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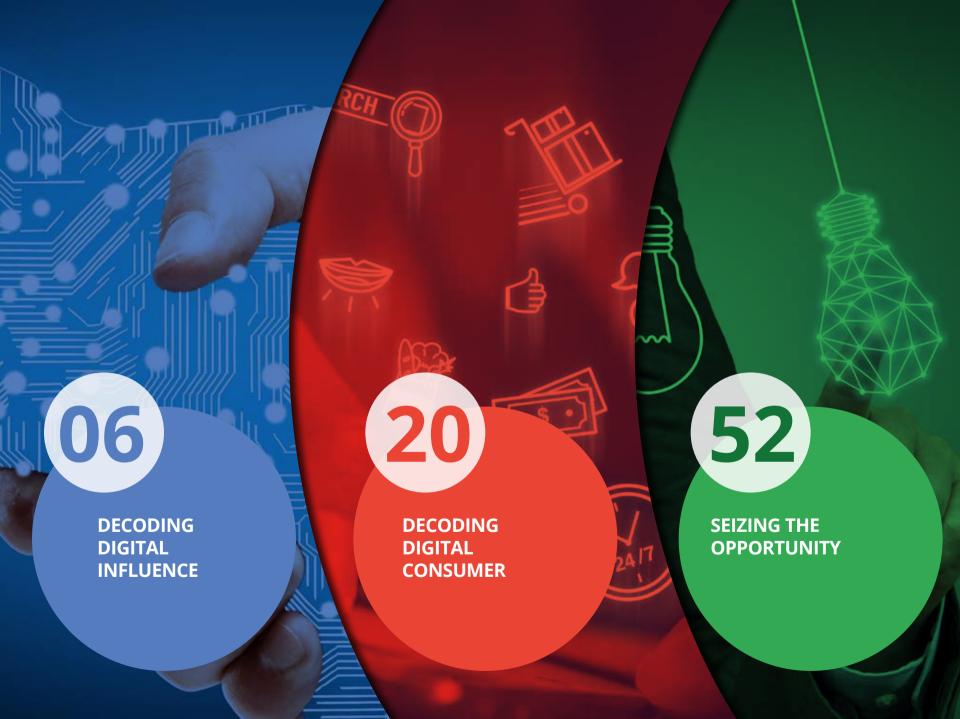
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EXECUTIVE SUMMARY

The consumer durables industry is expected to continue the growth momentum to become USD 36 Bn by 2023 on back of multiple growth drivers viz. low product penetration, rising disposable income, increasing urbanization, easy access to credit & Government's thrust on electrification

Decoding Digital Influence:

Digital Influence will power consumer durables

- We define a sale as 'digitally influenced sale' if the buyer uses internet during any stage of purchase cycle
- Percentage of digitally influenced sales in consumer durable industry has more than doubled over last five years and in next 5 years we expect 63% of overall consumer durable sales to be digitally influenced. USD 23 Bn by 2023!!!
- Multitude of drivers will propel this growth in India viz. rising internet

- penetration, falling smart phone prices, decline in data tariffs, more vernacular content & sales thrust by ecommerce companies
- We expect USD 10 Bn out of the above to be online sale

Digital Influence varies by product categories

- 3 out of 10 consumers today are digitally influenced for high average selling price (ASP) durables like ACs, Televisions, Refrigerators and Washing machines. 1 in 3 buy these products online
- 2 out of 10 consumers today are digitally influenced for comparatively lower ASP products like small appliances, water purifiers & microwaves. 1 in 2 buy these products online

Digital influence varies by consumer demographics

• 29% of urban consumer are digitally influenced today & this number is

expected to become 55% by 2023

 Between 2013 and 2017, number of digitally influenced consumers has grown disproportionately for tier 2-3 city consumers (5X) and women consumers (10X)

Digital influence varies by brands

 Offline market share by brand does not translate into similar share for digitally influenced purchases today

Decoding Digital Consumer:

Pre-purchase phase:

- 84% in-store buyers and 74% online buyers are not decided on their choice of brand when they start their search
- Influence window is short. Digitally influenced buyers typically research for 2-3 weeks before making the final purchase
- Digitally influenced buyers use search engines as the primary source for online research; social

- media, online videos, blogs & online forums are other key sources for online research
- Consumers tend to search for high ASP durables by brand & low asp durables by product specifications
- Nearly 2 out of every 3 digitally influenced consumers rate online reviews as a significant influencer in their purchase decisions

Purchase phase:

- Low price and convenience are the largest drivers of online purchase; choice of multiple payment options is one of the top 5 drivers
- Absence of in-person guidance and lack of 'touch & feel' are the biggest barriers of online purchase
- Buying from e-commerce aggregators is preferred over individual brands' website/apps across categories; TV, AC & water purifiers are relatively over-indexed on brand website or app led purchases

Post-purchase phase:

- Nearly 1 out of every 3 online buyers provides digital review post purchase
- ~26% in-store buyers and ~36% online buyers look for other offerings from the same brand post purchase; propensity for repeat purchase is over-indexed for low ASP durables

Seizing the opportunity:

What does this mean for consumer durable companies?

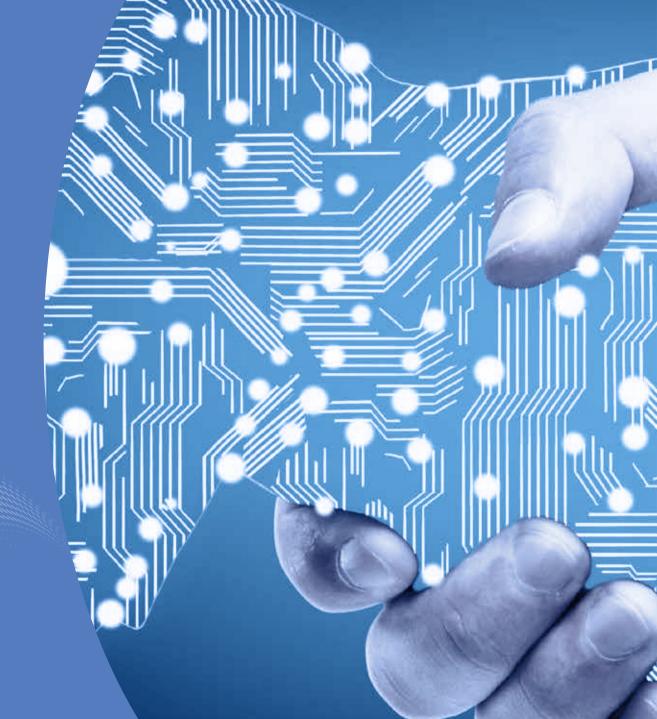
- Set up investments and create right digital organization structure to capitalize the upcoming USD 23 Bn digitally influenced opportunity
- Given disconnect in market share and digitally influenced shares – reset the digital ambition. Market leaders should strive for at least fair share in digitally influenced sales to remain relevant. Aspirers have opportunity to beat the market leaders through digital leadership

- Drive focused interventions at individual consumer level across journey touchpoints to leverage short research window of 2-3 weeks of ~80% undecided consumers
- Leverage ~30% of consumers who post reviews online to influence ~60% for whom this matters. Drive post purchase experience and amplify advocacy at scale

This will require a big shift. From

- 'Digital as a channel' to 'Digital as core of future marketing'
- 'Current focus of driving purchase' to 'Driving end to end consumer engagement'
- 'Mass marketing' to 'Personalized interventions'
- 'Driving offline market share' to 'Driving digitally influenced market share'
- 'Driving company driven communication' to 'Driving advocacy at scale'

DECODING DIGITAL INFLUENCE







The Consumer Durables industry is set to grow by 13% to reach ~\$36Bn by 2023

Growth Drivers



Low penetration levels

Low penetration of consumer durables in India vs developed economies (Eg: penetration levels of air conditioners and washing machines is <15% in India vs 50%+ in developed economies)

