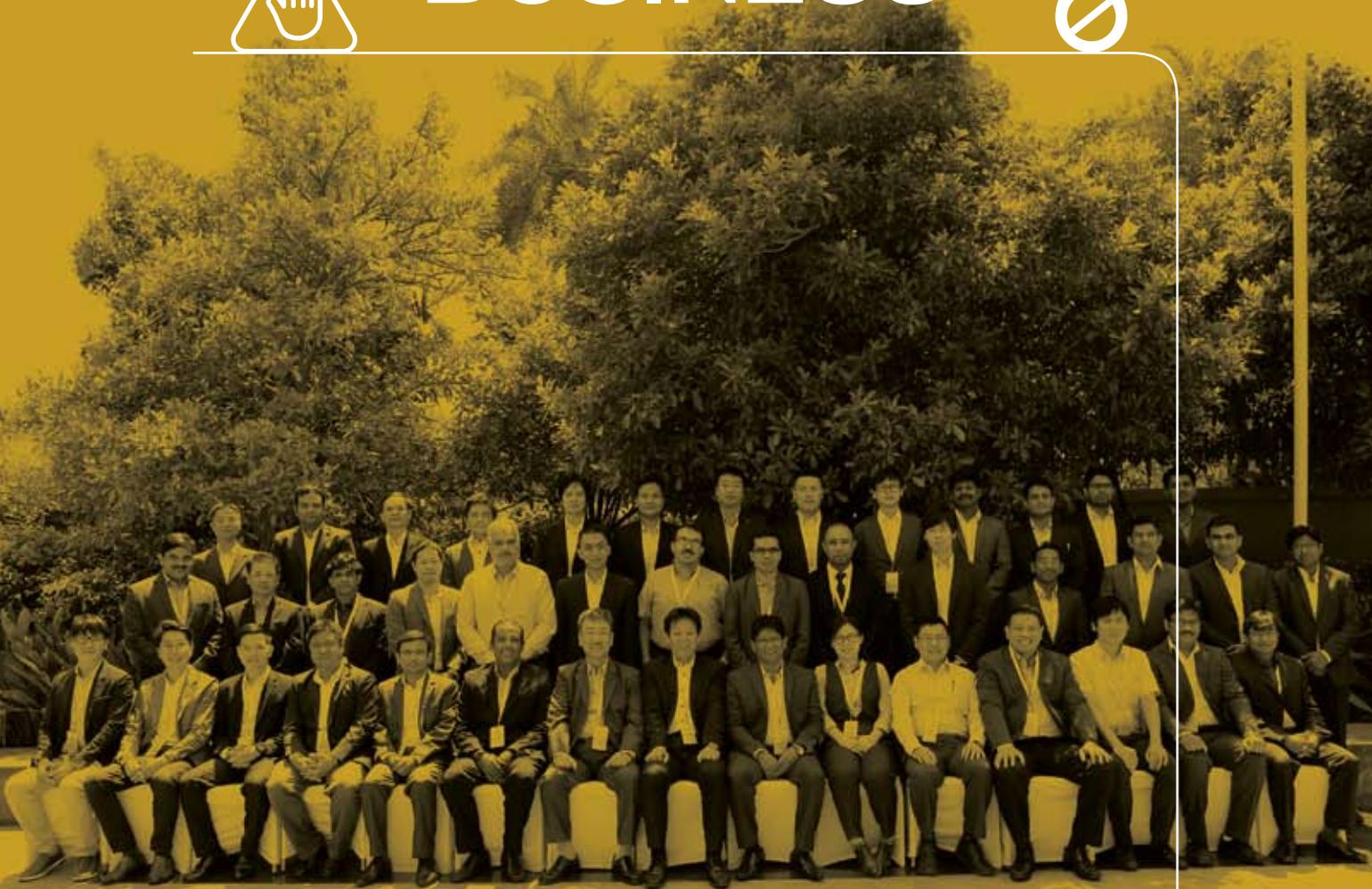


# DEALERS OUR ALLIES IN BUSINESS



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Our dealers are our long-established partners who enable us to connect with our most valued stakeholders; our customers. They play a major role in providing a range of before and after sale services to customers, ensuring Customer Delight. We have always maintained close-ties with our allies and strived to integrate our dealers in all our decisions pertaining to sales and distribution system.

