

Customer Delight



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Loyal and happy customers are our promoters. To ensure ultimate customer delight, it is vital to consider qualitative customer voice as the key input in dealer operations and service offerings. We ensure customer delight by expanding our product portfolio with advanced technology that offers quality products and services.

Understanding the Customer Interests

Voice Analytics Tool

Till 2016 we were following JDP survey mechanism where we were focussing only on numbers. From 2017 TKM developed own Survey Structure focussing more towards Voice of Customer instead of Numbers. We receive millions of voices across India and it's impossible to analyse the voices manually. In

addition to this TKM receives Feedback / Suggestion / Heart Touching Stories / Complaints from Customers in EYE, PSFU and NCDS Surveys. It becomes difficult to identify the actionable points among all the customer voices and to act on the same.

The new Voice Analytics tool is developed to capture structured customer voices. A unique SOP is developed to capture screen and prioritize actionable points. The new analytical tool has enhanced the information available for the decision-making.

Strengthening Business Analytics in After Sales Service

To ensure Higher Satisfaction and Retention of Customers, it is very important we understand the services our Dealers are providing to the Customers in terms of adhering to commitments, Service charges, understand verbatims and sentiments of the Customers. It is necessary to measure the key KPIs on real time basis which will help in timely action on the same. To strengthen the monitoring of these key KPIs and to assist in better decision-making process through data analysis, the new business analytics dashboard in after sales service is developed. The major objective for the task is to develop solution to provide right information to right people [TKM & Dealer] at the right time on near real time basis in 3 areas - **Operations, CS and Business**.

With this tool, all stakeholders are referring to one data available in Analytics for discussions and action plans.

Ensuring Security of Customer database

We understand that Customer Data is the key for Sustained Business. We have developed secured system to maintain and update the customer data base. Roles and responsibilities for each function is well defined and screens are mapped in legacy applications to defined roles and responsibilities. The new roles are assigned only through our secured Security Centre. Limited access of Legacy application is provided outside TKM and Dealer Premises. Non-Disclosure Agreements is made with Development and Dealer partners to ensure data security.

Enhancing Customer Experience

National Skill Championship – 2018

TKM with its constant endeavour towards developing skilled workforce across its dealer network in the country conducted the 'National Skill Championship 2018'. An Annual Initiative for dealer personnel, the event serves as platform to reward exceptional sales/service skills and highlights best practices setting advanced skill level in the industry. To develop manpower to meet the skill gap in dynamically changing automotive market, TKM organized National Skill Championship -2018.

Themed "**Challenge My Impossible**", the overall event from dealership level to National Skill contest witnessed 7000+ dealer participants involvement from sales & service. A total of 102 champions competed for National crown held on 3rd Nov. A total of 18 winners, 3 from each category were honoured by the TKM Management for their specialized skill levels were awarded with cash prizes, rolling trophy, winner plaque and medals

Highlights



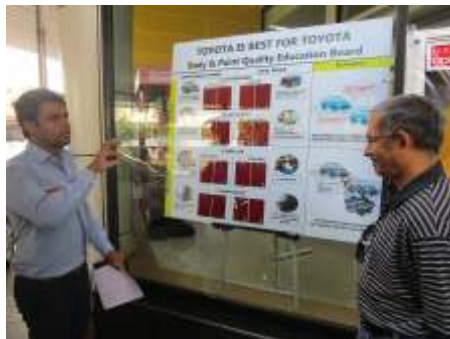
Awarding for the winners

Express Body & Paint Repair

Body & Paint plays a vital role in Dealer Business. Body & paint services account for 41% of the service revenue and the revenue per unit is four times higher than the general service. A customer survey was conducted to understand the customer expectations in the body & paint repair and found that timely delivery and cost of the service or the key factors that influence the decision of the customer.

With this background TKM developed India B&P model shop focusing on increase in BP market share by enhancing B&P service operations and introduction of new BP service products and promotion of B&P service.

The new model of express body and paint service was introduced to ensure the timely delivery with low cost. The express service was promoted for the customers.