Increasing disposable income

Middle class households to increase from 50Mn in 2018 to 80+ Mn by 2023

Easy access to credit

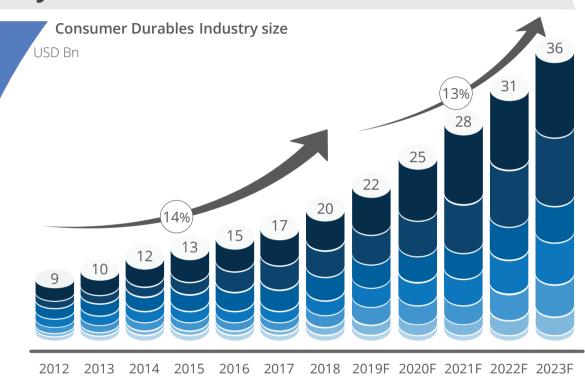
Rise of microfinance & low cost EMIs are driving easy access to credit

Rapid urbanization

Expected to increase to 37% in 2025 from 33% in 2018

Government initiatives to enhance electrification

Electrification for all by 2022 under the DDUGIY1 to drive penetration across the country

















1. Deendayal Upadhyaya Gram Jyoti Yojana **Note:** Exchange Rate – 1US\$ = INR 70 Source: Euromonitor; Press Search; Industry Reports, BCG Analysis

By 2023, 63% of total consumer durable sales is expected to be digitally influenced: A \$23 Bn opportunity to embrace



A sale is called 'digitally influenced' sale, if the buyer uses the internet during any stage of the purchase cycle e.g. for product discovery, research and/or purchase. For this report we have broken this into two types as defined below.

A sale is called 'digitally influenced in-store sale' when the buyer uses internet during the purchase cycle but makes the purchase in-store (offline- brick & mortar store).

A sale is called 'digitally influenced online sale' when the buyer purchases online.

Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG CCI Digital Influence Study 2013, 2015, 2017; BCG Analysis



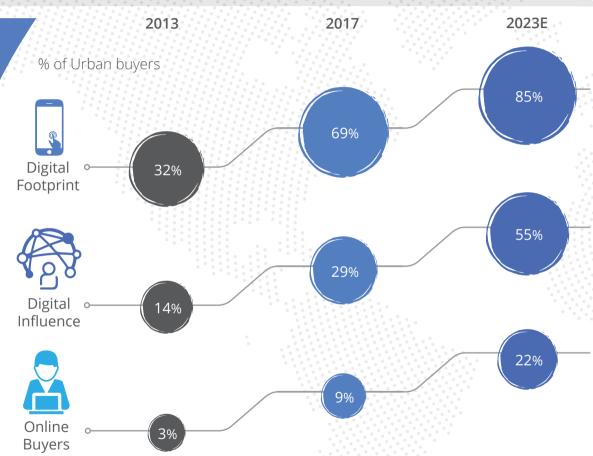
In terms of number of consumers, 55% of urban consumers will be digitally influenced by 2023

Digital footprint is defined as the % consumer durable buyers with access to internet.

For urban consumers, digital footprint has grown from 32% in 2013 to 69% in 2017 and is expected to become 85% by 2023 (~2.5x vs 2013).

Concurrently, digital influence has grown from 14% in 2013 to 29% in 2017 and is expected to reach 55% by 2023 (~4x vs 2013).

The % of online buyers has witnessed exponential growth from a mere 3% in 2013 to 9% in 2017 and is expected to reach 22% by 2023 (~7x vs 2013).



- 1. Urban Buyers Any consumer in urban India who bought any consumer durable in past 1 year
- 2. Digital Footprint % urban consumer durable buyers with internet access
- 3. Digital Influence % urban consumer durable buyers using internet during any stage of the purchase process
- 4. Online Buyers % urban consumer durable buyers buying consumer durables online

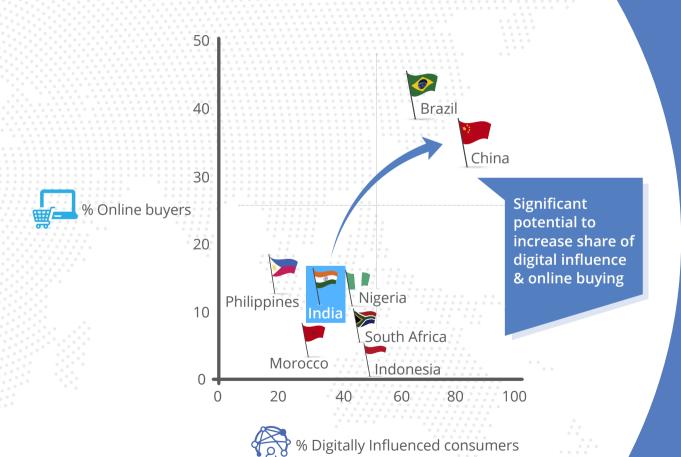
Note: Consumer durables include television, air conditioner, refrigerator, washing machines, water purifier, microwave oven & small appliances; Also, numbers are different from last page as one consumer can buy multiple items & these numbers are only for urban consumers.

Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG CCI Digital Influence Study 2013, 2015, 2017, Press Search, BCG Analysis



High digital influence & online buying in other emerging economies like China & Brazil show potential for India

Digitally influenced consumers in Emerging Markets



A comparative study of digitally influenced consumers in emerging markets shows that India currently lags behind other markets such as China, Brazil etc. in terms of digital influence on the consumer durables purchase journey. Only ~29% consumer durable consumers are digitally influenced in India, as compared with ~90% and ~80% in China and Brazil. respectively.

For online buyers, the difference is starker. Only ~9% consumers buy online in India vs ~40% and ~50% in China and Brazil, respectively.

India has the potential to move up the digital ladder in the years to come owing to factors like increasing internet penetration, cheaper smartphones and data, rise of vernacular content and e-commerce companies thrust on online buying.

Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG - Digital Consumers, Emerging Markets & the \$4 Trillion Future Report, BCG CCI Digital Influence Survey 2017



Increasing internet penetration, cheaper smartphones and data, vernacular content and ecommerce thrust will continue to drive digital influence

India is currently undergoing a digital explosion driven by a multitude of factors. These include:

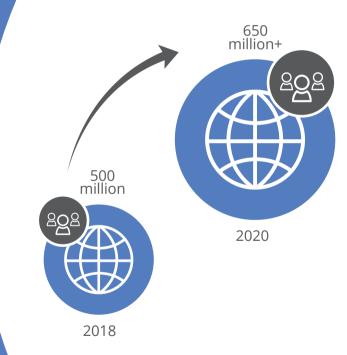
- Increasing internet penetration (650 million+ internet users expected in India by 2020)
- Falling smartphone prices
- Significant decline in data tariffs
- Increasing availability of vernacular content
- Sales thrust by ecommerce companies

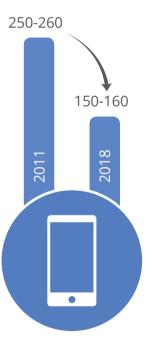
These factors will continue to drive disproportionate growth in digital influence over coming years. 1 Increasing internet penetration

Internet users in India



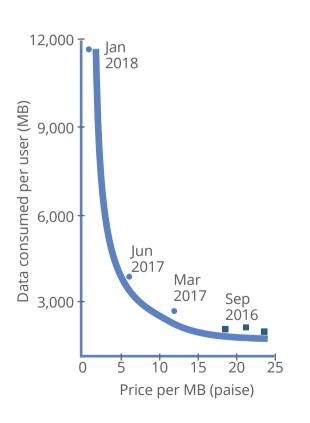
Average smartphone price (\$)





Source: Press search, BCG Analysis

- Significant decrease in data tariffs Data consumed per user per month (MB) vs Price per MB (Paise)
- Increase in vernacular content
- Ecommerce companies thrust on online buying





20x

Increase in non English watch time on Youtube



New Internet users in India are likely to be *Indian language users*





Promotions and offers









24x7 product tracking



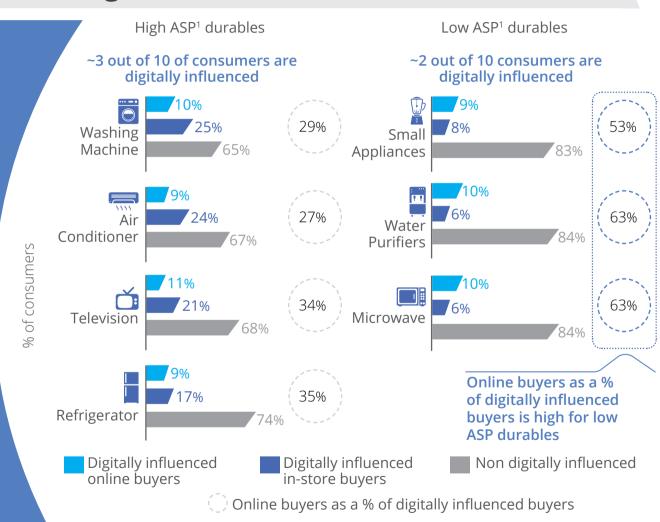
Post sale support or service

...

