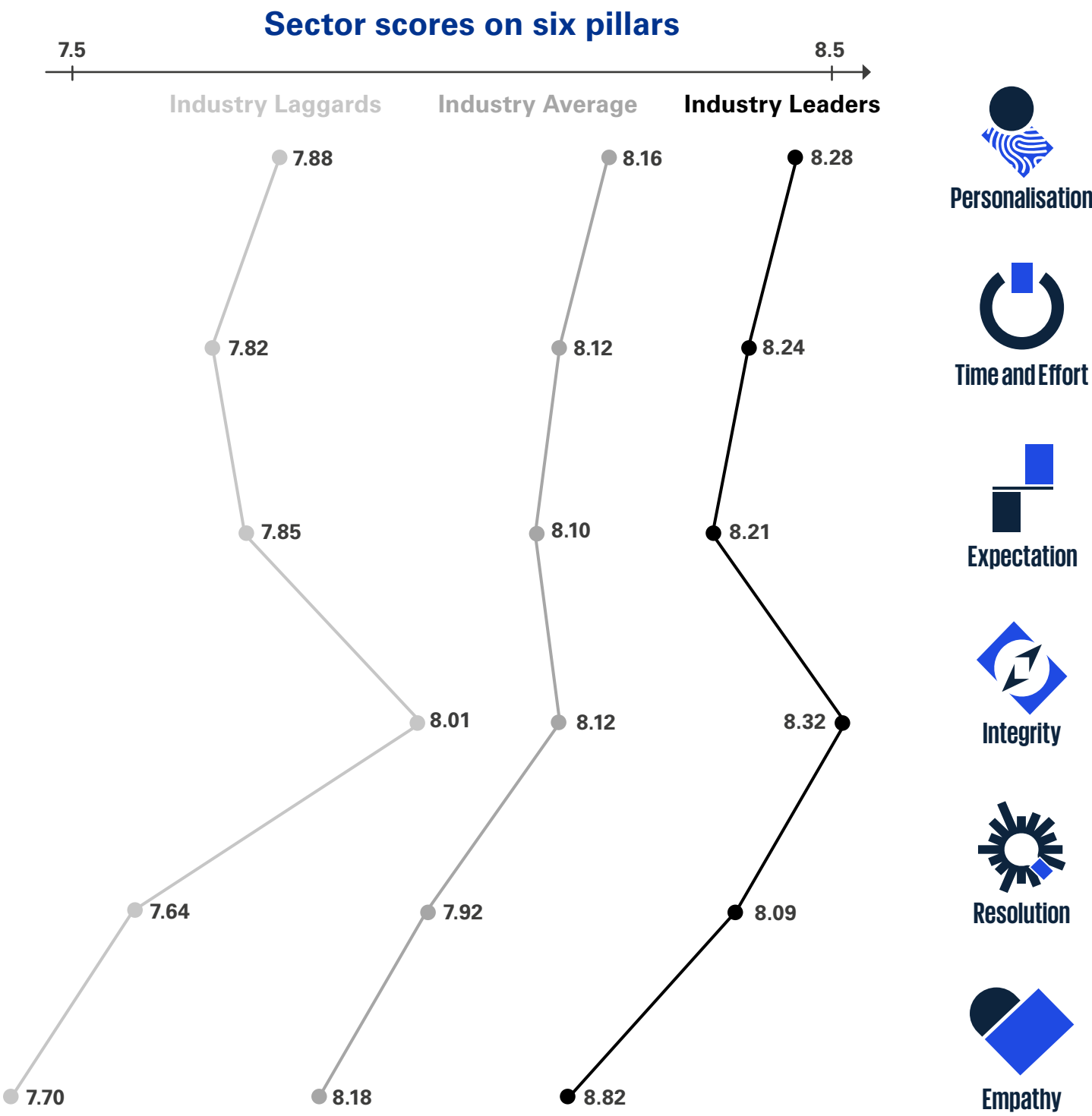
Loyalty score
8.24/10
Lowest loyalty score



Value score
7.91/10
Low performing sector

Leaders in the telecom sector are driving intentional customer experiences across the six pillars

The telecom sector demonstrated commendable performance in meeting customer expectations, scoring the highest among all pillars. However, the resolution pillar showed the lowest improvement, indicating ongoing challenges for customers in getting their queries resolved. Interestingly, customers found the most satisfaction through the telecom sector's social media channels.



