

Jaguar Land Rover

Enhancing & Promoting of an Innovative Culture of Customer Care...



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01. EXECUTIVE SUMMARY

Customer care is the priority of any business. Customers need to be satisfied and loyal for the success of the business. Jaguar Land Rover Company (JLR), a multinational company in the UK, plans on reshaping their customer service with new technologies and ideas. JLR is a British multinational automaker that specializes in luxury automobiles and sport utility vehicles. JLR Land Rover Automotive PLC serves as the holding company. JLR customer service aims to be available to customers at all stages of vehicle ownership. JLR permits prospective purchasers to investigate their car options through a variety of channels prior to making a final decision. This category includes websites, brochures and salespeople with experience in answering queries, arranging test drives and customizing vehicle.

This report has outlined strategic options for enhancing customer service and promoting an innovative culture of customer care in JLR through strategic models and theories. According to the PESTLE and SWOT analyses of JLR, they have many issues. The PESTLE research identifies several external factors that can have significant influences on JLR's customer service. JLR's customer service is threatened by intense competition, geopolitical unpredictability, and product life cycle issues. On the customer service side, they have identified three main issues. Those issues are supply chain disruptions and political unrest, the impact of changing customer preferences, intense competition, and negative sales growth.

The selected strategy to address these issues by JLR management will be a hybrid strategy in Bowman's strategy clock, which is popular as the customer-centric approach among its all approaches. Hybrid customer service offers a differentiated and personalised experience to its customers. By providing innovative and tailored solutions, JLR can meet the unique needs and preferences of individual customers, leading to higher customer satisfaction and loyalty. However, to identify the strategic options that can address the strategic issues before they cause the decline of its global customer base, the hybrid strategy should be supported by a model for developing strategic options. This study identified the most suitable model as the Delta Model.

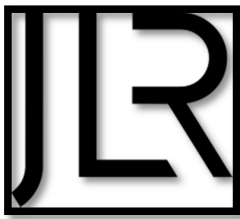
Several strategy solutions have been offered in light of the observed difficulties and opportunities. Customers would benefit from a virtual vehicle showroom since it would make it easier for them to learn about Jaguar and Land Rover Vehicles through the use of 3D interactive models and digital test drives. Customers might have exactly the Jaguar and Land Rover of their dreams with the help of a customized software. This program caters to each individual user by allowing for significant customisation and live data visualisations. Moreover, Customers would appreciate the added convenience and support for minor faults,

maintenance tasks, and software updates if remote diagnostics and maintenance assistance were made available via a smartphone app or video platform. By providing help over the internet, customers can avoid costly and time-consuming trips to service centres. The vehicle's performance is maximised and the hassle of going to the mechanic is minimised thanks to regular software updates. Customers might use a web-based, mobile-friendly, voice-activated interface to ask questions and receive personalised replies by implementing an AI-powered virtual assistant. This virtual assistant improves the customer support experience by being accessible around the clock, providing customised direction, and answering frequently asked questions and other simple requests promptly.

02. INTRODUCTION

2.1 Report remit

Customer care is the priority of any business. Customers need to be satisfied and loyal for the success of the business. In current global business environment, many businesses have focused on providing innovative customer service to their customers without any disruptions. They now focus on implementing such strategies to be ready for any kind of unplanned circumstances. Jaguar Land Rover Company, a multinational company in the UK, plans on reshaping their customer service with new technologies and ideas. This report outlines the strategies to address the issues currently faced by the company and enhance customer service through strategic options. Through the external analysis of the JLR, the strategic issues for the company were identified, and then the best strategic options for the company were identified by focusing on the companies that have currently achieved excellent customer service through innovations. To find out the best business strategy to reshape the customer service, it can be identified through the theoretical models and those models applied practically to JLR.



2.2 Background of the organisation

JLR is a British multinational automaker that specializes in luxury automobiles and sport utility vehicles. JLR Land Rover Automotive PLC serves as the holding company. Jaguar Land Rover, a subsidiary of Tata Motors, has its headquarters in the Coventry suburb of Whitely. Jaguar Land Rover Limited's principal business is in the design, development and distribution of automobiles bearing the Jaguar and Land Rover Brands.