Digital influence varies for different durable categories and is higher for high ASP durables

The extent of digital influence varies by category and is higher for high ASP durables (e.g. TV, AC, washing machines and refrigerators) and lower for low ASP durables (e.g. Microwaves, water purifiers and small appliances).

Low ASP durables have higher percentage of online buyers. A strong 53-63% of digitally influenced buyers vs only 27-35% for High ASP durables.



^{1.} High ASP products – Appliances with ASP >INR 20,000; Low ASP products – Appliances with ASP <INR 20,000 Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG CCI Digital Influence Study 2017





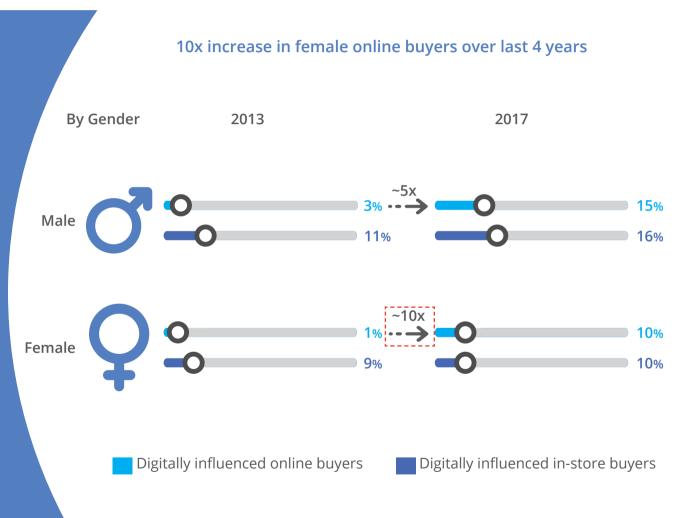
Digital influence varies by demographics; high growth in women, 35+ age group and tier 2-3 city consumers in last 4 years

Significant growth observed in digitally influenced buyers from non-tier 1 cities, women and higher age group consumers over the last 4 years.

10x growth in the % of digitally influenced female online buyers in the last 4 years. 5x growth for men in online buying between 2013 and 2017.

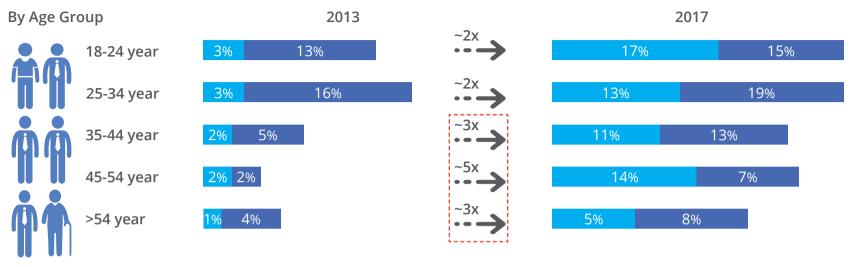
Significant growth in digital influence & online purchases in the 35-55 year age bracket.

Tier-2 and Tier-3 cities have witnessed the fastest growth in terms of digital influence (5x growth over the last 4 years).

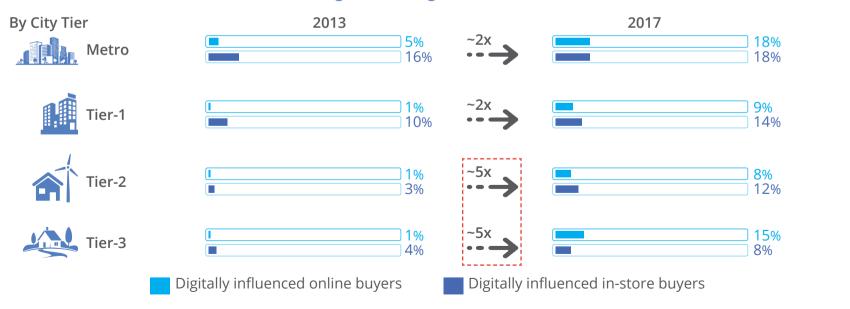


Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG CCI Digital influence Study 2013, 2017, BCG Analysis

3-5x growth in digital influence & online purchases in the 35-55 year age bracket over last 4 years



5x growth in digital influence in Tier-2 and Tier-3 cities



Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG CCI Digital influence Study 2013, 2017, BCG Analysis



For brands, offline market share does not translate into similar share for digitally influenced purchases

Market leaders in the respective categories are not necessarily the most effective in driving digital influence. In washing machines for example, the overall market leader ranks third in terms of share of online purchases; losing out to market challengers in the online space.

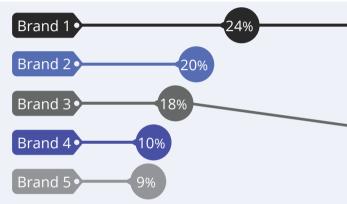
The scenario is similar in case of other categories like air conditioners, where only 2 of the top 5 overall market leaders feature in the top 5 brands in online purchases.

Challengers are leveraging digital platforms over the traditional mediums to enhance reach.

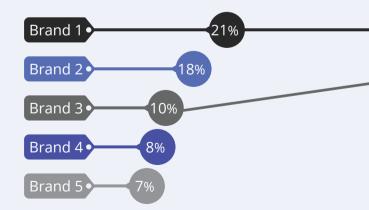
Challengers are leveraging digital platforms over the traditional mediums to enhance reach