## CUSTOMER SERVICE APPROACH

*We believe in going beyond satisfaction, we believe in Customer Delight*



## TOYOTA Q SERVICE

**Quick Service by Qualified Manpower and Inbuilt Quality**

*With Customer First Approach, Toyota has established 'Toyota Q service', a standardized service to ensure hassle free quality service experience with utmost convenience to all our valued customers.*

## THE DEALER RELATIONS

*We have always considered training and development of our dealer partners as an opportunity to strengthen our relationship. Keeping this in mind, our Customer Service group [CSG] strives to connect with our dealers through various events like training programs, workshops, competitions, seminar meets and conferences to exchange views, share best practices and achieve the common goal of being the 'Best in Town' by ensuring 'Customer Delight'.*

### CSCR CONFERENCE

The Customer Service Customer Relation [CSCR] Conference is an annual regional conference, which is attended by TKM and dealer top management. It is a platform for two way communication between the dealer partners and TKM to share the customer centric direction and strategy for 2017.



This reporting year, a knowledge forum was organized for the dealers to share their best practices in the field of employee and customer satisfaction and, business and customer relations. Various customer engagement products and programs by dealers and suppliers were also witnessed at the conference.

### NATIONAL SERVICE PARTS CONFERENCE

The National Service Parts Conference [NSPC] is held every year as a platform for dealerships to share their best practices in the field of customer satisfaction. The dealerships shared their kaizens pertaining to ETA enhancement, inventory management and VOC management. The best KPI performer, best parts campaign promotion and the best dealer inventory were recognized at the conference.

## SCALING UP SKILLS, SINCE 2006

### TOYOTA - TECHNICAL EDUCATION PROGRAM [T-TEP]

*Bridging the skill gap between the skilled youth and prospective employers*

We have established 48th T-TEP Institute at Don Bosco Technical campus at Chennai. Further, we plan to launch 2 T-TEP institutes in Chennai and Kerala during the year 2017.

Established in 2006, T-TEP is a CSR activity of TKM that aims at developing highly skilled and technically competent automotive professionals. For this, we have partnered with 47 Industrial Training Institutes [ITI] pan India. Further, Toyota has adopted Ramanagara Government ITI and has played pivotal role in developing industry-specific curricula and has trained both faculty and students.

The students are trained on latest automotive technologies and service techniques such as General Service, Automotive Body Service, Paint Service and Service Advisor categories, followed by on-the-job training (OJT) at Toyota dealerships.

### THE 9<sup>TH</sup> T-TEP NATIONAL SEMINAR

This year the seminar was hosted by Regional Manpower Excellence Centre [RMEC], Pune, to showcase the key strategies for enhancing training quality and effective communication through the web portal. This was followed by T-TEP Instructor Skill Contest (TISC) where the best kaizens and KPIs were recognized.

### DICT – DEALER INTER COMPANY TRANSFER

To make dealer staff more self-reliant, our technical services team designed a unique program, wherein the Technical Leaders from each group dealer are trained for a period of one year at TKM premises. The program follows the simulation and real time 'Go and See' approach to enhance the diagnosis and repair skills for existing and future models. This program has resulted in lesser repair support requests [RSR] from dealers.

Taking a step ahead, we have started a new manpower development program 'Expert Development Program' [EDP] for the TMs who were not a part of DICT. As we have completed our pilot activity successfully, we are planning for expansion of the training programs to other zones.

### DEALER TRAINING HUB IN NORTH EAST

We have established four dealer training centers pan India to ensure trained and qualified customer service personnel at Toyota dealerships. As there was only one dealer training hub at Kolkata, the North East dealer staff availed lesser training compared to other dealerships due to increased travel time and cost, leading to inconvenience at dealerships. As a counter measure, we established a dealer training hub in Shillong that has led to more than 50% reduction in travel time and cost.