Jaguar and Land Rover each had their own histories dating back to the 1930s and 1940s, respectively before they merged in 1968 as part of the British Leyland conglomerate. Both trademarks were subsequently acquired by BMW and Ford Motor Company. After, BMW's dissolution of the Rover Group in 2000, Ford Motor Company purchased Land Rover and incorporated it into its Premier Automotive Group. In 2013, Jaguar Cars Limited and Land Rover merged to create Jaguar Land Rover Limited with Jaguar Land Rover Automotive PLC serving as the holding Company. In their journey, Jaguar Land Rover acquire Bowler

Motors in 2019 and incorporated it into its special vehicle operations business. In 2023, JLR was introduced as the new corporate identify for Jaguar Land Rover (book, 2023).

2.2.1. Product Portfolio:



- Luxury vehicles
- Sports utility vehicles

Figure 1: JLR products

Source: (Jaguar, 2023)

Table 1: Company Portfolio

Industry	Automotive
Brands	• Jaguar • Land Rover • Rover • Daimler • Lanchester
Founded	In 2008, 15 years ago
Number of employees	39,787 (2022)

Source: (Jaguar, 2023)

2.2.2. Overview of JLR’s current customer service:

JLR customer service aims to be available to customers at all stages of vehicle ownership. JLR permits prospective purchasers to investigate their car options though a variety of channels prior to making a final decision. This category includes websites, brochures and salespeople with experience in answering queries, arranging test drives and customizing vehicle. JLR global dealer network is comprised of authorised dealerships and servicing centers (JLR, 2022). From test drives to financing and maintenance options, each dealership provides pesronalised care. After a consumer purchases a JLR, JLR continues to assist them. This is referred to as “after-sales-support”. All maintenance and warranty work are covered. Appointments are available at autorised service centers where factory-trained technicians address vehicles using only genuine JLR parts (Jaguar, 2023).

2.3 Definitions of major concepts

This report focuses on the business strategy reshaping of JLR Company to enhance customer service and promote innovative customer service with technological advancements. The key terms used in this study are:

2.3.1. Business level strategy: The business strategy of a company is the plan it employs to differentiate itself in a given market and create value for its stakeholders. The procedure requires identifying a specific market, value proposition, cost leadership, point of differentiation, and concentration area (HBS, 2022).

2.3.2. Competitive advantage: The term “competitive advantage” refers to a company’s distinct advantages over its competitors. It paves the way for the company to outperform its rivals, expand its market share, and achieve long-term success. This advantage may stem from anything from superior technology or cost savings to a reputable brand or distinctive products and services to established distribution channels (Twin, 2023).

2.3.3 PESTLE Analysis: PESTLE analysis is a strategic tool used to assess the external macro-environment factors affecting a business or industry. It stands for Political, Economic, Sociocultural, Technological, Environmental, and Legal factors. By analyzing these aspects businesses can understand the borer context in which they operate their operations. (Kenton, 2023)



Figure 2: PESTLE Analysis

Source: (Kenton, 2023)

2.3.4. Bowman’s and Faulkner’s strategy clock: The Strategy Clock created by Bowman and Faulkner is a valuable instrument for evaluating a company’s market position. It provides eight strategic options, ranging from the least costly and safest to the most expensive and risky (Cuofano, 2023).

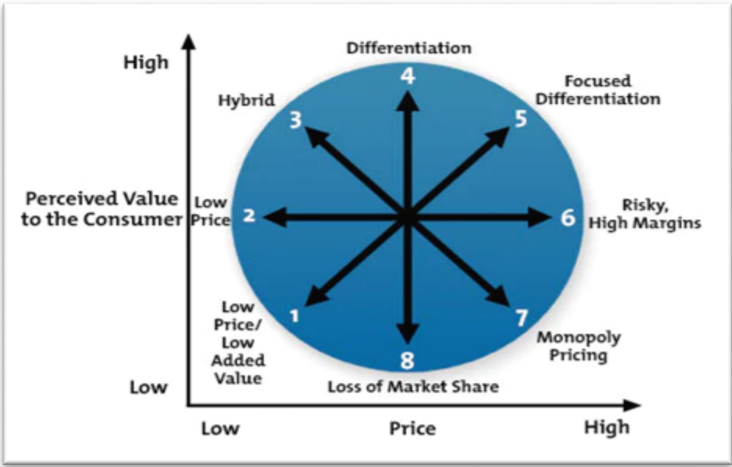


Figure 3: Bowman’s Strategy Clock

Source: (Cuofano, 2023)

2.3.5. SWOT Analysis: SWOT analysis (or SWOT matrix) is a strategic planning and management technique. It identifies the strengths, weaknesses, opportunities, and threats of a company by analysing its internal environment (Kenton, 2023).