% share by brand Overall market share¹



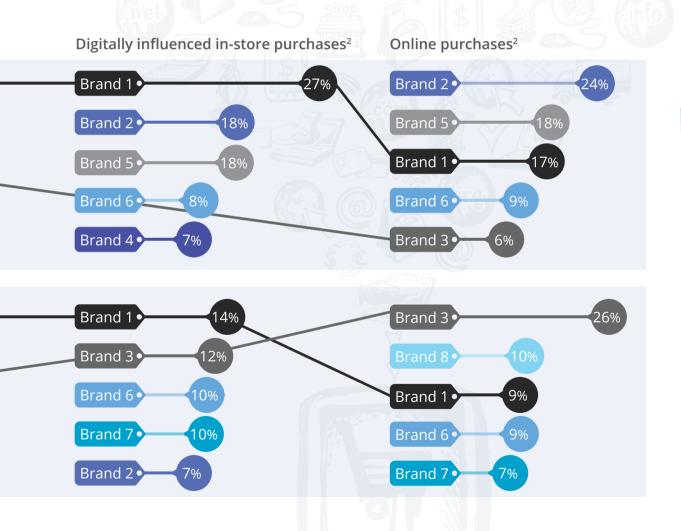






1.Euromonitor

2.BCG-Google Digital Influence on Consumer Durables Study 2019





DECODING DIGITAL CONSUMER



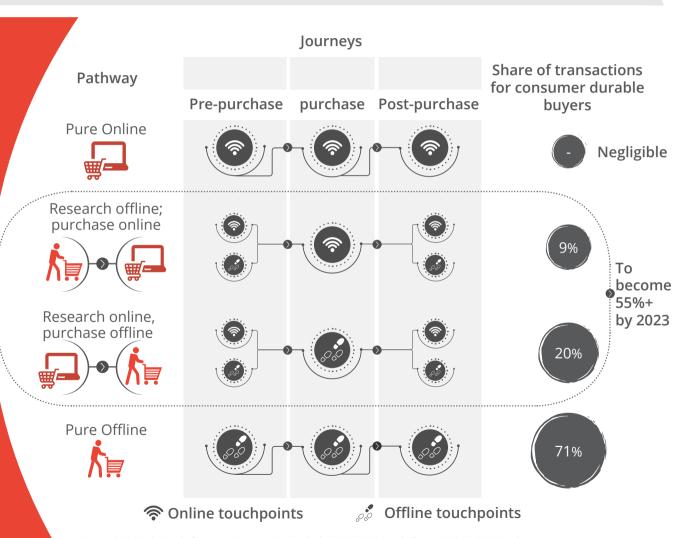
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Consumer durable buyers traverse through multiple journeys before making their purchase decision

All purchase transactions can be grouped into 4 broad archetypes based on the pathway followed for research and purchase- as shown in the exhibit.

For consumer durables, nearly all digitally influenced transactions involve an omnichannel interaction: buyers typically traverse through multiple online & offline touchpoints before making the final purchase. This complex mesh of interactions across online and offline channels presents multiple opportunities for leading consumer durable players to delight and influence the customer journey.

With increase in digital influence, % of digitally influenced consumer durable buyers is expected to become ~2x by 2023.



Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG CCI Digital Influence Study 2017, BCG Analysis



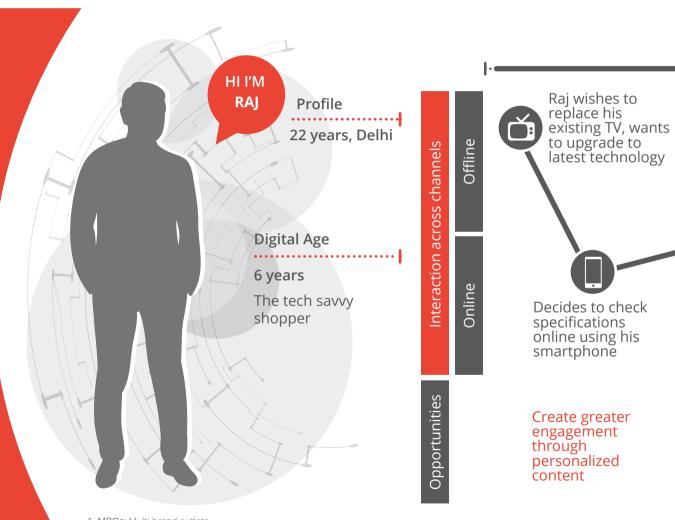
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Consumer journey and opportunities for intervention Example 1: Research Offline - Purchase Online for TV

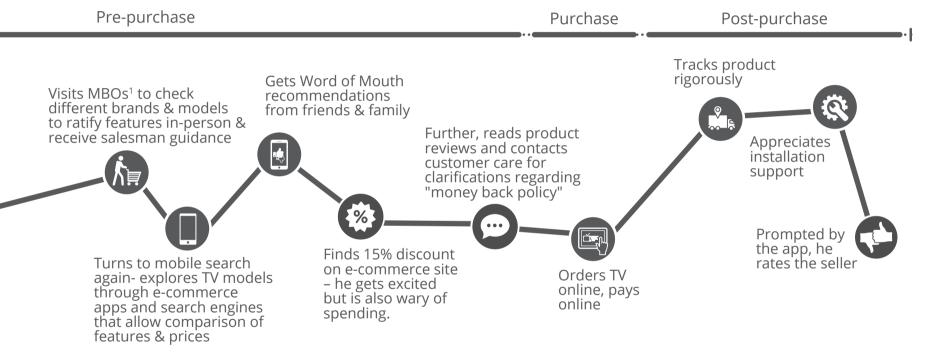
Research Offline Purchase Online



Tech savvy television buyer ends up buying online owing to better prices



MBOs: Multi brand outlets
 Source: BCG-Google Digital Influence on Consumer Durables Study 2019, Industry interactions, BCG Analysis



Leverage digital marketing to make relevant recommendations and showcase product offerings

Proactive data driven targeted offers basis past purchases, age group/income profiles Reviews from trusted influencers to overcome initial hesitation in online shopping Optimize supply chain for faster delivery

Incentivize post purchase advocacy; closely manage social sentiment about the products



Example 2: Research Offline - Purchase Online for Microwave

Research Offline **Purchase Online**



Tier-3 buyer orders microwave online due to greater availability & variety



Interaction across channels

Offline

Mamta wants to purchase a new convection microwave with preloaded dishes; to experiment with new ways of cooking

Searches online for "convection microwave cookware"

Personalization-tailor messages to consumer profile

Consumers are increasingly searching for latest technology & trends. For example, searches for double-door refrigerators are growing at >30% YoY

Source: BCG-Google Digital Influence on Consumer Durables Study 2019, Google Trends data, Industry interactions, BCG Analysis

Pre-purchase Purchase Post-purchase Expects next Checks with her sister who dav delivery Visits local wholesale recently bought a convection store to see the product. microwave oven; her sister However, the model that recommends to purchase she has selected is not from nearby store Gets available. installation support Researches online using appliance Returns online Decides the final guides, brand to complete her Orders microwave She rates product & adds websites & purchase online online; avails the the seller to cart without user reviews COD option completing purchase to zero in on the exact model Digital kiosks Easy financing Online videos, Integrate Influencer reviews from options like no virtual assistants marketing, network in stores to of advocates to extend in-store cost EMIs to drive to provide common sites with social promote products online payments customer support inventory

media

& answer queries

and installation

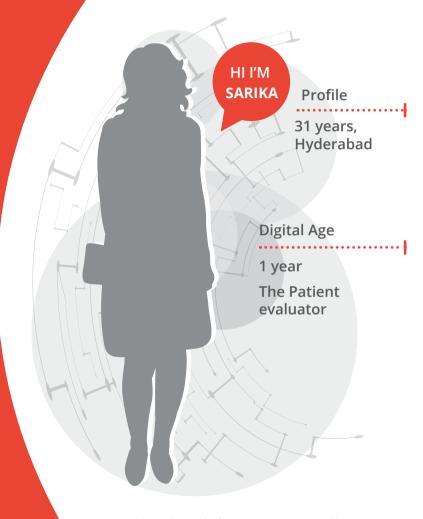


Example 3: Research Online - Purchase Offline for Refrigerator

Research Online **Purchase Offline**



Refrigerator buyer switches offline for salesman guidance and touch & feel of the product



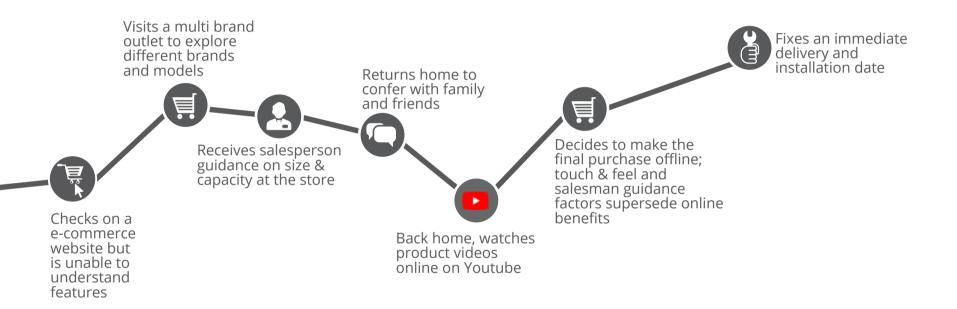
Offline Interaction across channels

Sarika is looking to replace her fridge; to accommodate. the needs of her growing family Searches online using her smartphone Consumers are increasingly using mobile devices to do research. In categories such as

