Toyota Private Customer Needs Blueprint

1. Discovery

Stage Summary

A description of the customer's usual status and behaviours at the point in their ownership journey.

Fin analysing Toyota's brand values, maximising the different models, determining my budget, identifying the key benefits that are important to me, and experiencing the vehicles firsthand through test drives

Customer Needs

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Phase Needs | 3P Phase Needs | Used Car Phase Needs

Why should I buy a Toyota?
- What are the values of the brand and do they align with mine?
- What is the reliability of the Toyota vehicles? I need to know they are reliable
- What does Toyota offer in terms of models and powertrains? How do they compare to the competition?
- Is Toyota the right brand for a 360°? I need to know why I should buy a Toyota Approved Used Car?

Which type of car is for me?
- Which vehicle suits my needs and lifestyle? Hatchback? Saloon? Estate? SUV? Crossover? Pick-up? Van? Sports car? Hybrid? Electric?
- How much does this cost in the long-term? Is it right for me, and why?
- How does this model compare with another model or competitor's offerings?
- If I choose an electrified vehicle, I need to know how range and charging will work for me

What can I afford? Budget range
- What is within my budget?
- What is the value of my trade-in car?
- Which finance offer is best for me?
- How does this model compare with other models in my price range?
- Can I afford an EV? Do I have the means to run an electrified vehicle?

I want to understand the key benefits of the car for me
- What are the key benefits of the car? Performance? Comfort? Tech? Safety?
- How safe and reliable is this car? Does it have the benefits of a Toyota?
- What are the key benefits of the Hybrid/Electrified/Plug-in?
- Is this model the right fit for me?
- What is the condition of the vehicle?

I want to select the right key trim for me (Ownership)
- How long will I have the car for? What can I afford? What do I need?
- I want to configure/build my car to my specifications (including accessories)
- I want a clear and transparent explanation of the key features and benefits of the full offer, including all options and accessories
- I need to know about relevant deals

What support can I get?
- I want transparent and relevant information on the process
- I want to speak with an expert who can help me choose the right vehicle
- I want to understand how EV charging will fit into my life and what I need to know
- I want to find out what happens if I change my mind or want to return the car
- I want to know what happens if I want to change to a different model
- I want to know what happens if I want to change to a different trim
- I want to know what happens if I want to change to a different powertrain

I want to experience the car
- I want to book a test drive at a convenient time
- I want to get a feel for what it's like to drive my car
- I want to be able to test drive the model I'm most interested in
- I want to experience all specified vehicle features on the test drive
- I want to be able to test drive in my local area
- I want to be able to test drive in the exact trim I want to buy
- I want to be able to test drive the exact powertrain I want to buy
- I want to be able to test drive the exact accessories I want to buy
- I want to be able to test drive in one and use the same vehicle throughout the process
- I want to know parking spot at the dealership

Toyota Customer Pain Points

These Toyota Customer Pain Points are barriers and areas of dissatisfaction that Toyota have specifically identified for our customers. We need to tackle these pain points to improve the customer experience.

- Information disorder: Information is scattered across the web, I lack of information and lots of things to sort.
  - Toyota HQ Survey, 2024
- Changing expectations: Customer expectations are changing, and they want personalisation. We need to keep up with changing behaviours
  - Ai Mastery Blueprint, Slide 2024
- Short test drives: I don't have enough time to fully test a car, I want to take a new car and there for a longer period of time
  - Toyota HQ Survey, 2024

Industry Pain Points

These Industry Pain Points are the typical barriers or areas of dissatisfaction for automotive customers, across markets and channels.

- Hidden costs: Extra or Stress 2024: Buyers wanted about Spring Hidden costs
  - Cochlear Survey, 2024
- Difficult negotiations: 38% of buyers rate price negotiations as the most stressful part of the buying process
  - INSIGHT Intern Digital Foundations Group, 2024
- Trade-in values: Only 19% of customers find the car buying process transparent
  - The Car Buying Process Report, 2024
- Trade-in paperwork: 17% of customers cite the paperwork as the most stressful part of the trade-in process
  - Autotrade survey, 2022
- Price expectations: Customers want to know the price and negotiate than the initial price quoted
  - Autotrade survey, 2022
- Decision anxiety: Buyers feel overwhelmed by the amount of information they need to make a decision
  - Autotrade survey, 2022
- Price expectations: Customers want to know the price and negotiate than the initial price quoted
  - Autotrade survey, 2022

2. Purchase / Subscribe

Stage Summary

A description of the customer's usual status and behaviours at the point in their ownership journey.