Figure 4: SWOT Analysis

Source: (Kenton, 2023)

2.3.6. Delta Model: The Delta model is a customer-centric approach to strategic management (named after the Greek term for change and transition). The concept is philosophically distinct from product economics, which focuses on a product's characteristics (Team, 2023).

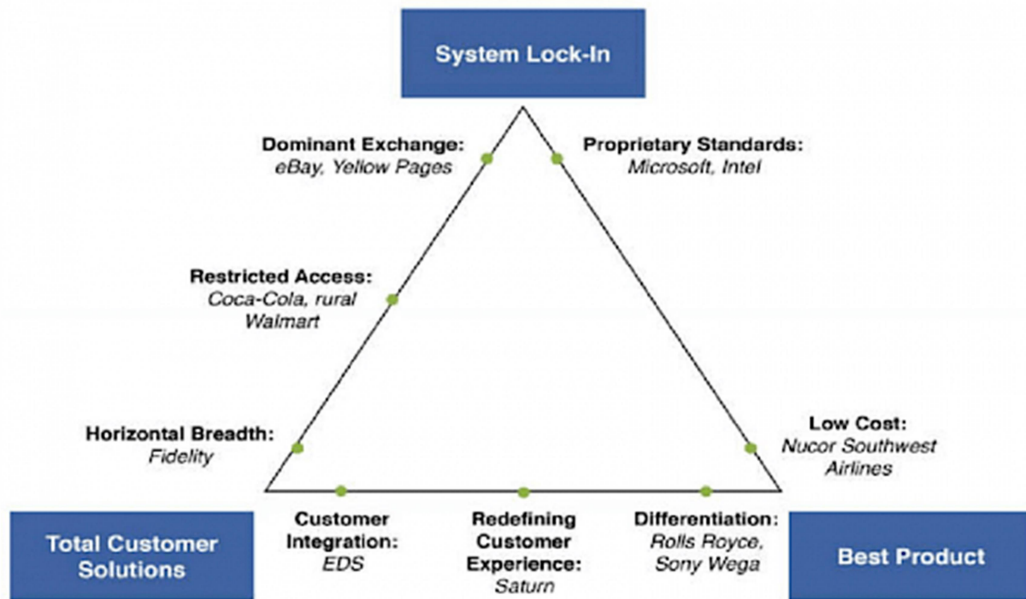


Figure 5: Delta Model

Source: (Team, 2023)

03. STRATEGIC ANALYSIS OF JLR

3.1 Bowman's Strategy Clock

According to Bowman's Strategy Clock, the selected strategy to enhance customer service and promote an innovative culture of customer care in the JLR Company will be the hybrid strategy (Lucidity, 2023). According to Bowman's strategy clock, the most appropriate actual strategy that increases customer attraction for a business is the hybrid strategy (Zaremba, 2021). Hence, the hybrid position sits between low price and differentiation. It involves promoting the product's value-added features while maintaining a competitive price relative to comparable products (DMCC, 2021).

In relate to JLR, hybrid customer service is essential for JLR to enhance customer care by balancing differentiation, cost efficiency and finally to gain competitive advantage (Chen et al., 2011). It leads improved customer experience, competitive advantage, flexibility, customer loyalty, operational efficiency and long-term sustainability (Hänninen and Smedlund, 2018). The hybrid customer service offer differentiated and personalized experience to its customers. By providing innovative and tailored solutions, JLR can meet the unique needs and preferences of individual customers, leading to higher customer satisfaction and loyalty (Kahn et al., 2020). By adopting a hybrid customer service approach, JLR gains a competitive advantage in the market. The differentiation aspect allows JLR to stand out from competitors, attracting customers who value innovative and exceptional customer care experiences (Lau et al., 2016). Additionally, the cost efficiency aspect enables JLR to provide competitive pricing while maintaining profitability, making its offerings more appealing to cost-conscious customers (Ponte et al., 2022).