> AC, Refrigerator queries from mobiles are growing at 25%+

Opportunities Tailored marketing to relevant age groups/ income profiles to increase product awareness

Pre-purchase Purchase Post-purchase



Digital billboards for flashing targeted offers to passer-by consumers

Digital companions like chatbots, expert recommendations to assist with purchase decision

Use of online tools such as augmented and virtual reality to help better visualize product, gauge size, shape and capacity

Digital kiosks for faster order placement and self checkout at stores

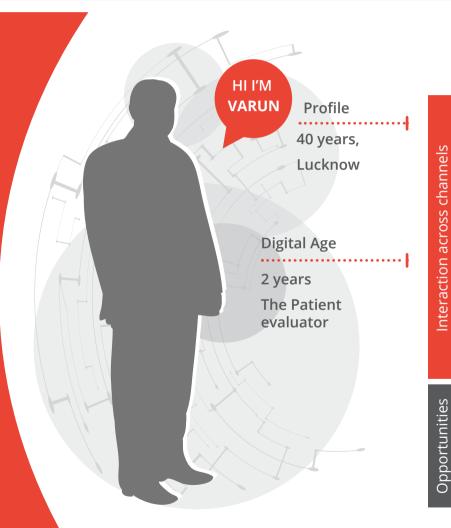


Example 4: Research Online - Purchase Offline for Mixer

Research Online Purchase Offline



Buyer decides to buy the mixer offline for fear of duplicate/ damaged products



Interaction across channels

Offline

Varun wants to purchase a new mixer to replace his existing mixer

Actively starts taking feedback from friend/family online on the brands that they use

> Proactive data driven targeted offers

Source: BCG-Google Digital Influence on Consumer Durables Study 2019, Google Trends data, Industry interactions, BCG Analysis

Pre-purchase Purchase Post-purchase Visits a local store from where he has purchased kitchen appliances in the past; trusts the store more than online Searches online by the term "mixer" for all brands available Makes final Expects good after in the category purchase offline sales services from the dealer Seeks sales Checks on a e-commerce person guidance and finalizes the websites for prices, reviews and ratings of model the product; however, doesn't order online for fear of duplicate/ damaged product

Virtual assistants for

advisory and prompt

customer support in

case of complaints

One click user

products

friendly process for

returns and refunds

in case of damaged

Recommendations

with similar interests-

'people like you also

buy' - integrated into

browsing experience

Data analytics driven

targeted marketing for

similar/ related product

offerings; personalized

loyalty programs and offers to drive repeat purchases



Key insights accross 3 phases of digitally influenced consumer journeys





- **Triggers for online purchase:** Low price and convenience are the largest drivers of online purchase; choice of multiple payment options is one of the top 5 drivers
- Barriers for online purchase: Absence of in-person guidance and lack of 'touch & feel' are the biggest barriers of online purchase
- Channel for online purchase: Buying from e-commerce aggregators is preferred over individual brands' website/apps across categories; TV, AC & water purifiers are relatively over-indexed on brand website or app led purchases







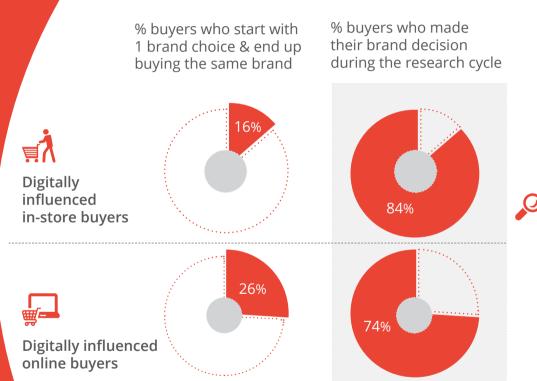


84% in-store buyers and 74% online buyers are undecided on their brand choice initially

A significant proportion of both online and in-store buyers do not exhibit a concrete brand choice at the beginning of their research cycle.

Only 16% digitally influenced in-store buyers and 26% digitally influenced online buyers start with 1 brand choice & end up buying the same brand.

On the other hand. 84% digitally influenced in-store buyers and 74% digitally influenced online buyers made their brand decision during the research cycle.



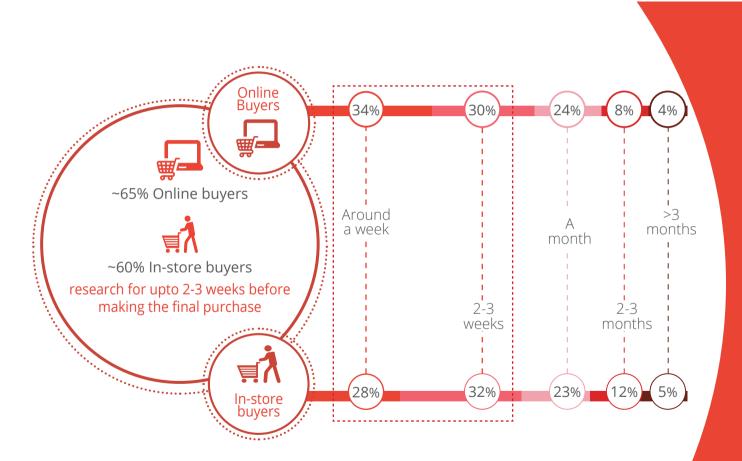
Consumers are turning to search to get answers on the "best" products in the market. For example, +300% YoY growth in terms like "best water

purifier 2018"

Opportunity to influence brand choice using dedicated digital

Question: How many brands were you considering at the start of your research activities? & Was this the brand you had planned to buy initially? Source: BCG-Google Digital Influence on Consumer Durables Study 2019, Google Trends data, BCG Analysis

Digitally influenced buyers typically research for upto 2-3 weeks before making the final purchase



2 out of every 3 digitally influenced buyers research upto 2-3 weeks before making the final purchase.

Question: How much time passed between the time you started to research and the time you actually bought on your most recent occasion? Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG Analysis



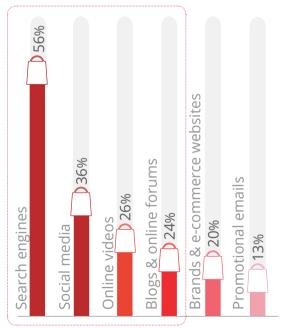
Digitally influenced buyers use search engines, blogs & social media as the primary source for online research

Digitally influenced in-store buyers primarily use search engines (56%) to look for product information online, followed by social media (36%), online videos (26%), blogs & online forums (24%).

In the case of digitally influenced online buyers, search engines (43%) followed by blogs & online forums (36%) and online videos (31%), e-commerce websites (25%) make up for top sources for online research.

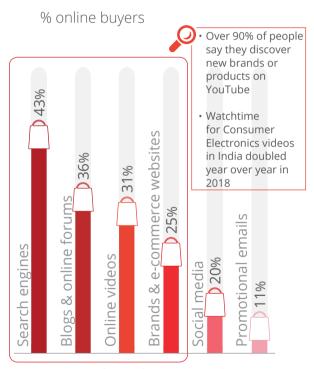
Digitally influenced in-store buyers

% in-store buyers



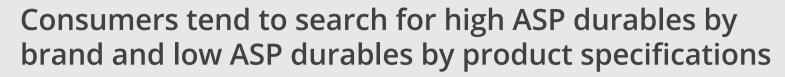
Source for online research

Digitally influenced online buyers



Source for online research

Question: Where did you find the information you were looking for online? Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG Analysis





Category-wise most searched terms



Televisions

'Sony TV', '32 inch LED TV', 'Smart TV', 'Samsung TV', 'MI TV'



Water Purifiers

'Eureka Forbes', 'Kent RO', 'Aquaguard'



Air Conditioners

'Inverter AC', 'Voltas AC', 'Lloyd AC', 'Portable AC', 'Samsung AC'



Microwaves

'Microwave oven', 'OTG', 'Convection oven', 'LG microwave', 'Samsung Microwave'



Washing Machines

'LG washing machine', 'IFB washing machine', 'Fully automatic washing machine'.