Fin choosing my preferred trim, finalising pricing, and completing the steps to confirm my order

Customer Needs

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Phase Needs | 3P Phase Needs | Used Car Phase Needs

What Toyota products can take advantage of?
- I want to easily see which Toyota products finance products I qualify for (including details/eligibility, deposits, payments and total costs)
- I want to easily see which Toyota's available finance products are most suitable, based on my circumstances, for the final price
- I want to easily see which Toyota's maintenance packages and accessories offer
- I want the changing market conditions to be clearly visible and easy to understand
- When I purchase a used car, I need all the information about the vehicle's history and condition, and the information to have been delivered

What do I need to do to finalise my car order?
- I want to create an account or call my vehicle
- I want to finance the vehicle
- I want to finalise my trade-in
- I want to understand what I need to do to complete the purchase
- I want to understand the manufacturer's warranty coverage
- I want to understand the extended warranty coverage options
- I want to understand the service/maintenance packages offered
- I want to understand the Toyota Financial Services contracts, including the key terms, conditions, and obligations
- I want to understand the insurance requirements and how I can meet them
- I want to understand the delivery process and what happens on the day
- I want to understand the approval process

How do I prepare for ownership of my first EV?
- I want to understand the ownership requirements for a first time EV owner
- I want to understand the charging requirements
- I want to understand the Toyota charging ecosystem
- I want to understand the Toyota Home/Charger, including what it covers, who can access it and for how long

I want to make a change
- Keep and I change my order (one change allowed)
- While waiting for my vehicle, I want to receive updates on my order status in as much detail as possible

I want to my car / other products and services
- I want clear instructions on the maintenance schedule, including what to do and when
- I want support if there is a fault with my car (e.g. a warning light)
- I want to understand if there is fault with my car (e.g. a warning light)
- I want clear guidance on how to get the most out of my vehicle
- I want to understand how to maximise my battery life and follow the manufacturer's guidelines through the charging experience
- I want to understand how to maintain my battery health (e.g. limits on charging, 100%/80% always charge)
- I want to understand how to maintain and care for the EV battery
- I want to have a clear understanding of the service intervals and what they cost
- I want to be able to book in my service

Toyota Customer Pain Points

These Toyota Customer Pain Points are barriers and areas of dissatisfaction that Toyota have specifically identified for our customers. We need to tackle these pain points to improve the customer experience.

- Contract negotiating: I'll negotiate even for a small discount
  - Toyota HQ Survey, 2024
- Stock availability: 28 competitors queue for a Toyota Delivery Time
  - Toyota HQ Survey, 2024
- Stock availability: The dealership ordered the colour I'd like, and it arrived in 2 weeks. I'm happy I didn't have to wait longer
  - Toyota HQ Survey, 2024
- Part exchange information: Tested sales team to find out why no Toyota part exchange offers were made
  - Toyota HQ Survey, 2024
- Part exchange information: Tested sales team to find out why no Toyota part exchange offers were made
  - Toyota HQ Survey, 2024
- Paperwork length: The finance paperwork was longer than I'd expected, but it felt worth it for a long time"
  - Toyota HQ Survey, 2024
- Paperwork difficulty: A comment score for Paperwork
  - Toyota HQ Survey, 2024
- Paperwork amount: I had to sign a lot of documents, online, and in person
  - Toyota HQ Survey, 2024
- Incorrect delivery dates: Not passed the Toyota customers are given delivery dates that are not accurate
  - MOR HUB, 2022
- Incorrect delivery dates: Not passed the Toyota customers are given delivery dates that are not accurate
  - MOR HUB, 2022

Industry Pain Points

These Industry Pain Points are the typical barriers or areas of dissatisfaction for automotive customers, across markets and channels.

