



twimbit

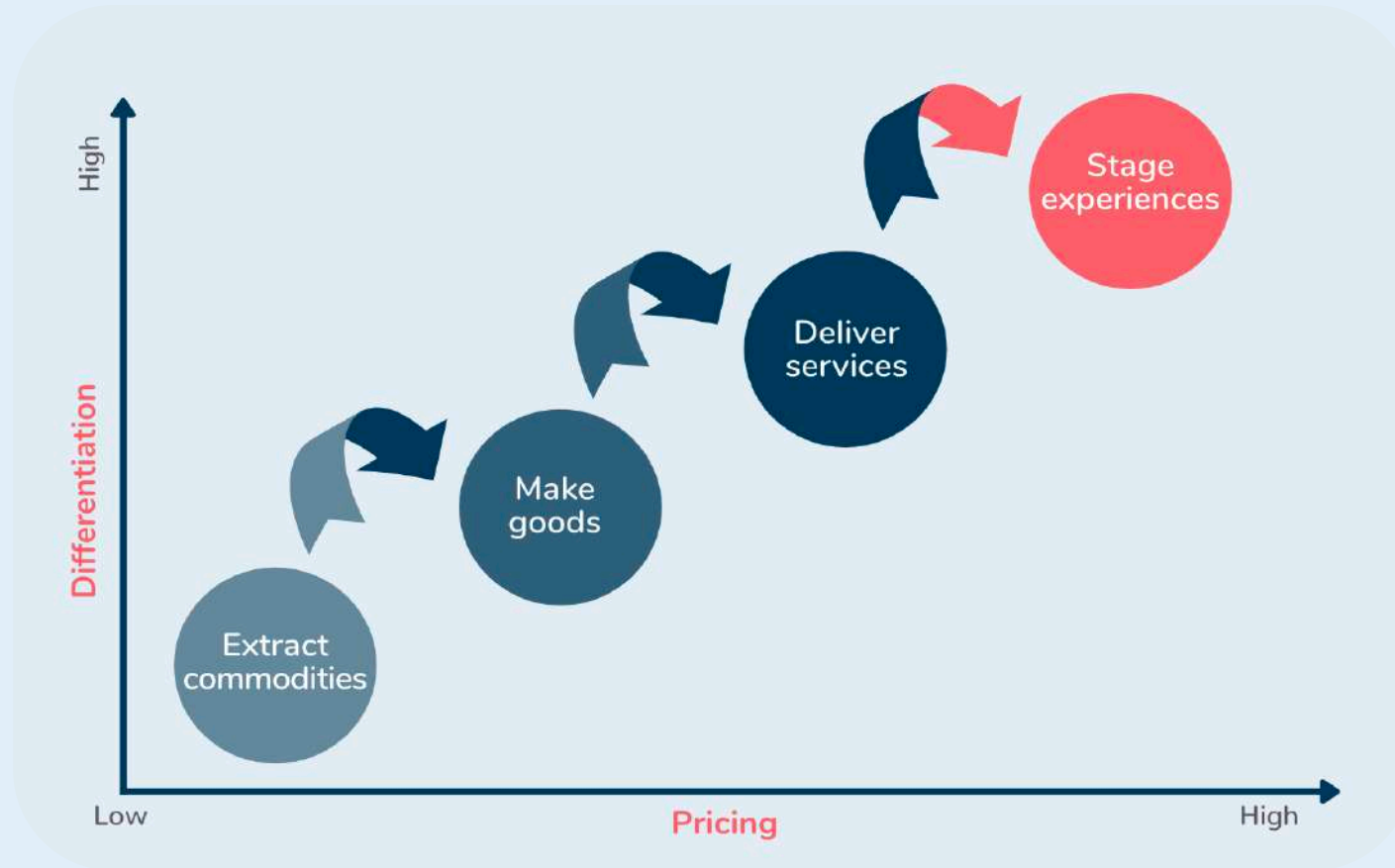
# Winning with CX

Lessons from Asia Pacific's Top 10 companies

By Manoj Menon

# The experience economy

The progression of economic value



Source: *Welcome to the Experience Economy*, B. Joseph Pine II & James H. Gilmore, Harvard Business Review

# The experience economy

“

In 25 years, what people buy will be mostly stories, legends, emotion, and lifestyle. ”