### JISHUKEN - SMALL GROUP ACTIVITY

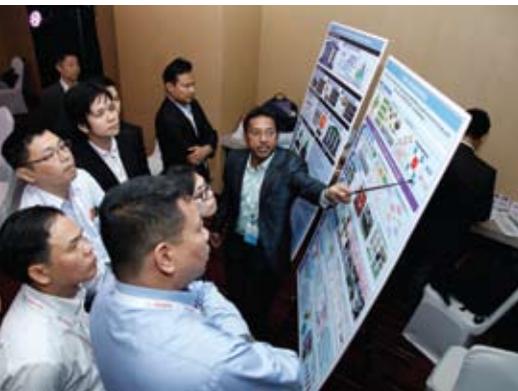
People Development and Kaizen Culture is essential in enhancing CS and Business at dealerships to make the dealers self-reliant in sustaining and improving the operations at each of the customer touch points. SGA Jishuken, is a motivating recognition platform to improve cross learning amongst dealers on problem solving.

The event, held in February'2017 at Lucknow, saw contestants from 10 dealerships of North region and presented their Small Group Activities [SGA], carried out to improve upon their

dealer specific after sales service priority problems. Evaluation was done on quality of actions, problem solving approach and skill development of dealership people, by expert panel. For recognition and motivation, top 4 dealer SGAs were awarded in the forum.

To nurture the kaizen culture, more focus on bottom up approach and sustenance is planned at dealerships. Having a strong belief in continuous improvement approach, in-dealer Jishuken will be promoted as first level of competition followed by regional Jishuken in future.





## GLOBAL BODY AND PAINT KAIZEN SEMINAR

In 2012, 'TSM Kodawari', a global program on basic operations and repair skills was launched. As only 4% of our global distributors were certified with this program for body and paint [BP] operations, TMC and TKM conducted the first 'Global Body and Paint Kaizen seminar' in India to enhance the reach out.

The main objective of the seminar was to share TKM's best practices in Body and

Paint [BP] operations. The best practices were shared by our key distributors; Ravindu Toyota and Nandi Toyota on Small Group Activity [SGA], Quality monitoring, Quality repair guides and customer communication respectively. The event was witnessed by distributors from various countries such as Japan, Singapore, Bahrain, Indonesia, Saudi Arabia, Thailand, Taiwan, Vietnam, Korea, China and Panama.

## CAC AND SCUBE SKILL CHAMPIONSHIP

'Best in Town' requires engaging with the work force and motivating them for the overall quality *through best of abilities*. Hence, the skill championship was organized to assess the skill and knowledge of CAC [Customer Assistance Centre] and SCUBE [Service Satisfaction Survey] agents and to train the top performing agents for critical processes.

## THE NATIONAL SKILL CHAMPIONSHIP

To motivate dealer employees to perform better, the Championship is conducted every year for five different departments falling under sales and services category. The top three performers are recognized and given an opportunity to be a part of champions assembly in Japan, where they share their views with best performers across Toyota affiliates.

## DISHA

Dealer improvement system through holistic approach [DISHA] is a comprehensive evaluation system that provides a common platform for TKM and dealerships to work together towards customer satisfaction. The dealer operations are evaluated and the results

are updated on the centralized DISHA evaluation system, which can be accessed by the territory managers and TKM Head Office and Regional Offices.

The qualitative and quantitative analysis of DISHA strengthens the dealer service

fundamentals and helps in sustaining the advanced standards of Toyota Service. The DISHA evaluation consists of various operational as well as safety and environment checkpoints which would further enhance the standards of customer service at dealership.

## CUSTOMER DELIGHT

Our thinking way : Happy and Loyal customer = Growth and Sustained business

### THE THIRD NATIONAL BIT FORUM

The BIT forum is held every quarter of the year, to showcase initiatives of our National BIT dealer based on their benchmark visits to the best Toyota dealers in Japan. In this forum, our principal dealers from TMS, USA and TMC, Japan shared their Best Practices. Additionally, key aspects driving customer delights such as process development