- Waiting time: 23% of an buyers state delivery wait times are a major frustration in the purchase process
  - McKinsey Future of Auto Retail Survey Aug 2024
- Process length: Many car buyers find the process of buying a vehicle taxing and stressful
  - Autotrade survey, 2022
- Unexpected costs: Buyers feel overwhelmed by the amount of information they need to make a decision
  - Autotrade survey, 2022
- Interoperability: Not all home charge points are compatible with Toyota's preferred charging solution, leading to extra costs and complexity
  - Zappi, Mobility Scotland, Electric Nation, Nissan, Octopus Energy, Ofgem
- Good availability: 17% of EV/PHEV buyers changed their purchase because of charger availability issues
  - Google Ipsos/MORI, 2021
- EV ownership: Lack of pricing, regarding which charging solution is best for my home
  - Electric Nation, Nissan, Octopus Energy, Ofgem

3. Delivery

Stage Summary

A description of the customer's usual status and behaviours at the point in their ownership journey.

Fin preparing for and taking delivery of my first Toyota and start to assess a smooth and positive experience. I'm seeking clear communication on my order status, the handover process, and all the essential details

Customer Needs

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Phase Needs | 3P Phase Needs | Used Car Phase Needs

What Toyota products can take advantage of?
- I want to easily see which Toyota's available finance products are most suitable, based on my circumstances, for the final price
- I want to easily see which Toyota's maintenance packages and accessories offer
- I want the changing market conditions to be clearly visible and easy to understand
- When I purchase a used car, I need all the information about the vehicle's history and condition, and the information to have been delivered

What do I need to do to finalise my car order?
- I want to create an account or call my vehicle
- I want to finance the vehicle
- I want to finalise my trade-in
- I want to understand what I need to do to complete the purchase
- I want to understand the manufacturer's warranty coverage
- I want to understand the extended warranty coverage options
- I want to understand the service/maintenance packages offered
- I want to understand the Toyota Financial Services contracts, including the key terms, conditions, and obligations
- I want to understand the insurance requirements and how I can meet them
- I want to understand the delivery process and what happens on the day
- I want to understand the approval process

How do I prepare for ownership of my first EV?
- I want to understand the ownership requirements for a first time EV owner
- I want to understand the charging requirements
- I want to understand the Toyota charging ecosystem
- I want to understand the Home/Charger, including what it covers, who can access it and for how long

I want to make a change
- Keep and I change my order (one change allowed)
- While waiting for my vehicle, I want to receive updates on my order status in as much detail as possible

I want to my car / other products and services
- I want clear instructions on the maintenance schedule, including what to do and when
- I want support if there is fault with my car (e.g. a warning light)
- I want to understand if there is fault with my car (e.g. a warning light)
- I want clear guidance on how to get the most out of my vehicle
- I want to understand how to maximise my battery life and follow the manufacturer's guidelines through the charging experience
- I want to understand how to maintain my battery health (e.g. limits on charging, 100%/80% always charge)
- I want to understand how to maintain and care for the EV battery
- I want to have a clear understanding of the service intervals and what they cost
- I want to be able to book in my service

Toyota Customer Pain Points

These Toyota Customer Pain Points are barriers and areas of dissatisfaction that Toyota have specifically identified for our customers. We need to tackle these pain points to improve the customer experience.

- App experience: Customers want a single app, smooth to book and manage, with no difficulties
  - HSC Survey, 2024
- Incorrect costs: Some given some incorrect information about the cost of a vehicle, the actual charges, or hidden costs
  - Toyota HQ Survey, 2024
- Delivery times: Long delivery periods are a major reason for customers to cancel their purchasing intention
  - HUB KIA, 2022
- Delivery times: Long delivery periods are a major reason for customers to cancel their purchasing intention
  - HUB KIA, 2022
- Paperwork amount: I had to sign a lot of documents, online, and in person
  - Toyota HQ Survey, 2024
- Incorrect delivery dates: Not passed the Toyota customers are given delivery dates that are not accurate
  - MOR HUB, 2022
- Incorrect delivery dates: Not passed the Toyota customers are given delivery dates that are not accurate
  - MOR HUB, 2022

Industry Pain Points

These Industry Pain Points are the typical barriers or areas of dissatisfaction for automotive customers, across markets and channels.