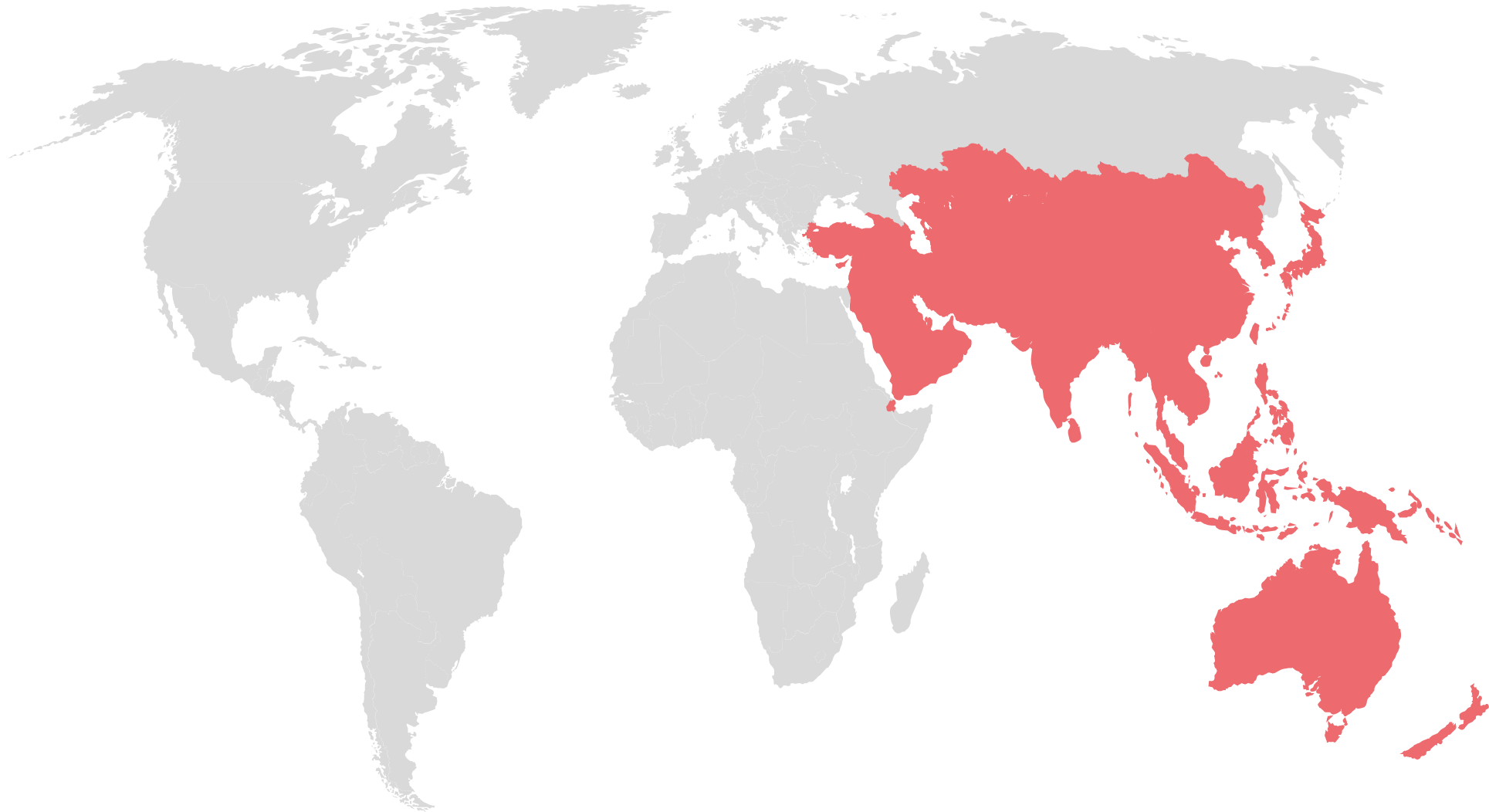
Rolf Jensen, 1996

Memory becomes the product:  
“the experience”

Shift in power from brand  
to consumer

The process is the product

# Asia's best – who are they?



# How do we decide the top 10?

## 4-step approach



Identify



Benchmark



Analyse



Select

13

Major  
markets

# Twimbit's CX framework



# Twimbit's CX framework



## Employee Experience

- Hiring & onboarding
- Role centrality
- Learning & development
- Compensation & benefit
- Culture
- Exit experience



## Customer Experience

- Net Promoter Score (NPS)  
or
- Customer Satisfaction Index (CSAT)  
or
- Customer Effort Score (CES)



## Digital Experience

- Omnichannel
- Frictionless
- Personalisation
- Phygital
- Gamification
- Digital engagement score



## Brand Experience

- Brand story
- Global delivery
- Degree of innovation



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# 1.0 Taj Hotels





Athithi Devo Bhava



# 1.1 November attacks on Taj Hotel

Harvard  
Business  
Review

Organizational Culture | The Ordinary Heroes of the Taj

## The Ordinary Heroes of the Taj

by Rohit Deshpande and Anjali Raina

From the Magazine (December 2011)