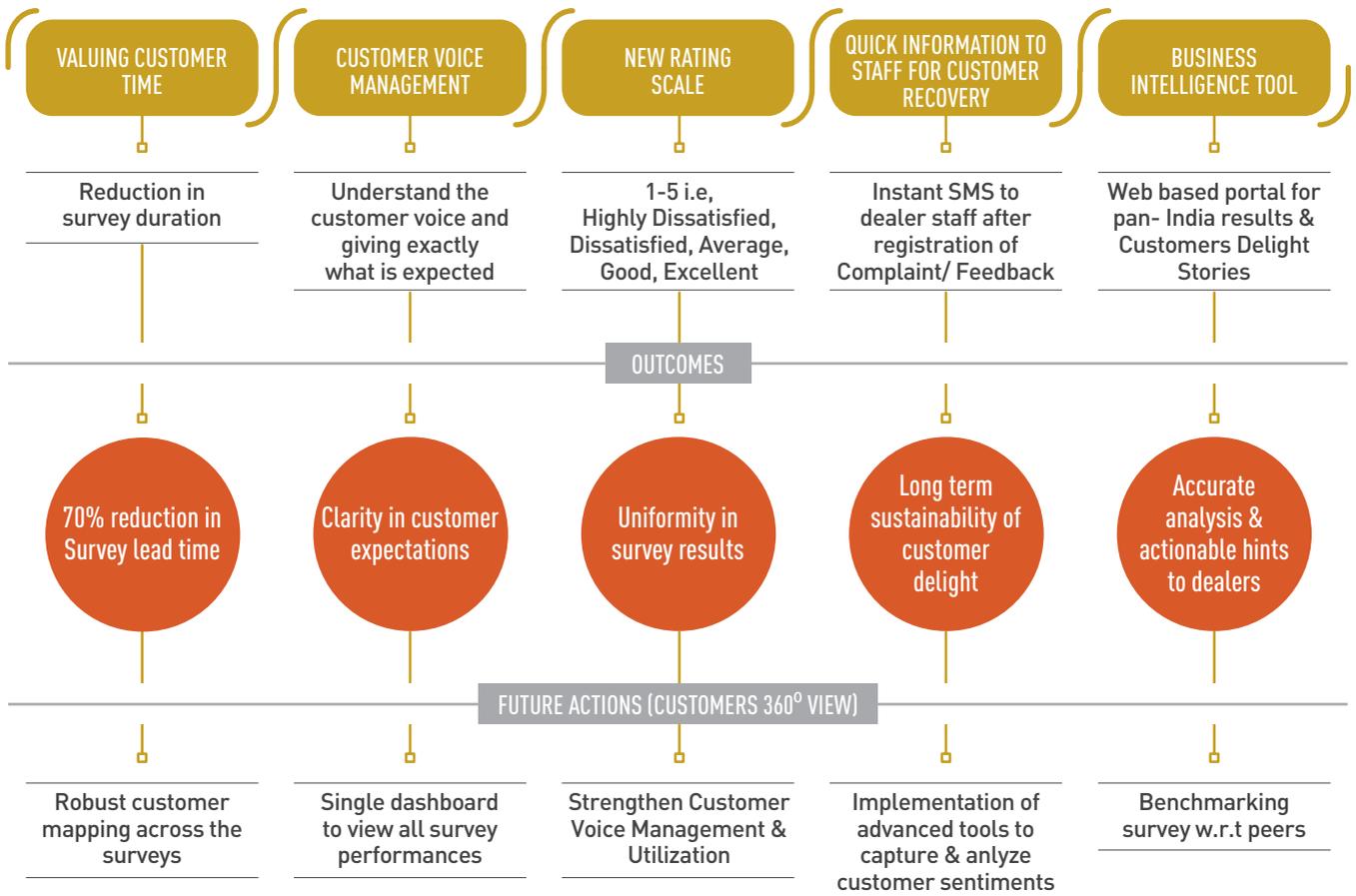
and people development were also discussed.

Going forward, we plan to expand the BIT culture to regional dealers with the support of National BIT dealers to mentor on regional delight forums, taking both quantitative and qualitative aspects of customer experience into consideration.

### REVAMPED SURVEY MECHANISM

To ensure Customer Delight at all times and to catch the pulse of our customer, we have redesigned our customer survey mechanism. This will help reduce the valuable time that is spent on giving feedback, and create an emotional connect through 'Voice of Customer' [VOC] approach.