- Wait times: 23% of an buyers state delivery wait times are a major frustration in the purchase process
  - McKinsey Future of Auto Retail Survey Aug 2024
- Process length: Many car buyers find the process of buying a vehicle taxing and stressful
  - Autotrade survey, 2022
- Unexpected costs: Buyers feel overwhelmed by the amount of information they need to make a decision
  - Autotrade survey, 2022
- Interoperability: Not all home charge points are compatible with Toyota's preferred charging solution, leading to extra costs and complexity
  - Zappi, Mobility Scotland, Electric Nation, Nissan, Octopus Energy, Ofgem
- Good availability: 17% of EV/PHEV buyers changed their purchase because of charger availability issues
  - Google Ipsos/MORI, 2021
- EV ownership: Lack of pricing, regarding which charging solution is best for my home
  - Electric Nation, Nissan, Octopus Energy, Ofgem

4. Early Days

Stage Summary

A description of the customer's usual status and behaviours at the point in their ownership journey.

I'm ready to start using my Toyota and want to maximise my enjoyment every day, stay protected, informed, and supported throughout my ownership journey

Customer Needs

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Phase Needs | 3P Phase Needs | Used Car Phase Needs

I want my car to be ready to drive with my mind-my-expectations
- I want my car to be ready, clean, and fully set up for my first drive
- I want the car to be what I ordered: correct trim, colour, and all agreed-upon accessories (personalised or standard)
- I want to be informed about any delays or changes to my delivery date
- I want the charging cable to be ready (including cables for the early drive and home charging)
- When I purchase a used car, I need all the information about the vehicle's history and condition, and the information to have been delivered

I want ownership support
- I want support if I have questions about my new car
- I want finance and insurance documents to be clear and no surprises (including hidden fees or extras)
- I want to be informed about my registration, tax, and insurance (including first reminder)

I want the first set up to be a smooth and easy experience
- I want guidance on how to get the most out of my vehicle
- I want to be shown how to charge my car (both privately and publicly), including app setup and guidance through the charging experience
- I want to understand how to maintain my battery health (e.g. limits on charging, 100%/80% always charge)
- I want to understand how to maintain and care for the EV battery
- I want to have a clear understanding of the service intervals and what they cost
- I want to be able to book in my service

I want to understand the charging ecosystem
- I want to understand the charging ecosystem (home charger, public charging, apps, cards, roaming)
- I want to understand the charging options available, both at home and when charging on the road
- I want to understand which charging partners are available, both at home and when charging on the road, and how charging sessions are billed
- I want to understand charging options

Toyota Customer Pain Points

These Toyota Customer Pain Points are barriers and areas of dissatisfaction that Toyota have specifically identified for our customers. We need to tackle these pain points to improve the customer experience.

- Vehicle not ready: I want to collect it, and it wasn't ready
  - Toyota HQ Survey, 2024
- Delivery updates: "Toyota could have been more proactive in keeping me updated on delivery dates"
  - Toyota HQ Survey, 2024
- Delivery times: Long delivery periods are a major reason for customers to cancel their purchasing intention
  - HUB KIA, 2022
- Educational guides: "Just make a printed guide available with the car. It's frustrating when I want to check something and have to wait for a dealer"
  - Toyota HQ Survey, 2024
- Brand tutorials: "The functions felt rushed, and I didn't know how to use the measures or where the parts pop up"
  - Toyota HQ Survey, 2024
- Delivery delay: Customers have been informed their vehicle's delivery is delayed and received no further communication or updates
  - HUB KIA, 2022

Industry Pain Points

These Industry Pain Points are the typical barriers or areas of dissatisfaction for automotive customers, across markets and channels.