Additionally, hybrid customer service ensures that JLR remains flexible and adaptable to changing customer expectation and cost efficiency, JLR can adjust its customer care strategies based on evolving needs and industry trends (Meyer, 2023). This flexibility allows JLR to stay ahead of the competition and maintain its relevance in a rapidly changing business environment (Thomas, 2017). By combining differentiated features with cost-effective processes, JLR can streamline its customer care operations, reduce costs and improve overall efficiency (Kramer, 2007). This efficiency translates into quicker response times, faster issue resolution and a more seamless customer experience (Coopers, 2023). Hybrid customer service provides a sustainable framework for continuous improvements in customer care. This long-term sustainability ensures that JLR remains customer-focused, competitive and successful in the evolving automotive industry (Nüesch et al., 2015).

3.2 PESTLE Analysis

As mentioned before, PESTLE analysis is a framework used to analyse the strategic environment of an organisation by considering various external factors. This analysis helps identify the strategic issues to implement the hybrid strategy and develop strategic options (Team, 2023). PESTLE analysis of JLR as follows:

Table 2: PESTLE Analysis

Political Factors	• The political unrest induced by the Ukraine-Russia conflicts has affected JLR's supply chain and sales. • The end of the golden era of UK-China relations may also impact JLR's future commercial prospects. • World Trade Organisation tariffs of 10% could have a stifling effect on competition, disrupt supply chains, and increase the price of automobiles in Europe.
Economic Factors	• In order to counteract inflation, central banks may increase interest rates, causing consumers to spend less on luxury automobiles. • The global economic downturn, leading to reduced consumer spending, lower demand for vehicles and decline in the automotive market.
Social Factors	• On the social front, as incomes rise in Asia, more individuals will be able to afford luxury vehicles. However, the increasing trend towards autonomous vehicles will have an effect on the luxury car market. • People focused more on essential needs and safety impacting the demand for luxury vehicles offered by JLR. • A shift in consumer preferences from 'style' to 'eco-conscious' vehicles has also contributed to the increase in registrations of new vehicles in the United Kingdom.

Technological Factors	• New technologies are enabling automobiles to become more interconnected, and driverless vehicles are expected to become commonplace in the near future.
Legal Factors	• The European Union Commission has proposed new Euro 7 standards, and the European Union has approved a 2035 prohibition on the sale of new vehicles powered by fossil fuels. JLR is transferring its focus to electric vehicles for this reason.
Environmental Factors	• JLR's sustainability efforts will be aided by the increasing number of global companies committing to carbon neutrality. JLR must keep a close eye on these factors in order to make intelligent business decisions and maintain a competitive advantage in the dynamic automotive market.

Source: (Agrawal, 2023), (Bathla et al., 2022)

The PESTLE research identifies several external factors that can have significant influences on JLR's customer service. Due to a delay in the delivery of necessary parts and components, customers may become dissatisfied if forced to wait longer than anticipated. JLR's sales and revenue may decline if consumers reduce their spending and fewer people purchase automobiles (Bathla et al., 2022).

Together, the increasing prevalence of autonomous vehicles may undermine the confidence of wealthy consumers. As a consequence of technological advancements such as connected and self-driving cars, opportunities exist to improve customer service. Further, the incorporation of new technology can occasionally present challenges, necessitating a prompt response from JLR's customer service department to tech-related inquiries an adequate assistance for technologically savvy customers. JLR's transition to electric vehicles positions them well to satisfy these requirements. Due to these alternations, customers may become concerned about charging stations, driving range, and the availability of electric vehicle support. The customer service department of JLR must address these issues head-on and provide accurate information to prospective purchasers of electric vehicles (Agrawal, 2023).

3.3 SWOT Analysis

To identify the internal environment of JLR, the SWOT Analysis can be used to identify opportunities, threats, weaknesses, and strengths as well.

Table 3: SWOT Analysis

Strengths	weaknesses
1. Strong brand. 2. Effective CRM. 3. Smart working. 4. Strong hold in retail business.	1. Negative sales growth from the emerging markets. 2. Market Myopia.
Opportunities	Threats
1. Changing lifestyle and customer groups. 2. Market expansion. 3. OEM priorities.	1. Intense competition. 2. Geopolitical risk. 3. Product life cycle.