Small Appliances

'Mixer grinder', 'Juicer'. 'Electric rice cooker'

Google trends on most searched terms indicate that consumers tend to look for a specific brand while searching for high ASP durables like TV, washing machines etc.

Whereas, while buying a low ASP durable, they tend to start with the product specification in mind.

However, water purifiers are an exception as consumers tend to search for a few specific brands of water purifiers than just specifications.



Refrigerators

'LG refrigerator', 'Samsung refrigerator', 'Double door fridge'

Source: BCG-Google Digital Influence on Consumer Durables Study 2019, Google search trends data, BCG Analysis



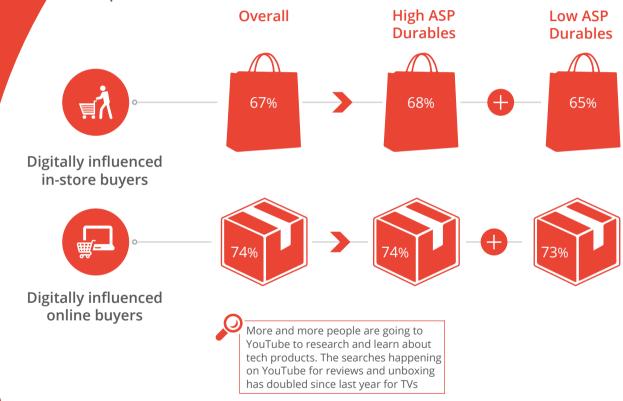
A majority of digitally influenced buyers rely on online reviews to arrive at purchase decision

The influence of online reviews on the purchase of consumer durables has been on the rise.

67% of in-store buyers and 74% of online buyers consider online reviews to have played a 'very important' role in influencing their purchase decision.

Online reviews have marginally higher importance for purchase of high ASP durables vs low ASP durables.

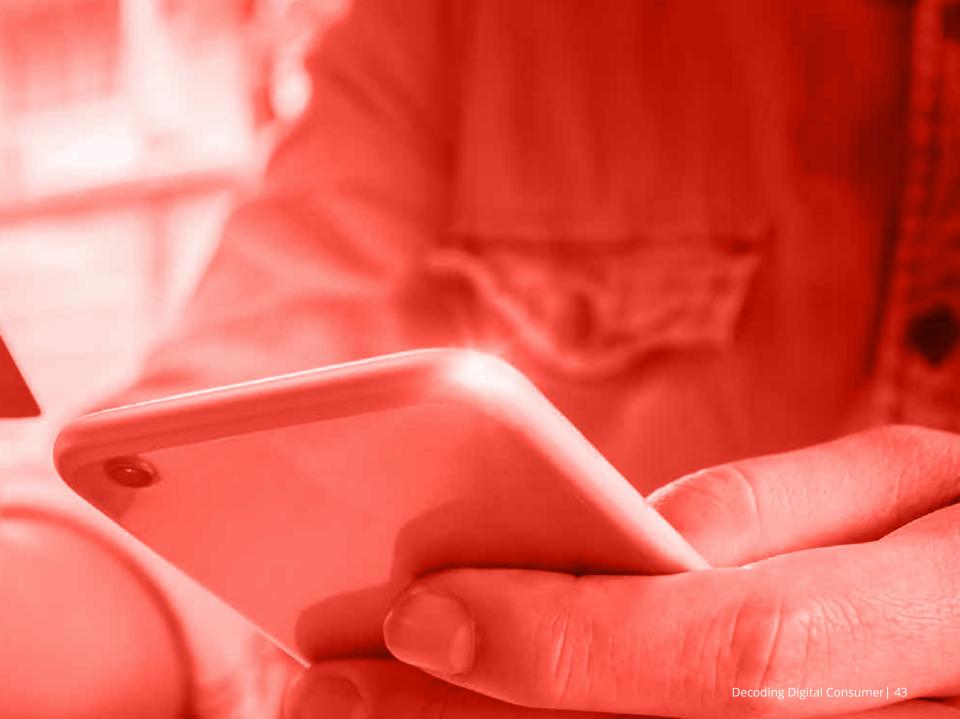
' % respondents who believe that online reviews played a 'very important' role in their purchase decision



Question: How important were online reviews/ratings in influencing your decision about what to buy/book/sign up for? **Source:** BCG-Google Digital Influence on Consumer Durables Study 2019, Year in Search 2018, BCG Analysis









Low price and convenience are the largest drivers of online purchase; Choice of multiple payment options in Top 5 drivers



I have bought three electronic appliances in just last year – Fridge, Washing Machine, Cooler – and I didn't face any problem. I got good discounts and EMI options online. So why not T.V.?"

- Online buyer, Male, Indore



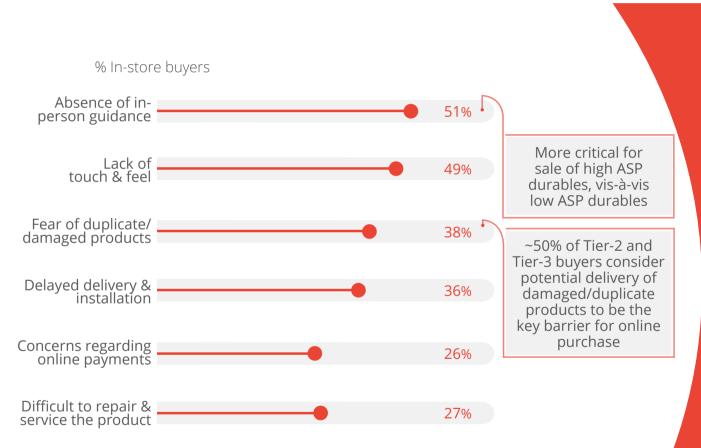
We had gone to a local store to window shop & check out the screen size we wanted. But the salespeople are quite impatient. They want you to just purchase. So we didn't consult them. Had a look and returned."

- Online buyer, Female, Delhi



Percentages mentioned are on a base of total consumers and not relative in nature, the total may exceed 100% **Source:** BCG-Google Digital Influence on Consumer Durables Study 2019, BCG research & analysis

Absence of in-person guidance and lack of 'touch & feel' are the biggest barriers for online purchase





I did a search on Amazon app and Google. There were a lot of options. But I got so confused. Then I asked my senior at work, he suggested a nearby store. He said that they have a good team to guide on this matter."

- Offline buyer, Male, Mumbai



The interaction with the sales staff, discount offered and trust/point of contact were the key reason for purchasing the product offline."

- Offline buyer, Female, Mumbai

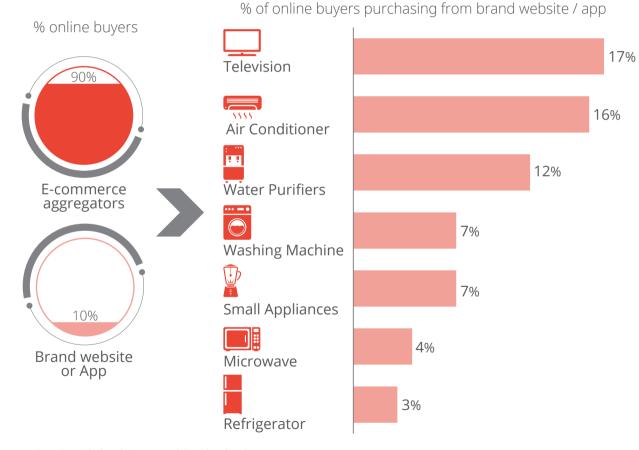


Buying from e-commerce aggregators preferred over individual brands' website/apps

Individual brands' websites / apps contribute to only ~10% of the total online purchases. Nearly ~90% of online buyers buy from e-commerce aggregators.