Examples of sector leading practices

Personalisation
Airtel offers personalised rewards and benefits to its customers based on usage patterns and preferences, including special offers on OTT platform services as per subscription plans²⁴

Time and Effort
Vodafone Idea launched “self-KYC” for automating customer onboarding from the ease of their homes with SIMs delivered to their doorsteps, resulting in a 20 per cent reduction in KYC drop-offs²⁵

Expectation
Jio enabled customer access to cross-lifestyle Jio services through a super-app built on Jio Platforms, and a penetration pricing strategy, becoming one of India’s first self-service apps to reach 100 million app downloads on Google Playstore. Currently, as on 31 August 2023, this app has more than 500 million downloads on Google Playstore²⁶

Integrity
Airtel showcased network strength and coverage by making their network information public. It shows areas of strong coverage and spots where they are working to improve²⁷.

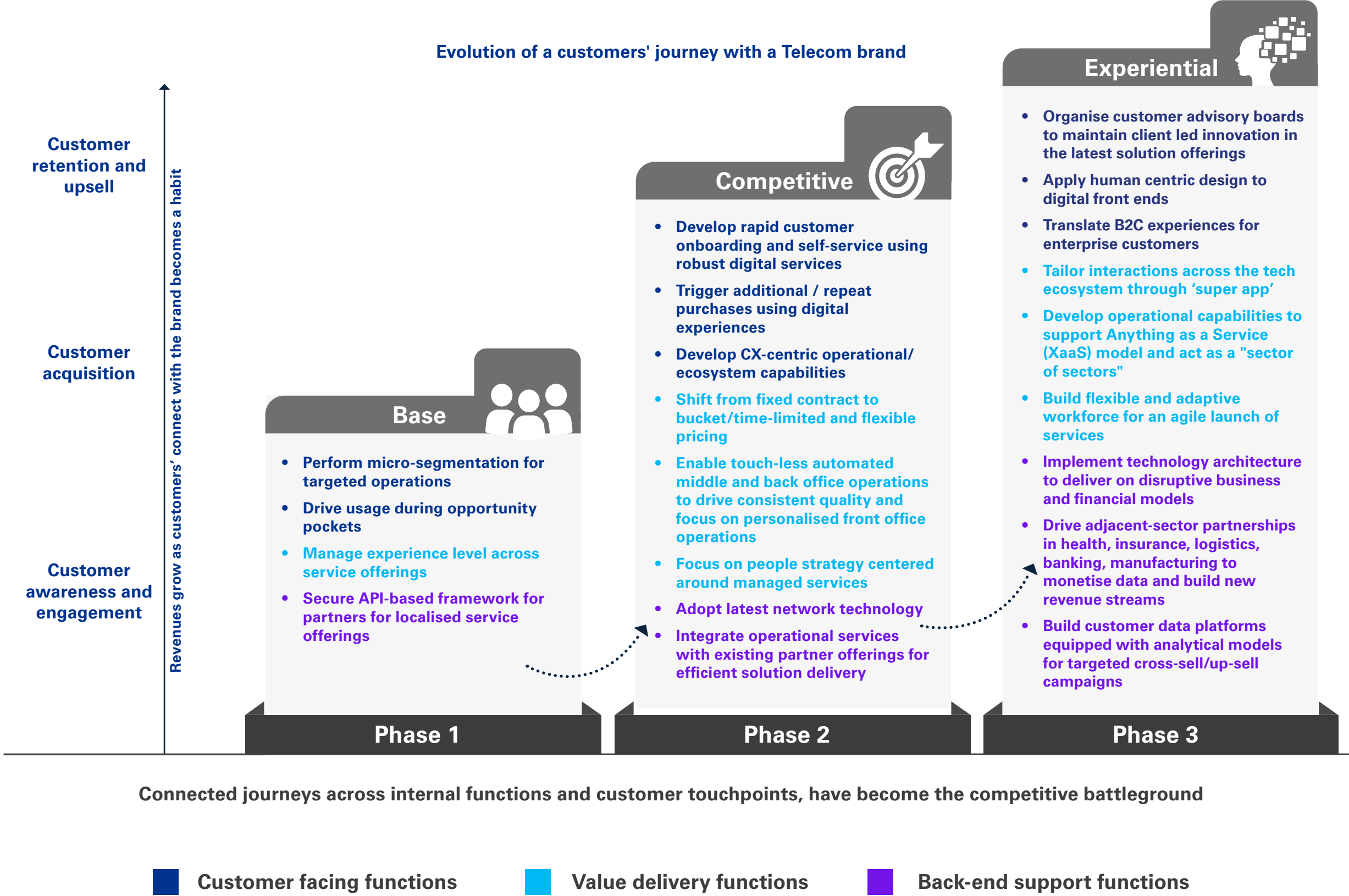
Resolution
Airtel collaborated with leading OEM to double the amount of automation in its network; fully automated 69 per cent of alarms; and reduced mean time to repair (MTTR) by 29 per cent and network unavailability by 47 per cent²⁸