### Summary.

When terrorists attacked the Indian city of Mumbai in 2008, employees of the Taj Mumbai hotel displayed uncommon valor. They placed the safety of guests over their own well-being, thereby risking—and, in some cases, sacrificing—their lives. Deshpandé, of Harvard Business School, and Raina, of the HBS India Research Center in Mumbai, demonstrate that this behavior was not merely a crisis response. It was instead a manifestation of the Taj Group's deeply rooted customer-centric culture that, the authors argue, other companies can emulate, both in extreme circumstances and during periods of normalcy.

The key ingredients of this Taj-style customer centricity include:



Credit Photo: Mumbai Mirror

## 1.2 The makings of great customer service

1

**Values driven recruitment system**

2

**A high-performance culture**

3

**Guests first and company second policy**

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# Hai Di Lao





## 2.0 Hai Di Lao





## 2.1 The Employee Experience



“change your future with your own hands”

Promotes only from within

A GM candidate must pass theory and practical exams for all 45 roles in the company – cleaners to chefs

Employees assessed to consumer satisfaction and staff morale

Empowered employees

Attrition rate below 10%; lower than global average for F&B industry at 75%

## 2.2 The measure of success

### **Strong financial performance**

57% increase in revenue year-on-year in 2019

### **Global expansion**

935 restaurants across the globe

### **Global recognition**

Forbes World's best Employer 2019  
Forbes Top Regarded Companies 2019

### **High revenue per customer**

20– 30% higher spending per diner against market peers

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## 3.0 USD 1 trillion in GMV for digital economy