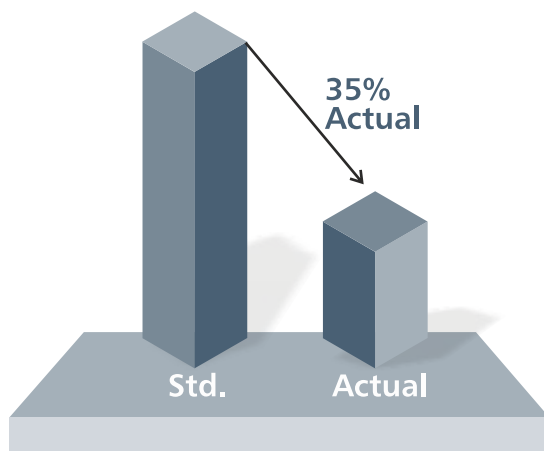


Customers being educated on new body and paint service

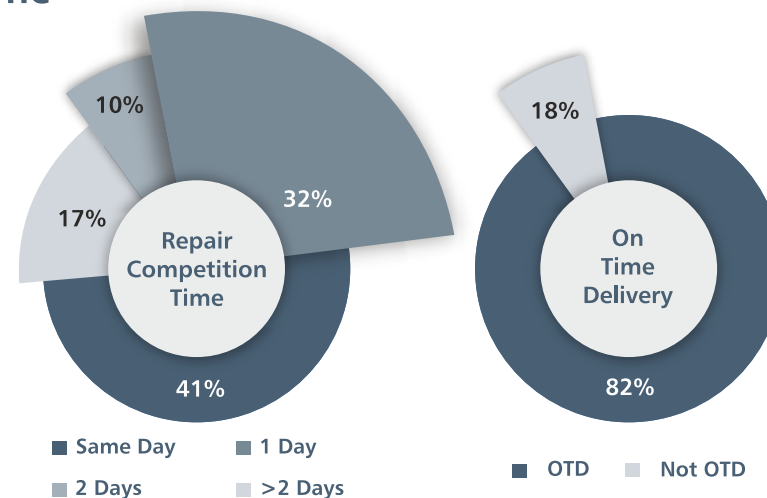


Body and paint service

Standard Vs Actual Time



Outcome



Enhancing Customer Service Through Service on Wheels

The dealership unavailability in the vicinity is one of the highest customer voices in the automotive industry. Even though we already have the tailored services like RSA and MSV, the accessibility of dealerships at the time of breakdown is still a concern. Based on these facts, it is very prominent that **convenience** is primary requirement for customer satisfaction.

Toyota introduced the Service on Wheels to enhance the customer convenience and introduced **"Service on Wheels"**.

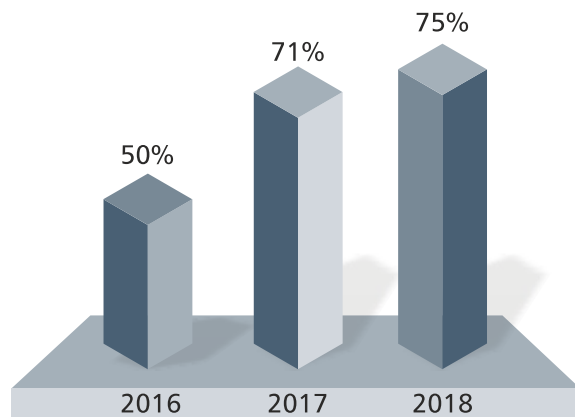


Service on Wheels

Customer Waiting Orders - Parts Delivery to PAN India Dealers within 24 Hrs

As a future step towards delivery of best value spare parts with minimum Lead time & cost to our customers, TKM continuously strives to increase the no of dealers to whom customer waiting parts are delivered within 24 hrs.

Under this activity, Route Kaizens (Continuous Improvements) were done constantly to utilize shortest & Fastest routes to reach customer faster. Standardized Process of Truck Halting lead time & Location to eliminate unwanted idle time.