Empathy
Jio compensated the users in Madhya Pradesh and Chhattisgarh region with complimentary 2-day unlimited plans as some of the customers faced service disruption for more than 4 hours in 2021²⁹

24. Airtel offering free Netflix and Amazon Prime subscription with select plans, India Today, Divya Bhati, published on Jan 2023
25. Vodafone Idea launches self-KYC for new SIM connection, here is everything you need to know, India Today, Divya Bhati, published on Mar 2023
26. MyJio app registers over 100 million downloads on Google Play, The Economic Times, published on Aug 12, 2017
27. Airtel open network accessed on Jan 2023
28. Airtel's data-driven transformation journey, TM Forum, John C Tanner, published on Nov 2021
29. Jio network down: Jio says glitches were reported and fixed, gives free 2-day unlimited data to affected users, India Today, Ketan Pratap, Oct 2021

Note: Our findings are basis secondary research and interactions with key industry stakeholders, other companies in the same sector may also have implemented similar initiatives which may not have been captured.

Make it happen - drive connected operations to deliver exceptional value




Source: KPMG Connected Enterprise Future of Sector publications



Sector: Travel


Integrity is the leading pillar in the travel sector

The travel sector, particularly airlines, is implementing various measures to make the customer journey more convenient. They offer user-friendly and intuitive website and mobile applications, enabling customers to easily search, select and book flights. Additionally, they offer web check-in options, allowing passengers to skip long queues at the airport. Moreover, airlines provide real-time flight status updates and notifications through multiple channels, keeping customers informed about any changes or delays. These initiatives collectively contribute to a more convenient and hassle-free customer journey in the travel industry.

Leading pillar for the travel sector

The travel sector in India maintains a high level of integrity in its operations by:

- adhering strictly to the safety regulations and protocols to ensure the well-being of customers
- providing transparent and accurate information regarding flight schedules, policies, promoting trust and accountability

Lagging pillar for the travel sector

Empathy can drive better CX for the travel (airlines) sector. Brands can do this by:

- actively responding to customer feedback
- emphasising empathy in the training programs to provide compassionate service
- proactively communicating service disruptions or changes to minimise inconvenience to customers

Comparative performance of brands on CEE metrics

Brand	CEE score	Leading pillar	Score	Lagging pillar	Score
Vistara	8.67	Time and Effort	8.73	Resolution	8.56
IndiGo	8.20	Integrity	8.31	Empathy	8.04
Air India	8.18	Integrity	8.33	Resolution	8.07
Spice Jet	7.77	Resolution	7.71	Empathy	7.71

The travel sector received the lowest score in the empathy pillar, indicating persistent challenges in the quality of customer communication and query handling. The industry also has one of the lowest scores in perceived value. Travel has become increasingly expensive, resulting in low customer tolerance for bad experiences. Nevertheless, the sector has a high loyalty score, which was not possibly derived from good experiences but from the brand offering one of the least bad experiences.