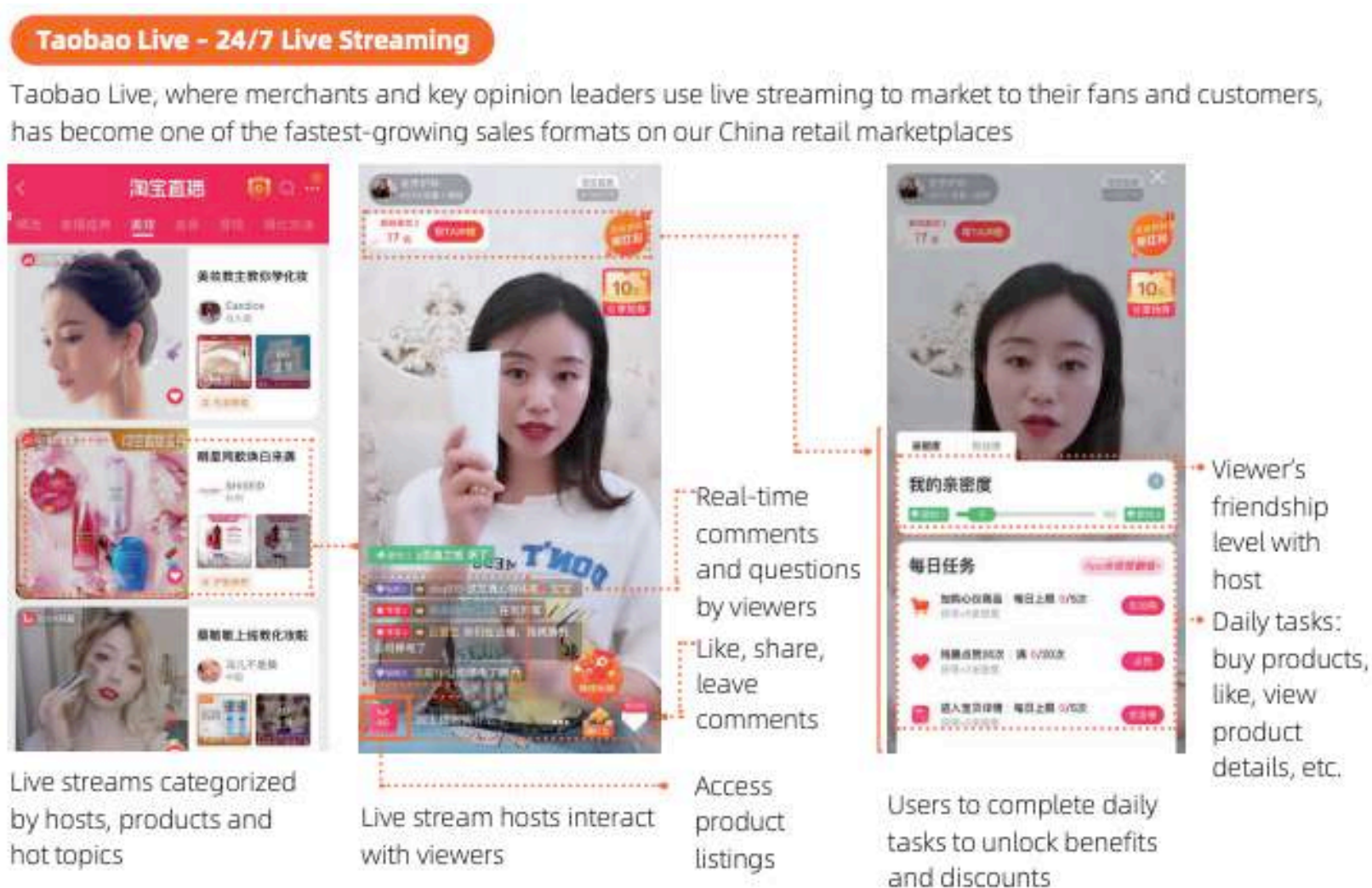
Our Mission

**To make it easy  
to do business  
anywhere**

**102 years**

We do not pursue size or power; we aspire to be a good company that will last for 102 years.

## 3.1 Vast technology innovation and incubation of new ideas





## 3.2 Mobile first innovation

### Tmall Flagship Store 2.0 - An Interactive Shopping Experience

Tmall Flagship 2.0 provides additional interactive features that augment consumers' shopping experience

#### Offline store locator



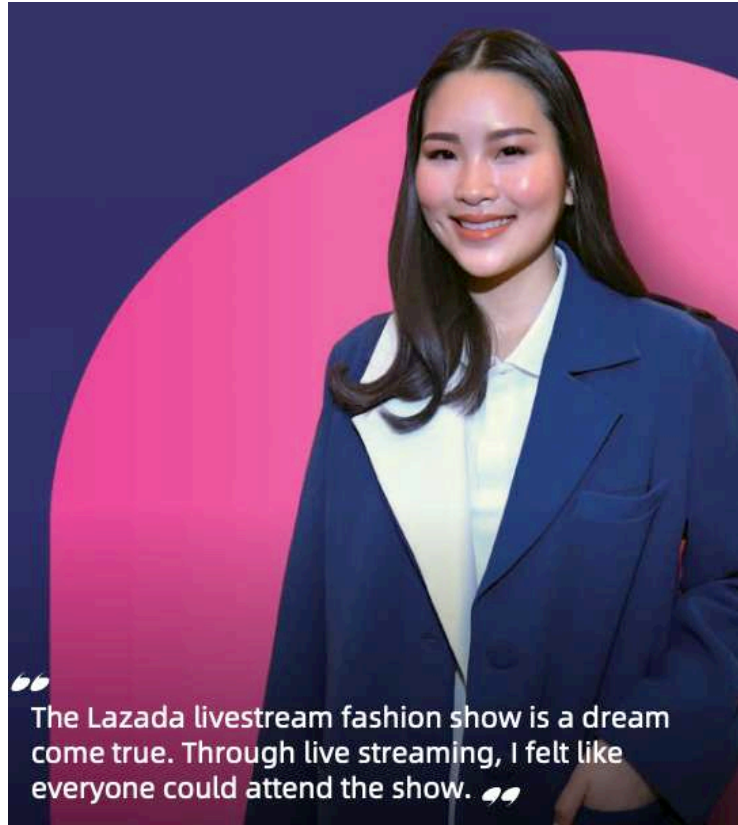
#### 3D show room



#### Virtual product try-on



### 3.3 Leveraging Internet as a platform for SMEs to grow global



**250,000**  
brands and  
merchants



## 3.4 How digital experience helps to deliver value



## 3.5 Measure of success – 30% y-o-y growth

### Active Users (Annual)

960 million active users globally (81% within China), 100% Y-O-Y growth for Taobao live