TV, AC & water purifiers are relatively over-indexed on brand website or app led purchases. Nearly 17% of online buyers for TV, 16% for air conditioner and 12% for water purifiers purchase from brand website / app.

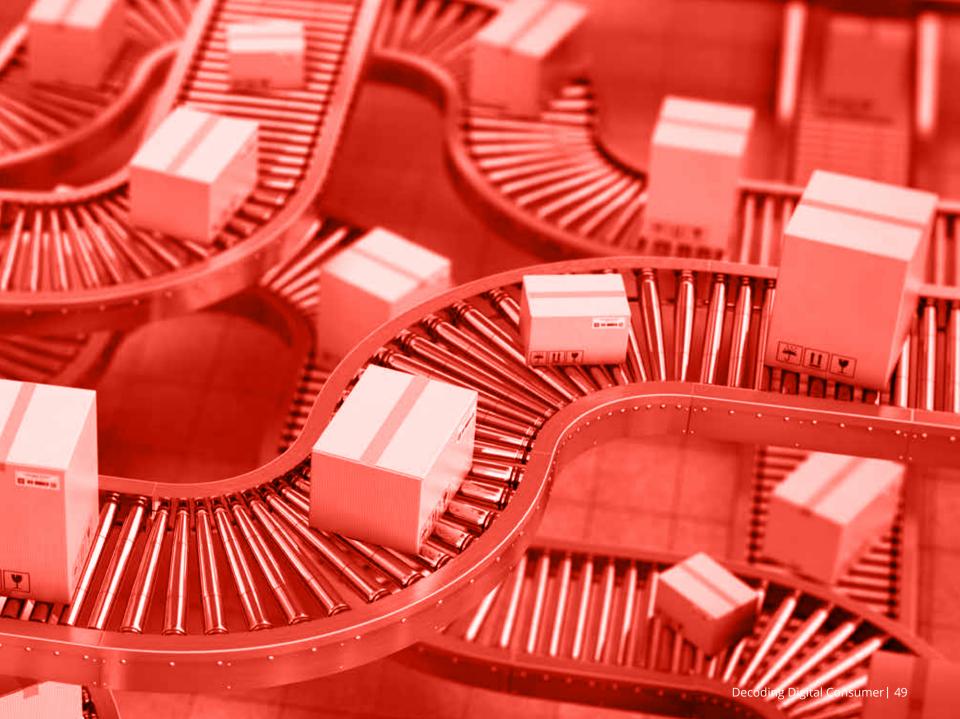
Highly imperative for brands to simultaneously compete & collaborate



Question: Which website or app did you buy from? **Source:** BCG-Google Digital Influence on Consumer Durables Study 2019, BCG analysis







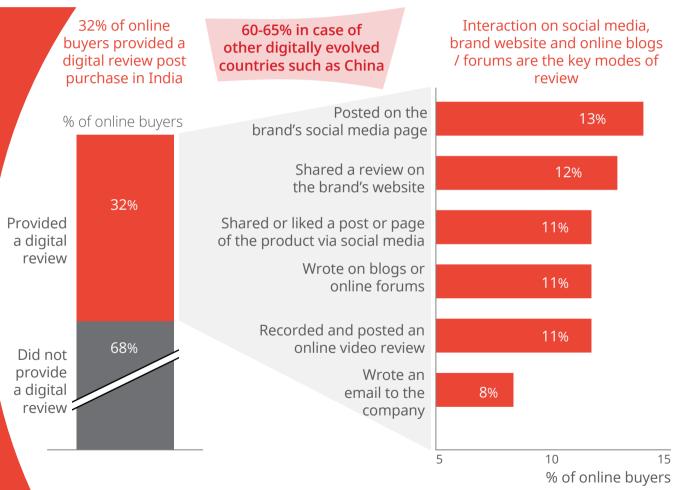


Nearly 1 in every 3 online buyers provides digital review post purchase

32% of online buyers provide product reviews online after purchasing a consumer durables across category.

Buyers typically post on the brand's social media page for providing product reviews; closely followed by writing on the brand's website.

Other than providing reviews and recommendations; buyers typically engage in other post purchase activities such as seeking information on installation & use, availing warranty services, downloading the brand's app & searching for more/ similar offerings from the same brand.



Question: How did you share your review or recommendation?

Note: Percentages mentioned are on a base of total consumers and not relative in nature, the total will exceed 100% because of choice of multiple selections to the question

Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG Analysis



26% in-store buyers and 36% online buyers look for other offerings from the same brand post purchase

Product Category

Television Air Conditioner Washing Machine Refrigerator Water Purifiers Microwave

Small Appliances

26% in-store buyers who look for similar offerings from the same brand post purchase 27% 24% 23% 26% 24% 34%

26%

online buyers who look for similar offerings from the same brand post purchase

34%

30%

34%

43% 41% 40% Approximately 36% online buyers and 26% offline buyers either research for more offerings from the same

brand and/or buy more from the same brand post purchase of a consumer durable. This propensity for

This propensity for repeat purchase is over-indexed towards low ASP durables as compared to high ASP durables.

decreases
Opportunity to
cross sell through
dedicated digital
marketing efforts

Propensity for

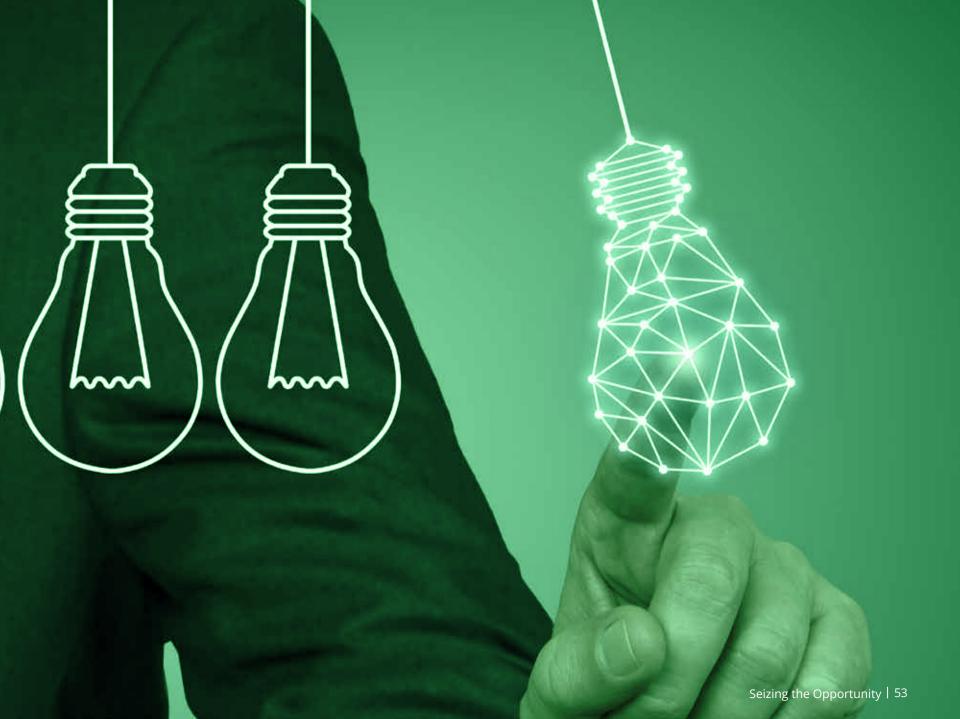
repeat purchase

increases as ASP

Question: What did you do after completing the purchase? Source: BCG-Google Digital Influence on Consumer Durables Study 2019, BCG Analysis