Source: (Bhasin, 2019), (Xaif, 2022)

JLR is able to provide superior customer service. Effective customer relationship management (CRM) ensures customized interactions and increased customer satisfaction, whereas a strong brand image inspires customer trust and loyalty. Customer service at JLR could be negatively impacted by market myopia and a decline in sales in emerging markets. If actions are taken to cut costs in response to declining sales, the quality of customer service may suffer. Market myopia can cause businesses to lose sight of their customers' changing wants and requirements, resulting in dissatisfied customers (Bhasin, 2019). Moreover, opportunities exists for JLR's customer service in the form of shifting consumer preferences, a growing market, and the concentration of original equipment manufacturers. To better serve consumers in specific regions, businesses must first discover their preferences and requirements. JLR's customer service is threatened by intense competition, geopolitical unpredictability, and product life cycle issues. If JLR is to survive in the marketplace, it must provide its clients with exceptional experiences, support, and after-sales services (Xaif, 2022).

3.4 Strategic issues derived through internal and external analysis of JLR

By analysing both internal and external environments in JLR, there are three strategic issues identified that relate to its customer service and care and may potentially impact negatively their global operations. Those issues are:

Supply chain disruptions and political unrest

The supply chain of JLR could be negatively impacted by ongoing political unrest and conflicts, such as tension between Ukraine and Russia. This could result in production and shipping delays. Customers who rely on consistent service and timely delivery may be dissatisfied if these factors are disrupted (Berry and Collier, 2007). As a JLR's peerless reputation for providing an exceptional customer experience could be jeopardized if supply chain issues persist (Khompatraporn and Somboonwiwat, 2017). To address this issue and maintain a continuous supply flow, it is necessary to develop fallback plans, diversify sources, and monitor geopolitical concern closely. It is essential to maintain a flexible and resilient supply chain to mitigate the effect of political instability and maintain consumer satisfaction (Çıkmak and Ungan, 2022).

Impact of changing customer preferences

The automotive industry is experiencing a shift in customer preferences, with more people choosing environmentally responsible vehicles and advanced driver assistance systems. JLR runs the risk of losing market share if it does not promptly respond to these shifting consumer preferences and offer appropriate alternatives (Cataltepe et al., 2022). To remain competitive, the company must invest in the development of autonomous and environmentally favorable vehicle models. Customers cannot be informed of the benefits of these new solutions without robust marketing and education efforts (Peng et al., 2021). To meet the requirements of more environmentally conscious and technologically savvy customers, JLR must prioritize these two trends.

Intense competition and negative sales growth

JLR faces numerous formidable competitors in the premium automobile market, which is a highly competitive market. JLR must differentiate itself in this competitive market by providing superior customer service and by offering something distinct from the competition. The declining sales growth in emerging markets suggests that it may be difficult to meet the requirements of consumers there. To turn the situation around, it is essential to determine the cause of the slowdown and resolve customer complaints (Guo et al., 2019). JLR's increased emphasis on client engagement, market research, and product/service customization can

assist in enhancing customer satisfaction and recovering market share in emerging economies (Cano et al., 2018).

3.5 Strategic options analysis with delta model for JLR

The Delta Model as mentioned earlier, focuses on customer solutions, customer lock-in and system lock-in achieve sustainable competitive advantage (Tang et al., 2004).

Customer solutions: JLR's hybrid customer service approach, which aims to provide differentiated and personalised experiences, directly relates to offering customer solutions (Hajipour and Esfahani, 2019). By understanding unique customer needs and preferences, JLR can tailor its products and services to meet specific demands, enhancing customer satisfaction.

Customer Lock-in: Offering innovative and exceptional customer care experiences can create customer lock-in. When customers have a positive and personalized experiences with JLR's hybrid customer service, they are more likely to remain loyal to the brand, reducing the likelihood of switching to competitors (Lee and Wilhelm, 2010).

System Lock-in: The efficient and cost-effective processes associated with the hybrid customer service approach can contribute to system lock-in. By streamlining customer care operations and continuously improving strategies, JLR can create a well-integrated system that becomes difficult for competitors to replicate (Hax, 2009).

Examining the three primary forces of consumer, company, and competitors, the Delta Model assist companies like JLR in navigating the complexities of the market and establishing a sustainable competitive advantage. The model can correlate the above-mentioned issues to the JLR Delta Model by stating.