NPS score
41/100
63 per cent promoters



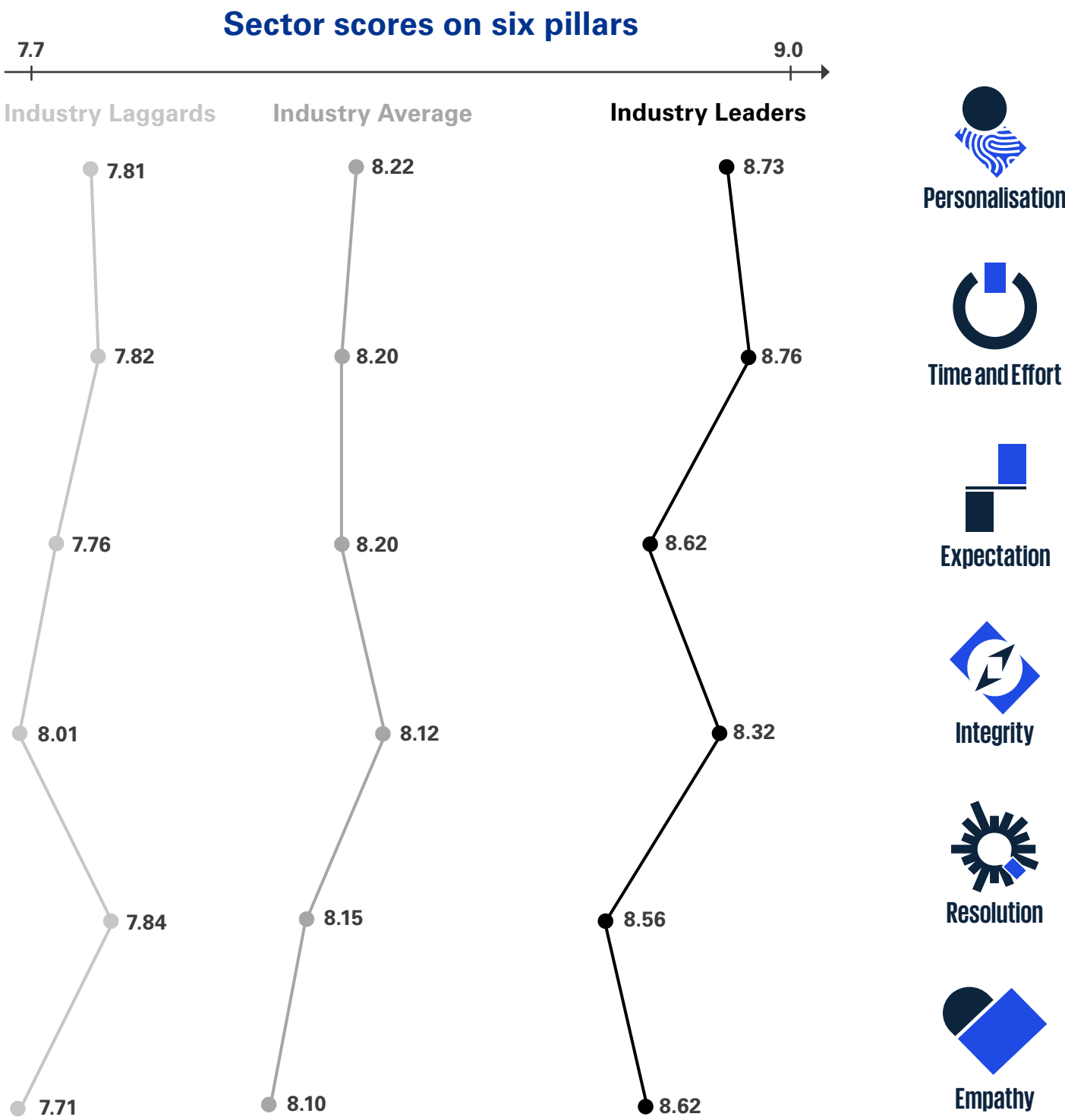
Loyalty score
8.43/10
One of the highest loyalty score



Value score
8.09/10
Laggard in value score

Leaders in the travel sector are driving intentional customer experiences across the six pillars

The travel sector showcased impressive performance, securing the highest score in the integrity pillar, reflecting the widespread trust customers have in travel players. However, it received the lowest score in the empathy pillar, indicating persistent challenges in query resolution and issue resolution for travel (airlines) organisations. Surprisingly, despite limited usage, customers expressed the highest satisfaction with the social media channel. It is noteworthy that customers still preferred face-to-face and direct channels over web channels to engage with the brands, signaling their inclination towards more personal interactions.