SEIZING THE OPPORTUNITY



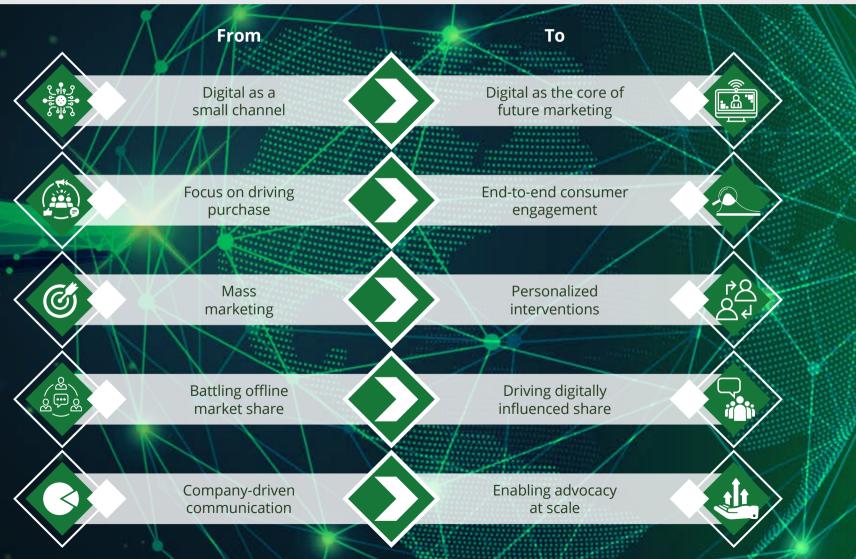


Key themes to leverage the digital influence opportunity

Key takeaways	How to win Case study
Digitally influenced sale will grow disproportionately. However, it varies by categories	Set up investments and create right digital organization structure to capitalize this opportunity
Offline market share does not translate into digitally influenced share	Achieve fair share or strive to beat the market leaders in the future through digital leadership
~80% of digitally influenced consumers finalize the brand during the research cycle, in a short window of 2-3 weeks	Focused interventions at individual consumer level across journey touchpoints 5 6
Lack of "in person guidance" and "touch and feel" biggest barriers to online purchase	Leverage technology solutions like AR/VR to mitigate barriers 7 8
30%+ digitally influenced consumers post reviews online	Drive post purchase experience and amplify advocacy at scale to influence new consumers 9 10



What does this mean for Consumer Durable players?





Align digital budgets to tap the opportunity early



A leading multinational electronics company's digital budget went up from high single- digit figures in 2014 to ~30% of its total marketing budget in 2018

Leveraging digital and social media platforms enabled the company to drive its 'celebrating the new' campaign and garner over a million views within a day of the launch



Analytics based customized marketing efforts to tap rich available data and drive actionable consumer insights



Digital initiatives to be complemented with organizational enablement to ensure success

A leading Indian consumer goods company re-organized itself to carve out digital business as a separate business unit to ensure right focus at senior management level

A mid sized Indian consumer company set up digital brand team to enable efficient digital marketing ecosystem for larger group of brand managers & driving synergies

An American electric car-maker selling its cars online through its website, is using social media platforms, such as Twitter, to allow customers to interact directly with the company, including its leadership



Select examples from India and globally on increasing importance of organizational enablement



Achieve fair share or strive to beat the market leaders in the future through digital leadership



Nearly 80% of sales for a leading Chinese smartphone maker comes from online channel



Critical to simultaneously compete & collaborate in the e-commerce space



Focus on leading online retailers helped a European sportswear company achieve €1.5 billion (\$1.9 billion) in online sales in 2017, an unprecedented 57% growth over the previous year

It aims to hit a target of €4 billion (\$4.9 billion) by 2020 by leveraging the likes of both leading e-tailers and retailers as well as its' company owned channels, particularly its apps

It uses its ever-widening portfolio of apps to push rarer — and more expensive — products, while using other online retailers to sell its cheaper products



A leading
European
sportswear
manufacturer
uses its app to
push rarer &
more expensive
products, while
online retailers
sell its cheaper
products



Focused interventions at the consumer level in their research journey



A leading Indian hypermarket retail chain is targeting consumers with focused interventions in their search journey

A leading Indian hypermarket retain chain has created 'Smart Search' where anyone who searches for anything with the company name prefixed is offered exclusive offers from the company which can be redeemed across its network of 225 stores throughout India

With this campaign, the company successfully added young digital customers, who seek offers and information online, to its fold and drove them to shop at its stores

Over 1,80,000 discount coupons were distributed against each search on every occasion, which saw an increase of more than 30,000 people visiting the retail chain's stores

Leverage AI to generate data-driven actionable business insights

An online healthcare platform connects patients with doctors in real time using chatbots. They have dedicated doctors at the backend but are building an Al layer to scale operations

They have built Al engines which process over 10 million minutes of talk time every month. This has enabled them to profile their customers for their preferences, likes and dislikes and the kind of queries they raise

The company then performs analytics on this data to generate actionable business insights (Eg: the company is aware to what extent the agents were able to answer the queries and accordingly pitch the right product)



An Indian healthcare venture which provides online consultations is using Al to pitch the right product to the right customer



Bring the physical 'touch & feel' and eliminate other related barriers to digital purchase



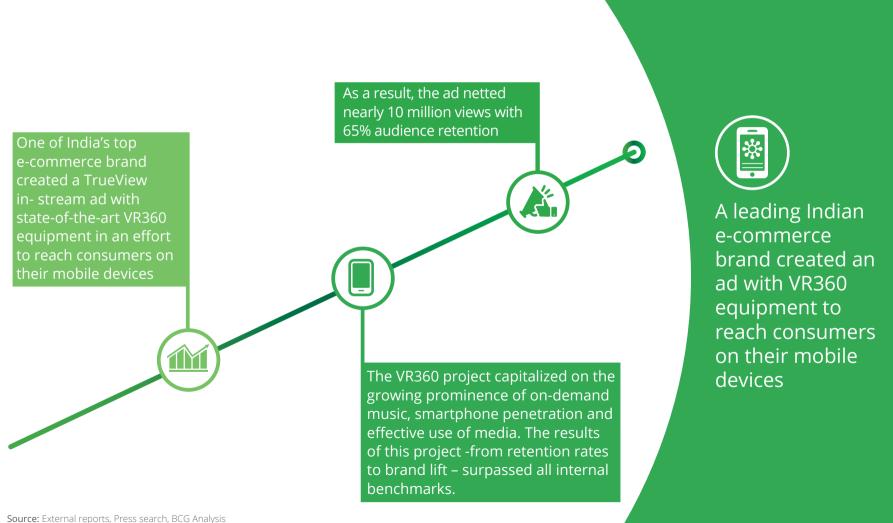
A large global furniture retailer uses augmented reality to help consumers visualize furniture in their homes

A large global furniture retailer brings the 'touch & feel' experience to the digital consumer through the use of augmented reality to improve the furniture buying experience

> Consumers can preview how furniture will look like in life-size proportions in their homes and order directly from the free app

This initiative has greatly helped in eliminating the barrier of 'lack of touch & feel' in online buying

Use technologies like AR/VR to create immersive environments and provide engaging experience for users





Leverage digital for continued post purchase experience



An Indian global communications services company is leveraging technology to make digital self-care more interactive

An Indian telecom giant is offering Google Assistantbased Digital Customer Care experience to step up the customer experience

The company's users will now be able to interact with Google's virtual assistant to get answers to various queries pertaining to their subscribed plans, data usage and account balance. Notably, the feature is available for both, the postpaid and prepaid users

The newly launched feature is part of the company's Project Next - it's digital innovation program, aimed at transforming customer experience across all of its services and touch points



Re-imagine the role of advocacy

A US chain of retail bookstores uses customer ratings, reviews and data collected from their e-commerce business and Kindle devices to display books that are most likely to entice readers to make a purchase

Interestingly, the company's bookstore has less than 5000 titles, compared with the millions of titles in its online store. Using technology and big data around customer reviews, the company has been able to make the shopping experience more efficient & effective

The featured books * table isn't selected by a local employee or organized by latest hyped releases—it's a selection of most highly rated online books



A US chain of retail bookstores offers a curated range of books based on online popularity

NOTE TO THE READER

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