- Delivery delay: 23% of an buyers state delivery wait times are a major frustration in the purchase process
  - McKinsey Future of Auto Retail Survey Aug 2024
- Process length: Many car buyers find the process of buying a vehicle taxing and stressful
  - Autotrade survey, 2022
- Unexpected costs: Buyers feel overwhelmed by the amount of information they need to make a decision
  - Autotrade survey, 2022
- Unexpected costs: Unplanned and rising costs, including charging, maintenance, and upgrades, can quickly add up to a significant pain point
  - Zappi, Mobility Scotland, Electric Nation, Nissan, Octopus Energy, Ofgem
- Good availability: 17% of EV/PHEV buyers changed their purchase because of charger availability issues
  - Google Ipsos/MORI, 2021
- Maintenance: Maintenance costs are a pain point for owners, especially when they are unexpected
  - Zappi, Mobility Scotland, Electric Nation, Nissan, Octopus Energy, Ofgem
- EV ownership: Lack of pricing, regarding which charging solution is best for my home
  - Electric Nation, Nissan, Octopus Energy, Ofgem

5. Steady Ownership

Stage Summary

A description of the customer's usual status and behaviours at the point in their ownership journey.

Now my Toyota is my daily companion, I want to keep it reliable, comfortable, and supported by easy ownership

Customer Needs

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Phase Needs | 3P Phase Needs | Used Car Phase Needs

I want to stay in control of my car
- I want to see or control my car remotely (e.g. location, doors, windows, lights, alarm)
- I want to be notified when my car is ready for collection or when there is an issue
- I want to be notified when my car is ready for collection or when there is an issue
- I want to be notified when my car is ready for collection or when there is an issue
- I want to be notified when my car is ready for collection or when there is an issue

I want to get the most out of ownership
- I want personalised recommendations for accessories or services based on my usage and preferences
- I want to receive personalised suggestions on fuel/energy savings, maintenance, or upgrades based on my usage
- I want to easily schedule maintenance and get reminders for the upcoming service
- I want to easily schedule maintenance and get reminders for the upcoming service
- I want to easily schedule maintenance and get reminders for the upcoming service

I want to improve my driving experience
- I want guides of what I can do with my car
- I want to see and/or control my car remotely
- I want to see and/or control my car remotely
- I want to see and/or control my car remotely
- I want to see and/or control my car remotely

I want to keep myself informed
- I want to know how my car is performing and if it needs attention
- I want to know when my car is ready for collection or when there is an issue
- I want to know when my car is ready for collection or when there is an issue
- I want to know when my car is ready for collection or when there is an issue

I want to keep myself informed
- I want to be informed about upcoming offers, updates, and services
- I want to be informed about upcoming offers, updates, and services
- I want to be informed about upcoming offers, updates, and services
- I want to be informed about upcoming offers, updates, and services

I want to keep my car safe and secure
- I want to be notified if there is a fault with my car (e.g. a warning light)
- I want to be notified if there is a fault with my car (e.g. a warning light)
- I want to be notified if there is a fault with my car (e.g. a warning light)
- I want to be notified if there is a fault with my car (e.g. a warning light)

Toyota Customer Pain Points

These Toyota Customer Pain Points are barriers and areas of dissatisfaction that Toyota have specifically identified for our customers. We need to tackle these pain points to improve the customer experience.

- Maintenance costs: Maintenance costs are a pain point for owners, especially when they are unexpected
  - Zappi, Mobility Scotland, Electric Nation, Nissan, Octopus Energy, Ofgem
- Charging costs: Unplanned and rising costs, including charging, maintenance, and upgrades, can quickly add up to a significant pain point
  - Zappi, Mobility Scotland, Electric Nation, Nissan, Octopus Energy, Ofgem
- Charging: Charging can be inconvenient, unreliable, or time-consuming, especially when on the road or at public chargers
  - Zappi, Mobility Scotland, Electric Nation, Nissan, Octopus Energy, Ofgem
- Charging: Charging can be inconvenient, unreliable, or time-consuming, especially when on the road or at public chargers
  - Zappi, Mobility Scotland, Electric Nation, Nissan, Octopus Energy, Ofgem
- Charging: Charging can be inconvenient, unreliable, or time-consuming, especially when on the road or at public chargers
  - Zappi, Mobility Scotland, Electric Nation, Nissan, Octopus Energy, Ofgem

Industry Pain Points

These Industry Pain Points are the typical barriers or areas of dissatisfaction for automotive customers, across markets and channels.