Supply chain disruptions and political unrest

The "customer" force in the Delta Model represents the central emphasis on delivering exceptional customer experiences and addressing customer requirements despite supply chain disruptions and political unrest. JLR places a premium on customer satisfaction, and supply chain disruptions can have a negative impact on the company's reputation. Customer satisfaction is heavily dependent on on-time delivery and consistent service. JLR must therefore place supply chain management at the summit of its list of priorities in order to endure efficient operations and maintain its competitive advantage (Delic and Evers, 2020).

By investing in its "logistics and delivery" infrastructure, JLR can rectify the situation. It is possible to mitigate the effects of political unrest and supply chain disruptions by

strengthening connections with dependable suppliers, diversifying purchasing across multiple geographic regions, and being prepared for the unexpected. In addition, the company can invest in cutting-edge technologies for real-time supply chain optimization and monitoring, which will increase both productivity and customer satisfaction (Mulder, 2023).

Impact of changing customer preferences

Changing consumer preferences have an effect on the “customer” force. JLR must adapt its products to the expanding demand for autonomous and environmentally friendly automobiles. To achieve this, one must acquire a deeper understanding of client wants and requirements through market research, customer feedback, and trend analysis (Cuofano, 2023).

To address this issue, JLR should consider “customer bonding” strategies that focus on fostering long-lasting relationships with their customers. The relationship between JLR and its target market can be strengthened through the development of client-specific, autonomous, and environmentally friendly vehicles models. Investing in marketing and educational programs that emphasize the environmental friendliness and technological advancements of the vehicles in question is also necessary for increasing customer awareness and acceptance of these vehicles (Beylo, 2022).

Intense competition and negative sales growth

One of the most important parts of the Delta Model is the “competitors” force. JLR’s market share and sales growth are both threatened by the prevalence of competing luxury automakers. JLR needs to differentiate itself in the market and fix the problems that have led to declining sales in emerging regions if it wants to stay competitive (Sridharan, 2023).

JLR could resolve this difficult by emphasizing “customer needs satisfaction.” By gaining a deeper understanding of the desires and requirements of consumers in developing economies, the company will be able to better tailor its offerings to these markets. JLR can increase its appeal in these markets by adapting its products and service in terms of pricing, features, and customer service to local preferences. In addition, the “value proposition” can be used to emphasize JLR’s unique advantages, such as its strong brand, efficient CRM, innovative work methods, and strong retail presence. JLR can distinguish itself from other premium manufacturers by informing consumer of its numerous advantages (Sahay et al., 2013).

04. STRATEGIC OPTIONS FOR JLR

According to the Delta Model, there are four strategic options to address the strategic issues at JLR. Those options are a virtual vehicle showroom, a personalised vehicle app, remote diagnostics and maintenance assistance, and an AI-powered virtual assistant.

The virtual vehicle dealership is capable of resolving the strategic issues of supply chain disruptions and political unrest. By allowing customers to investigate and experience JLR automobiles remotely through virtual reality or interactive digital platforms (Beylo, 2022). JLR can reduce the impact of productions and shipping delays caused by political instability or wars in specific regions. Even during difficult economic times, when physical showrooms may be closed, this virtual showroom provides customers with an alternative means of interacting with the company and its vehicles. JLR may respond to changing consumer preferences by developing a mobile application that enables purchasers to customize every aspect of their vehicle to their specifications. This includes the incorporation of eco-friendly materials and advanced safety aides. By offering a variety of customisation options that appeal to those who are both environmentally conscious and technologically savvy, JLR can meet the requirement of its customers and maintain its market share.

With remote diagnostics and maintenance, JLR can maintain high customer satisfaction despite severe competition and declining sales. By providing superior customer service through remote diagnostics and repair, JLR can distinguish itself in the congested luxury automobile market. Convenient remote diagnostics help manage consumer complaints and increase customer engagement in new nations. The virtual assistant propelled by AI can also aid JLR addressing strategic concerns such as intense competition and sales decline. The virtual assistant can provide users with customized recommendations and information about JLR automobiles, informing them of the company's eco-friendly options and cutting-edge safety technology. An increase in marketing and education initiatives can increase customer satisfaction and attract new clients in industries with intense competition.