Examples of sector leading practices

Personalisation

Vistara offered personalised benefits under the loyalty program, “Club Vistara”, including priority services, lounge access, bonus points, exclusive offers and communications on travel preferences³⁰

Time and Effort

Indigo implemented self-service kiosks at various airports, enabling passengers to check-in, select seats, print boarding passes and drop off their baggage without waiting in long queues (ground staff encourage self-service kiosk usage)

Expectation

Akasa Air brought a pet-friendly policy for its travelers, allowing them to bring in their domesticated dogs and cats on their flights³¹

Integrity

Air India introduced “FogCare” initiative to eliminate the impact of flight disruptions due to fog by offering affected passengers easy options to reschedule or cancel their impacted flight at no extra cost³²

Resolution

Indigo launched its mobile application to allow customers to manage bookings, make changes and seek changes conveniently. Also integrated its chatbot Dottie into the mobile app³³

Empathy

Emirates introduced “Fly with me” collection where they give plush toys with printed activity blankets to kids to keep them busy on their long-haul flights³⁴

30. About Club Vistara, Airvistara.com, accessed on Jan 2023

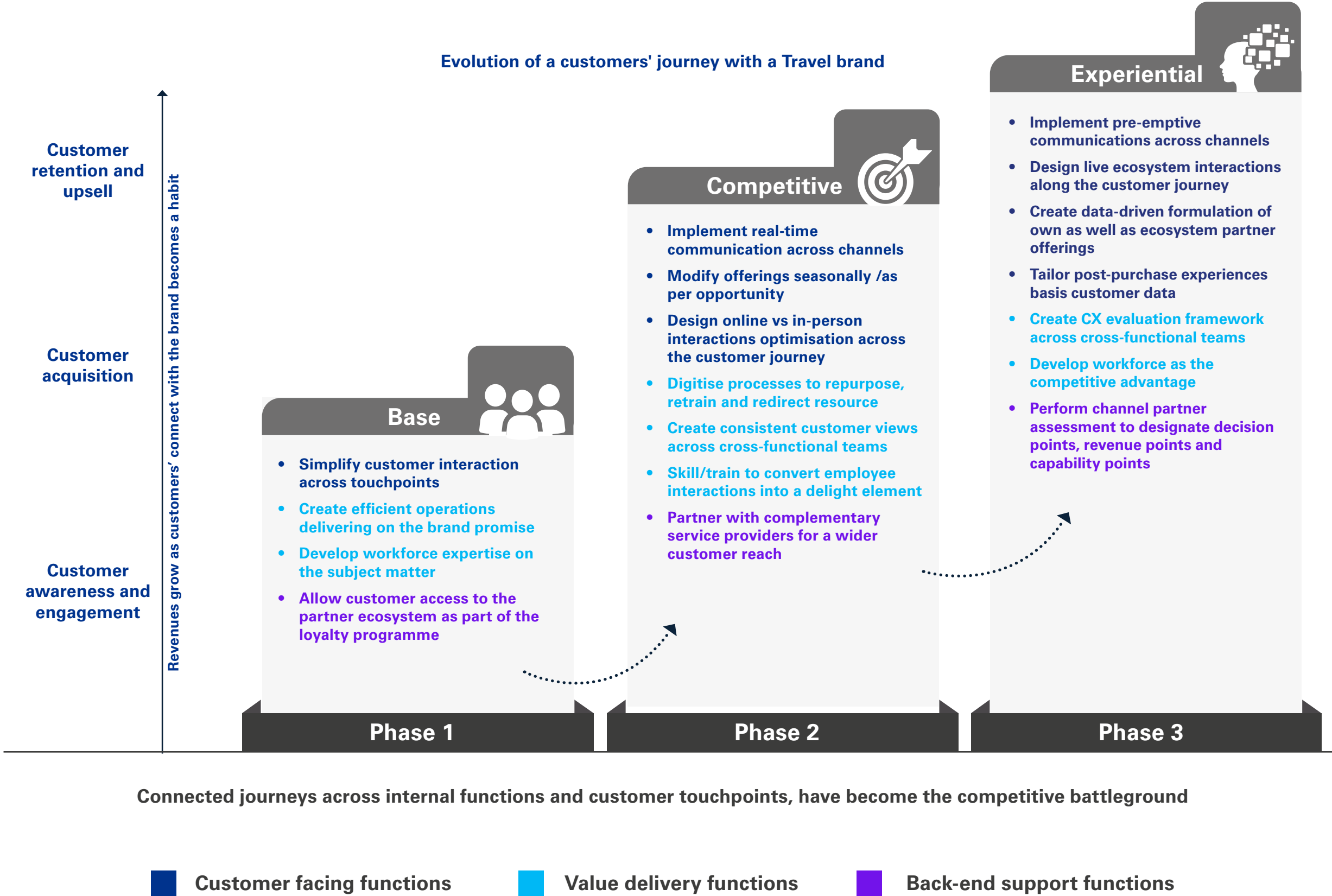
31. Akasa Air to allow passengers to bring pets onboard, The Hindu, Jagriti Chandra, published on Oct 2022, 32 Air India launches 'FogCare', flyers allowed to reschedule, cancel flights impacted by fog, India Today, Poulomi Saha, published on Dec 2022