## CUSTOMER SURVEY MECHANISM



## CASE STUDY

### Fixing It Right

According to the Customer Satisfaction Index (CSI) of year 2016, 'Service Quality' was rated as the most important aspect by customers. Quality management in the areas of electrical, noise, wheel, brake and

AC was reflected as major customer expectations. In order to ensure 'Quality' in all service operations, and evolve dealer staff to develop new ideas and kaizen for the service operations improvement, a distributor

level competition called Customer Service Kaizen Evaluation [CSKE] was established. The details of CSKE are discussed below,

### IDENTIFICATION OF ROOT CAUSE

Lack of training of 'secondary defects'  
Inconsistent work procedures at EM bay  
Lack of equipment to prevent 'secondary defects' at EM bay

### COUNTER MEASURES

People development by sensitizing with case studies  
Process enhancement by 'Built in Quality' technician interface module  
Equipment kaizen to eliminate defects

### OUTCOMES

Reduction of top 5 issues by 95.5%  
Reduction in Repair quality VOC by 64%  
Increase in the CSI by 114 points

## ENVIRONMENT FRIENDLY PRACTICE: ECO WASH

Servicing the automobile needs a large quantity of water- about 150 liters/ vehicle. Hence, 'Eco Wash', an innovative solution that can substitute water, was introduced.

It eliminates nearly 99% of water usage without compromising the quality of cleanliness, polish and glossy finish

to the automobiles. Going forward, we along with our dealer partners, aim to propagate the communication and educate the customers to opt for Eco wash and make a difference by saving water.

In FY 2016, about 15% of dealerships used Eco wash compared to 8% in 2014.



## OUR PLEDGE TO MAKE INDIAN ROADS SAFER

*Road safety is one of the biggest challenges faced by our country today. Hence, inculcating road safety awareness at the grass root level that is at the school level becomes vitally important. Keeping this in view, our collective effort of road safety education helps foster road safety knowledge amongst customers, employees and community.*

### TOYOTA DRIVING SCHOOL

*Not just another driving school*

We offer a comprehensive driver training program with high quality futuristic simulator mechanism, which enables people to have a realistic experience. The Curriculum covers aspects on traffic management, road safety, driving etiquettes, driving simulation for real life experience on various road and climate conditions, basic maintenance and repairs along with emergency handling techniques. The systematic evaluation and feedback and extensive local language support is also provided.

By 2020 we plan to cross 50 schools across India, which will be in the fold of our traffic safety commitment, with our dealer partners. We aim to launch another six driving schools across India by 2017 and train around 5000 students to be highly skilled drivers and safety ambassadors.

### CREATING SAFETY AMBASSADORS AT SCHOOLS

We have launched a unique comprehensive 'Safety Model School' project at Rajagiri Public School, Kochi, in collaboration with Nippon Toyota. With this project, we aim to inculcate the responsible road safety habits by educating the school children, parents, teachers and drivers. This pilot project witnessed participation from 400 students. A similar initiative is undertaken by TKM in partnership with Galaxy Toyota, at Montfort School in Delhi.



### LEARNING WITH FUN

To sensitize school children on Road safety, various activities were conducted by Malik Toyota. The children were sensitized on importance of Road safety by displaying the sign boards and screening videos. Unique competitions such as helmet making (drawing), puzzle making competitions along with signing of the safety pledge were held and the best performers were awarded.

To showcase the importance of wearing seat belt, an open car was made from cardboard and the safety features of the car and the role of seat belt in protecting the lives in case of collision were demonstrated.

### SAFE DRIVE SAVE LIFE CAMPAIGN

The Dealer Centralized Training Centre [DCTC] formed a core team to take actions on road safety awareness. Various activities and training sessions were conducted for school children, customers and community. This reporting year about 10% that is 20 schools in Chandigarh [CHD] and Panchkula [PKL] in Haryana were chosen to sensitize the children on road safety.

The campaign won a lot of appreciation from the local authorities and was widely covered in the local media. Moving forward, DCTC is developing road safety curriculum to have quarterly road safety awareness programs in schools of CHD and PKL districts.