4.1 Strategic Option 1: Virtual Vehicle Showroom

The creation of an online showroom for Jaguar and Land Rover vehicles, replete with interactive 3D models and virtual test drives, is a novel concept. Customers can scrutinize automobiles from the convenience of their own homes using virtual reality (VR) headsets or interactive web platforms (Henriques and Winkler, 2021). For instance, Audi successfully implemented a virtual showroom in the UK, allowing customers to explore their car models through VR technology. The virtual showroom significantly increased customer engagement and assisted in the decision-making process before visiting a physical dealership (Busulwa and Evans, 2021).



Figure 6: Virtual Vehicle showroom

Source: (Isaac et al., 2019)

Benefits:

The virtual vehicle showroom provides a range of benefits of Jaguar Land Rover (Isaac et al., 2019):

- **Convenience and Accessibility:** Virtual excursions allow customers to learn about and experience Jaguar Land Rover vehicles at their leisure and from any location. This accessibility is especially beneficial for clients who reside in remote areas or have limited mobility, allowing for a greater consumer base and connection.
- **Enhanced Product Visualization:** The virtual showroom enhances product visualization by allowing customers to investigate automobile features, specifications, and personalization options in a more realistic and engaging environment. Customers can gain a better understanding of the interior, exterior, and specialized features of a vehicle through interactive 3D virtual excursions.

- **Differentiate and Innovation:** The introduction of a virtual showroom exemplifies Jaguar Land Rover’s commitment to delivering cutting edge-customer experiences. Utilizing inventive tools such as virtual reality (VR) exemplifies the company’s dedication to providing cutting-edge service to its customers.
- **Cost efficiency:** in contrast to physical showrooms, virtual ones do not need to pay for space or employees. The virtual showroom is a cost-effective method for displaying vehicles and encouraging consumer engagement because, despite the reduced costs, it still offers an engaging customer experience.

4.2 Strategic Option 2: Personalised Vehicle App

Develop a mobile application that allows customers to configure their Jaguar or Land Rover to their precise specifications. The software provides an intuitive interface for customizing and visualizing their purchase in multiple ways (Kim et al., 2022). For example, Porsche offers the “Porsche Configurator” app, allowing customers to personalize and visualize their desired Porsche models. The app has been widely acclaimed for its intuitive interface, extensive customization options, and real-time visualizations. It has successfully engaged customers and contributed to a personalized and immersive car buying experience.



Figure 7: Mobile app development

Source: (Lezotte, 2014)

Benefits:

The virtual vehicle showroom provides a range of benefits for Jaguar Land Rover (Lezotte, 2014):

- **Personalized Customer Experience:** The application allows users to customize a Jaguar Land Rover to their exact specifications. They offer numerous customization options, including body paint, upholstery, and additional features.
- **Efficient Decision-Making:** Thanks to the app's interactive features and visualizations, customers can observe the effects of their customization choices on the vehicle's aesthetic allure in real time. As a result, consumers can effectively evaluate their options without making multiple trips to the dealership.
- **Streamline Sales Process:** The software facilitates consumer communication with salespeople during vehicle configuration. By integrating with the application, marketers are able to view the options their clients have chosen so they can provide individualized service.

4.3 Strategic option 3: Remote Diagnostics and Maintenance Assistance

Utilize a smartphone application or a video platform to offer remote diagnostics and maintenance support. JLR customers can receive virtual assistance and support from specialists in the event of minor problems, maintenance activities, or software updates (Zhang and Hu, 2022). For instance, BMW offers the “BMW Remote Services” app, which allows customers to request remote services, receive remote diagnostics, and schedule service appointments. The app provides convenience and support to BMW owners, enabling them to address minor issues and receive guidance from technicians without visiting a physical service center. This innovative approach enhances the customer experience and promotes customer loyalty.



Figure 8: BMW Remote Service

Source: (BMW, 2023)

Benefits:

Implementing remote diagnostic and maintenance offers numerous benefits for Jaguar Land Rover and its customers (Berman and Thelen, 2018):

- **Convenient Troubleshooting:** Customers can receive immediate assistance without visiting a storefront help kiosk. Using mobile application or video platform, Jaguar Land Rover owners can connect with service technicians who can guide them through troubleshooting steps. This is a significant time-saver for clients for minor issues or routine maintenance that can be handled remotely.
- **Cost saving:** Customers' visits to service centers can be reduced, thereby saving money, if remote assistance for minor issues is available. Customers save money without sacrificing service quality by averting expensive, time-consuming, and unnecessary support staff visits. This increases client satisfaction and loyalty.
- **Timely Software Updates:** Jaguar Land Rover can provide clients with software updates and fixes swiftly and easily via remote support. Remotely located technicians are able to examine the car's software for performance and safety optimization updates. This feature reduces the need to bring the vehicle to a repair shop by facilitating swift software updates.