32. Air India launches 'FogCare', flyers allowed to reschedule, cancel flights impacted by fog, India Today, Poulomi Saha, published on Dec 2022

33. Indigo annual report FY 21-22. accessed on Jan 2023

34. Kids 'fly better' with Emirates new range of collectible toys and bags, Emirates, published on Mar 2023

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Source: KPMG Connected Enterprise Future of Sector publications



Sector: Utility


Integrity is the leading pillar for the utility sector

Utility companies are making the customer journey more convenient through various initiatives. Firstly, they are implementing self-service options such as online portals and mobile applications, enabling customers to manage their accounts, make payments and access important information conveniently. Secondly, utility companies are enhancing communication channels by providing proactive updates and notifications about service disruptions, billing and energy usage. Additionally, they are investing in advanced metering technologies that offer real-time data and enable accurate readings without customer intervention.

Leading pillar for the utility sector

The utility sector in India maintains a high level of integrity in its operations by:

- being transparent about pricing, terms & conditions, etc.
- treating customers equally
- having customers view utility companies as partly or fully controlled by the government, thus propelling trust amongst its customers

Lagging pillar for the utility sector

Empathy can drive better CX for the utility sector. Brands can do this by:

- listening to customer feedback
- training employees to exhibit empathy toward customers
- proactively communicating service disruptions or changes to minimise customer inconvenience

Comparative performance of brands on CEE metrics

Brand	CEE score	Leading pillar	Score	Lagging pillar	Score
Indian Oil	8.31	Integrity	8.54	Empathy	8.17
BYPL	8.27	Integrity	8.33	Empathy	8.12
Tata Power Delhi Distribution Ltd.	8.25	Integrity	8.45	Empathy	8.05
Hindustan Petroleum	8.16	Integrity	8.30	Empathy	8.01
Bharat Petroleum	8.13	Integrity	8.36	Empathy	8.03
Tata Power	8.06	Integrity	8.17	Empathy	8.04
Mahanagar Gas	7.88	Integrity	8.17	Empathy	7.55
Adani Electricity Mumbai Ltd.	7.85	Integrity	7.96	Empathy	7.75
CESC Ltd.	7.72	Integrity	7.94	Empathy	7.50

The utility sector, despite lagging in comparison to other sectors and the market average, receives high customer perception on the integrity pillar, possibly due to the trust placed in government-owned utility brands.