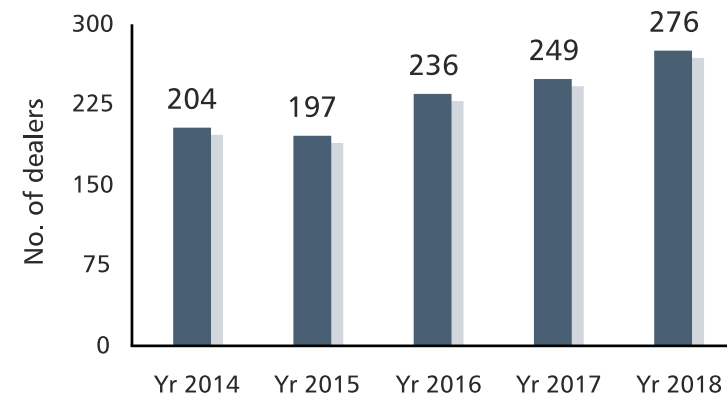


VOR Parts delivery within 24 hrs to Toyota Dealer Network (PAN India)%

National Road Safety Week

Road safety week is a national event aimed at raising public (Dealership employees, customers & community) awareness about traffic rules and ultimately to reduce casualties due to road accidents. TKM promoting National Road Safety Week since 2014 among our dealerships, last year we could see very good participation (176 dealerships reported) & reached to more than 2 LAKH people till date and ultimately helped in enhancing TOYOTA brand as

well. We are aiming to eliminate "UNSAFE CONDITION & UNSAFE ACT" at our dealerships through promotion of safety week initiatives such as Trainings, Banner Display, Video display by involving all the members of dealership which helps in improving accident reporting as well.



Activities conducted by dealers on national road safety week

Environment Month at Dealers

Toyota promotes June month as Global Environment month and promotes various environment initiatives and efforts to stakeholders. In line with the global direction and TKM thinking, 2018 Environment month campaign planned towards 'enhancing the eco brand at dealerships through consuming resources responsibly, engaging stakeholders and reach out to community'.

The main objective was to involve the dealerships, customers and community to realize the goal of sustainable company to elevate the eco brand image of dealership and TKM. This month is used as a trigger month whereby the eco activities are focussed this entire month and further activities to sustain through the year.

In 2018, we could engage the dealerships towards these focus campaign and all the activities under the theme of

- i) Proactive (To develop eco conscious citizens for future),
- ii) Collaborative (promote Toyota eco-spirit)
- iii) Inclusive (in harmony with nature).

Special focus on waste management activities at dealerships of segregation and storage were highlighted.



Awareness to customers on environmental issues



Afforestation drive by dealers

Outcomes

Outside People
Reached
15,868

Team Members
Participated in KY
2869 daily

Customers Sensitized
in Eco-Driving
18,725

Saplings Planted
3,545

Saplings Distributed
8,385

PUC Check
(Free Campaign)
1,665

Co₂ Reduced
79.6 tons

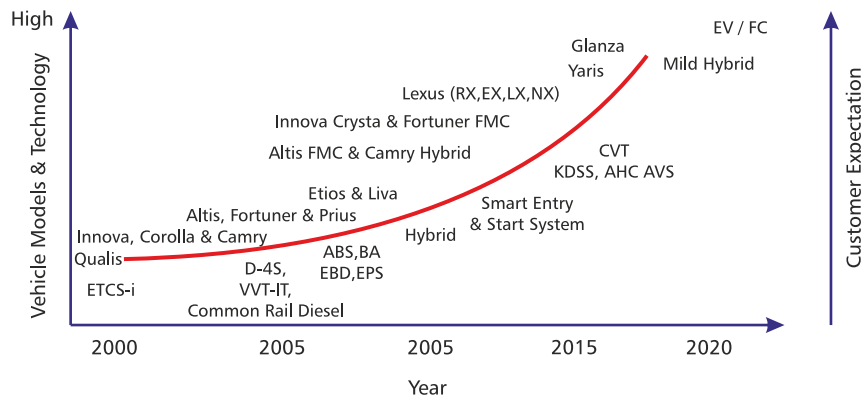
Water Saved
36,17,250
litres



Activities conducted on Environment Month at dealerships

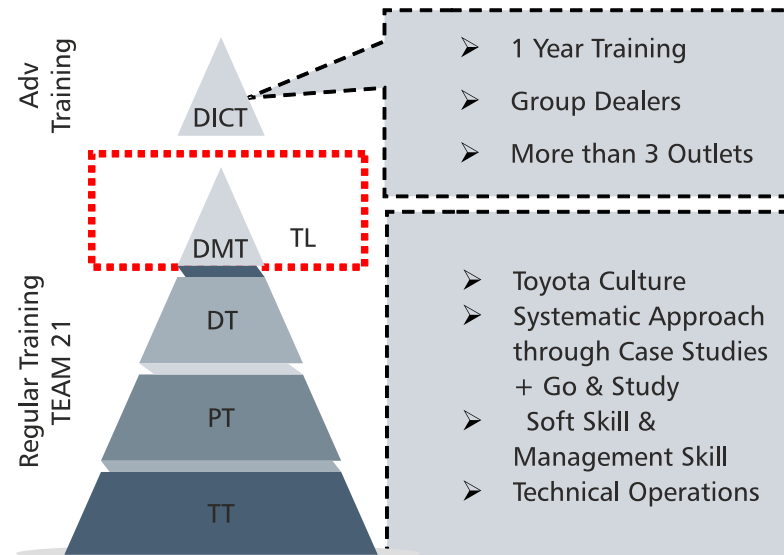
Advanced Training Programs towards Dealer Self-Reliance

Skilled manpower is very essential for customer satisfaction/delight. Over the years, with the advancement of technology, there is an increase in customer expectation.