4.4 Strategic Option 4: AI-Powered Virtual Assistant

Create a web-based, mobile-friendly, voice-activated, AI-powered virtual assistant can assist consumers before, during, and after purchase of a vehicle by providing them with customized information and answering their inquiries. For example, Mercedes-Benz employs the “Mercedes-Benz Ask Mercedes” virtual assistant, which offers personalized assistance to customers and provides information on various topics related to their vehicles. The virtual assistant utilizes natural language processing and machine learning to understand and respond to customer inquiries effectively (Mercedes, 2023).



Figure 9: Mercedes-Benz Ask Mercedes

Source: (Mercedes, 2023)

Benefits:

Implementing an AI-powered virtual assistant brings several benefits for Jaguar Land Rover:

- **24/7 Availability:** The virtual assistant guarantees service around-the-clock, so consumers can receive answers and assistance whenever it's most convenient. The virtual assistant is accessible 24 hours a day, seven days a week via multiple channels (internet, mobile app, voice command) and provides users with instantaneous responses and useful direction
- **Personal Guidance:** the ability of the virtual assistant to learn about the user and their requirements enables it to make specific recommendations. It aids clients in selecting the idea Jaguar Land Rover by posing pertinent questions, analyzing their requirements, and providing individualized suggestions.
- **Efficient Customer Service:** As a result of the virtual assistant's ability to quickly address routine inquiries and frequently asked questions, fewer human interactions will be required, and customer service agents will have more time to concentrate on more complex issues. In addition to reducing response times, this increases productivity and ensures clients receive accurate data in a timely manner.

05. CONCLUSION

In conclusion, this report has outlined strategic options for enhancing customer service and promoting an innovative culture of customer care in JLR through strategic models and theories. According to the PESTLE and SWOT analyses of JLR, they have many issues. The PESTLE research identifies several external factors that can have significant influences on JLR's customer service. JLR's customer service is threatened by intense competition, geopolitical unpredictability, and product life cycle issues. On the customer service side, they have identified three main issues. Those issues are supply chain disruptions and political unrest, the impact of changing customer preferences, intense competition, and negative sales growth.

The selected strategy to address these issues by JLR management will be a hybrid strategy in Bowman's strategy clock, which is popular as the customer-centric approach among its all approaches. Hybrid customer service offers a differentiated and personalised experience to its customers. By providing innovative and tailored solutions, JLR can meet the unique needs and preferences of individual customers, leading to higher customer satisfaction and loyalty. However, to identify the strategic options that can address the strategic issues before they cause the decline of its global customer base, the hybrid strategy should be supported by a model for developing strategic options. This study identified the most suitable model as the Delta Model.

Several strategy solutions have been offered in light of the observed difficulties and opportunities. Customers would benefit from a virtual vehicle showroom since it would make it easier for them to learn about Jaguar and Land Rover Vehicles through the use of 3D interactive models and digital test drives. Customers might have exactly the Jaguar and Land Rover of their dreams with the help of a customized software. This program caters to each individual user by allowing for significant customisation and live data visualisations. Moreover, Customers would appreciate the added convenience and support for minor faults, maintenance tasks, and software updates if remote diagnostics and maintenance assistance were made available via a smartphone app or video platform. By providing help over the internet, customers can avoid costly and time-consuming trips to service centres. The vehicle's performance is maximised and the hassle of going to the mechanic is minimised thanks to regular software updates. Customers might use a web-based, mobile-friendly, voice-activated interface to ask questions and receive personalised replies by implementing an AI-powered virtual assistant. This virtual assistant improves the customer support experience by being accessible around the clock, providing customised direction, and

answering frequently asked questions and other simple requests promptly. Finally, JLR should adopt an innovative culture of customer care by leveraging technology, prioritising high-quality human interactions and safeguarding data security and privacy. By doing so, JLR can position itself as a customer-centric organization and maintain a competitive edge in the dynamic automotive industry.

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