NPS score
34/100
Laggard in NPS score



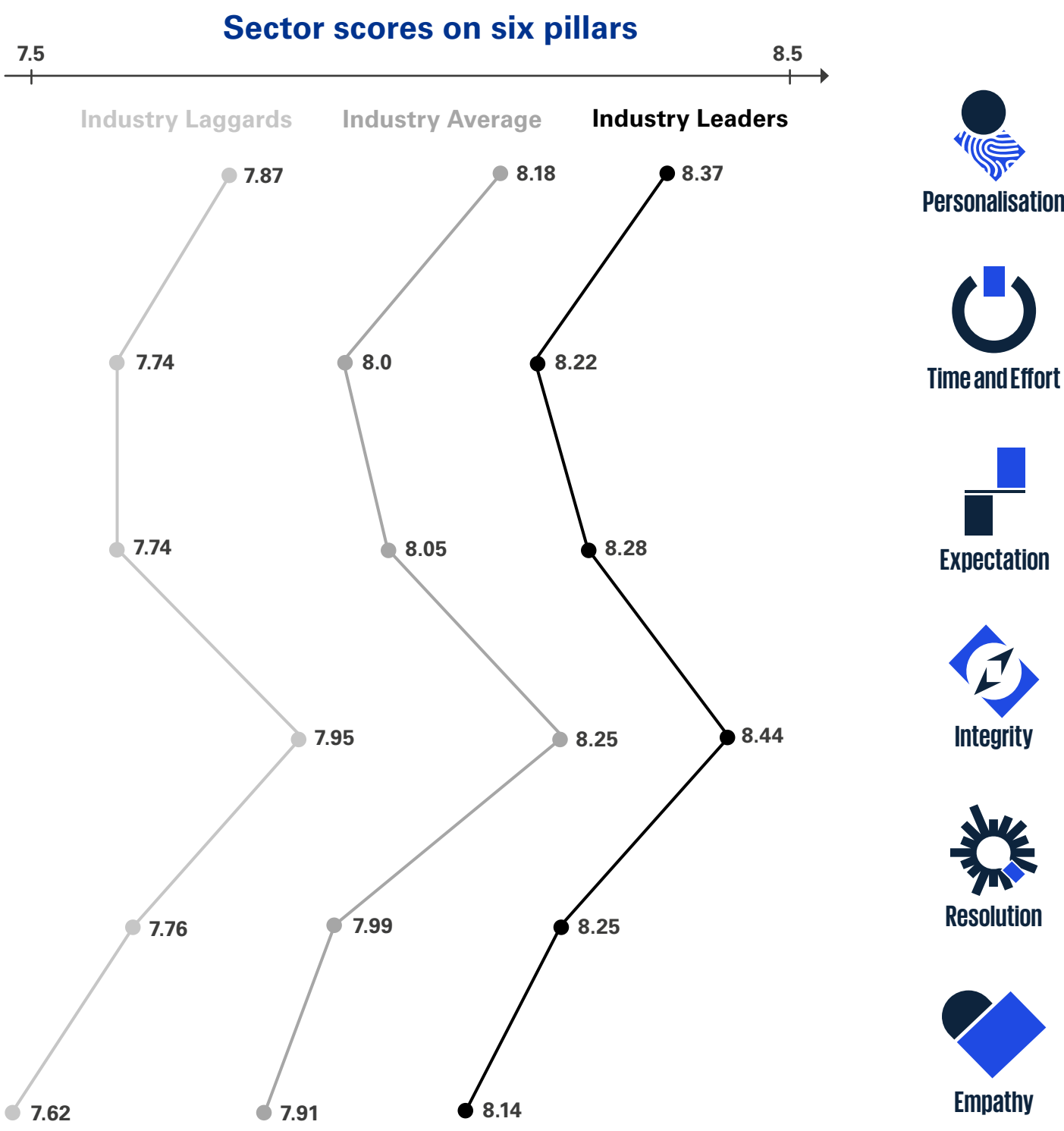
Loyalty score
8.39/10
2nd highest loyalty score



Value score
7.85/10
Laggard in value score

Leaders in the utility sector are driving intentional customer experiences across the six pillars

The utility sector displayed notable performance. It achieved the highest score across the integrity pillar, indicating that utility players are widely perceived as trustworthy and able to inspire trust. However, the sector scored the lowest in the empathy pillar, highlighting ongoing challenges in resolving customer queries and problems with utility companies. Interestingly, customer satisfaction was the highest with the social media channel, despite its limited usage. Most customers still preferred face-to-face or web channels to engage with utility brands.



Examples of sector leading practices

Personalisation
Indian Oil implemented a customer loyalty programme (XtraRewards) that offers customised benefits and rewards based on individual preferences and consumption patterns³⁵

Time and Effort
Indian Oil introduced a mobile app and web portal that helps customers with quick response to their service requests and also supports them in quicker order fulfillment with real-time order, inventory and invoice updates³⁶

Expectation
Tata Power provides automated meter reading systems, enabling accurate and hassle-free meter readings without customer intervention³⁷

Integrity
Hindustan Petroleum focused on delivering high-quality and genuine fuel products, maintaining stringent quality control measures³⁸

Resolution
Tata Power established 24x7 customer service helplines and digital platforms (web portal, webchat, mobile application etc.) for customers to easily report and track their complaints

Empathy
Hindustan Petroleum conducts regular customer awareness programs and campaigns to educate and empower customers regarding safety, conservation and leading practices³⁸