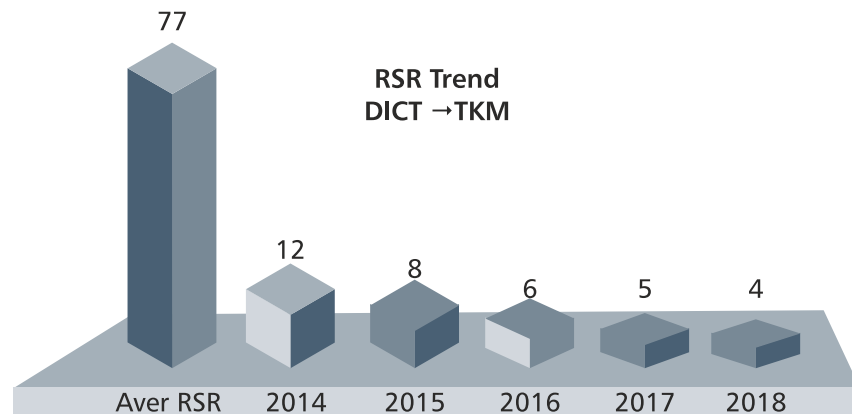


Advanced training programs for Dealership's staff

We have aligned ourselves with the demand shift as we realize the need to improve dealer diagnosis capability and hence advanced training programs have been introduced



In FY 2018-19, 26 trainees were trained in 10 batches



- > 70% of Dealer groups are covered
 - > With D-ICTs , Repair Support Requests (RSR) from these Dealer groups to TKM have reduced thus the dependency on TKM has come reduced.
2. Expert Development Program (EDP)
One-year advanced training for Technical Leaders is conducted to improve their diagnostic capability. In a year, 5 trainees are trained for 5 days on different modules for 5 times.
In FY 2018-19, 20 trainees have been trained in 5 batches

Awareness on Low Cost Maintenance

Toyota ensures that we provide valued services to their customers. We at Toyota are trying our best to create awareness about the low cost of maintenance. Since the cost of maintenance impacts the customer buying decision and the customer evaluates the strength of the after sales based on the money spend on maintenance. Various stakeholders at Toyota are involved in the end to end lifecycle management of production of vehicles to ensure that the cost of maintenance is low.

Measures have been taken to understand the current feedback on the cost of maintenance. Discussions have been organized with all relevant stakeholders

to build a consensus. Strategies have been designed to have a competitive cost of maintenance.

After detailed analysis, it has been observed that the following factors like material cost and exchange rate impact the cost of maintenance. To maintain the material more money has to be spent as the spare parts available will be expensive. Also, the higher the exchange rate more will the price of the vehicle parts.

Toyota cost of maintenance is highly competitive due to these factors.

Revamping Q Service brand based on Customer Expectation

Q Service is the Toyota After Sales Service Brand in India which was introduced in 2010. We at Toyota ensure that we adapt to the changing trends in the industry. And hence we are trying to build an ecosystem where our communication and focus revolves around Quick, Qualified and Quality. The key is to deliver personalized service offering as per customer need & choice and enhance promotion to reach maximum customers and improve awareness.

Customers were surveyed across India to understand the Q Service and its features. Based on the Survey results it was observed that the Customer expectation is more towards Personalization and customized offerings as per the demand.

After the analysis of the current Q Service brand, it's been concluded that in addition to quick, qualified and quality, we will be adding care, convenience, cost effective and transparency as focus areas. We are at Toyota will now be incorporating feature-based promotions and personalization. The main features are express maintenance in 60/90/120 mins, fix it right the first time, trained manpower, service express truck, one stop shop and injector repair return. Customer Engagement Matrix to support Dealership Front Line Staff in promoting Right Product at Right time and as per Customer demand is being developed.