### Strong customer stickiness

98% customer retention rate; 300 million daily active users

### Default Loan Rate

1% below the global average of 4%

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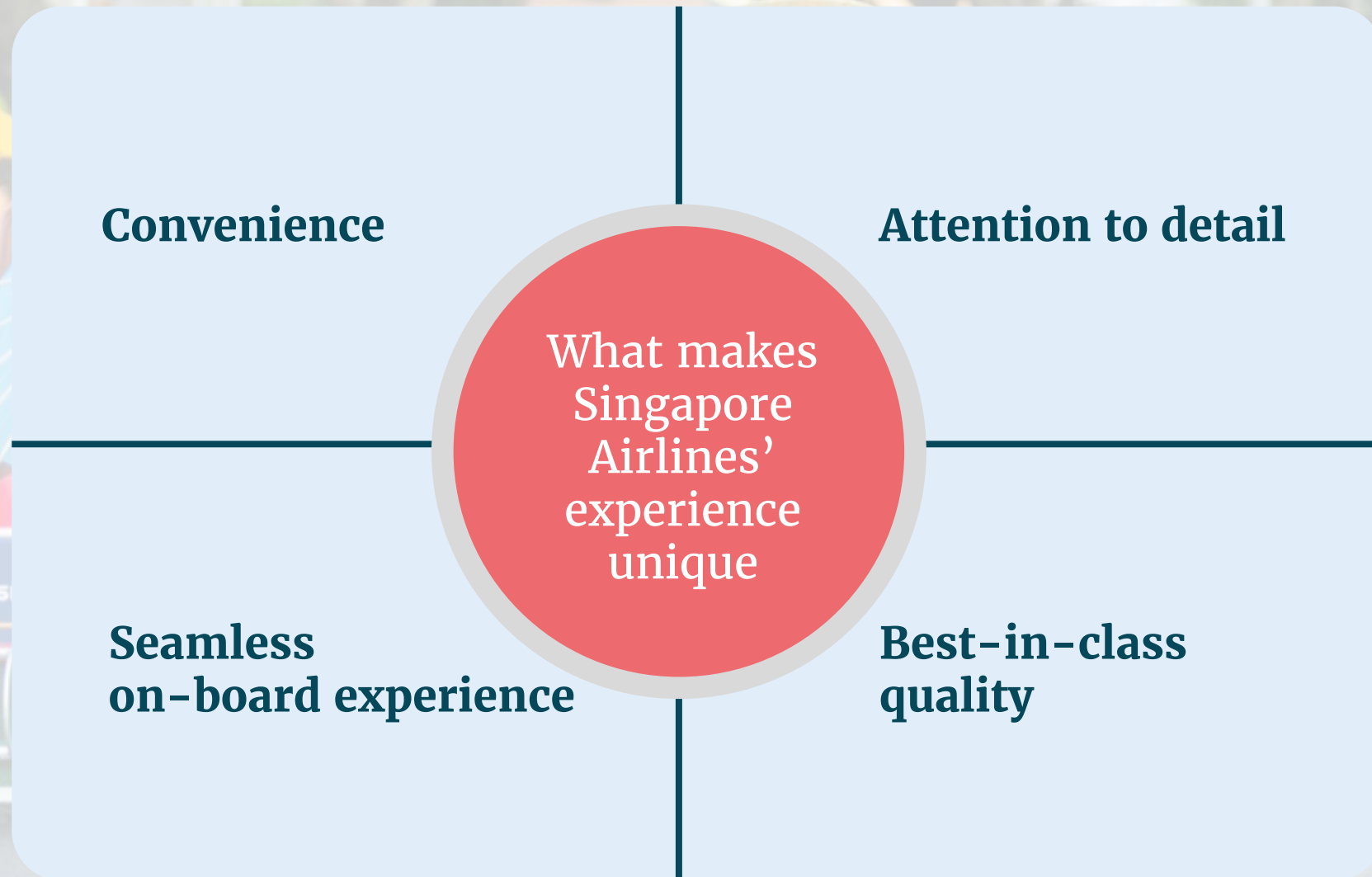








## 4.0 The Singapore experience



## 4.1 Measure of a successful brand experience



Highest ranked Asian brand in Fortune's Most Admired Companies 2020



World's Best Cabin Crew Services for 23 consecutive years



World's Best International Airline for 25 consecutive years



Forbes World's Best Employer 2020



# Twimbit CX framework



# Top 10 APAC companies to ace CX

In alphabetical order

Alibaba

Changi Airport

Coupang

DBS Bank

Haidilao

Ping An

RACQ Insurance

Singapore Airlines

The Oberoi Group

The Taj Hotels

To read more about Twimbit's Top 10 APAC companies to ace CX, please visit <https://twimbit.com/customer-experience/top-10-apac-companies-to-ace-cx>



# 3 key takeaways



Shifting focus from shareholder value to stakeholder value



Build a compelling brand story



Cultivate emotional experience



Insights **that find you**

### How we think

Our aim is to produce exponential impact for every business and career through the power of research. We understand the industry to know that the way research is produced, personalized and consumed needs to change. We are the catalysts to bring a fresh and new perspective to you.

### How can we help?

[reachus@twimbit.com](mailto:reachus@twimbit.com)

### The twimbit experience:



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Communities



Advisory