35. Loyalty programmes, Indian Oil Corp Ltd., accessed on Jan 2023

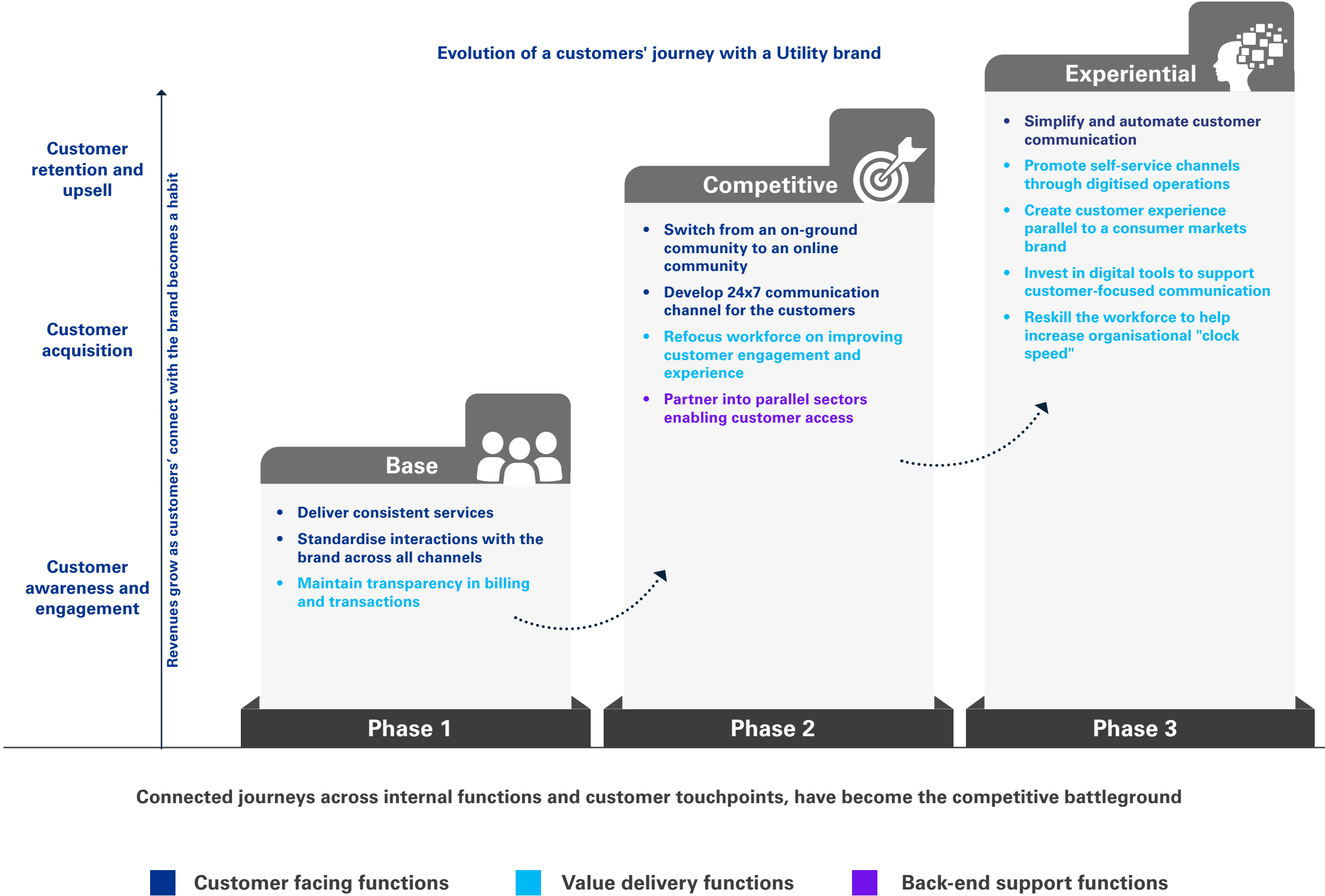
36. Indian Oil's robust digital technology aids seamless operations in lockdown, Press Information Bureau, published on May 2020

37. Customer centricity, Tata Power, accessed on Jan 2023

38. Hindustan Petroleum Corporation Limited Annual Report FY 22-23 accessed on July 2023

Note: Our findings are basis secondary research and interactions with key industry stakeholders, other companies in the same sector may also have implemented similar initiatives which may not have been captured.

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Source: KPMG Connected Enterprise Future of Sector publications

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CEE and 6 Pillars

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