- Poor communication: Poor communication between dealerships and customers causes confusion, missed appointments, and delays on unexpected costs arise
  - The Rise Up to Ownership Report, Toyota Motor Europe, 2024
- Poor communication: Poor communication between dealerships and customers causes confusion, missed appointments, and delays on unexpected costs arise
  - The Rise Up to Ownership Report, Toyota Motor Europe, 2024
- Service Bay Overbooked: Customers are left waiting, rescheduled, or pushed out when the service bay is overbooked
  - Service Bay Overbooked, Toyota Customers with Electrified Vehicles, Toyota Motor Europe, 2024
- Service Bay Overbooked: Customers are left waiting, rescheduled, or pushed out when the service bay is overbooked
  - Service Bay Overbooked, Toyota Customers with Electrified Vehicles, Toyota Motor Europe, 2024

6. Maintenance (scheduled)

Stage Summary

A description of the customer's usual status and behaviours at the point in their ownership journey.

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Customer Needs

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Phase Needs | 3P Phase Needs | Used Car Phase Needs

I want to proactively keep my car in good condition
- I want to know when it's time for a service
- I want to be notified when it's time for a service or fixes and mileage or time based
- I want to be notified when it's time for a service or fixes and mileage or time based
- I want to be notified when it's time for a service or fixes and mileage or time based

I want to manage my maintenance schedule
- I want to see my upcoming service dates
- I want to see my upcoming service dates
- I want to see my upcoming service dates
- I want to see my upcoming service dates

I want any work done to be cost and time efficient
- I want to know what work is needed and why, including safety-critical vs. optional items
- I want to know what work is needed and why, including safety-critical vs. optional items
- I want to know what work is needed and why, including safety-critical vs. optional items
- I want to know what work is needed and why, including safety-critical vs. optional items

I want to know the cost upfront
- I want to receive a clear, itemized estimate before work begins
- I want to receive a clear, itemized estimate before work begins
- I want to receive a clear, itemized estimate before work begins
- I want to receive a clear, itemized estimate before work begins

I want to be kept informed
- I want to be informed when my car is ready for collection or when there is an issue
- I want to be informed when my car is ready for collection or when there is an issue
- I want to be informed when my car is ready for collection or when there is an issue
- I want to be informed when my car is ready for collection or when there is an issue

I want to be treated fairly
- I want to be treated with respect and transparency, without being upsold on services I don't need
- I want to be treated with respect and transparency, without being upsold on services I don't need
- I want to be treated with respect and transparency, without being upsold on services I don't need
- I want to be treated with respect and transparency, without being upsold on services I don't need

Toyota Customer Pain Points

These Toyota Customer Pain Points are barriers and areas of dissatisfaction that Toyota have specifically identified for our customers. We need to tackle these pain points to improve the customer experience.

- Expensive services: "A lot on the pricey side, a lower cost option would be welcomed in upcoming years"
  - Toyota HQ Survey, 2024
- Service Bay Overbooked: Customers are left waiting, rescheduled, or pushed out when the service bay is overbooked
  - Service Bay Overbooked, Toyota Customers with Electrified Vehicles, Toyota Motor Europe, 2024

Industry Pain Points

These Industry Pain Points are the typical barriers or areas of dissatisfaction for automotive customers, across markets and channels.

- Poor communication: Poor communication between dealerships and customers causes confusion, missed appointments, and delays on unexpected costs arise
  - The Rise Up to Ownership Report, Toyota Motor Europe, 2024
- Poor communication: Poor communication between dealerships and customers causes confusion, missed appointments, and delays on unexpected costs arise
  - The Rise Up to Ownership Report, Toyota Motor Europe, 2024
- Service Bay Overbooked: Customers are left waiting, rescheduled, or pushed out when the service bay is overbooked
  - Service Bay Overbooked, Toyota Customers with Electrified Vehicles, Toyota Motor Europe, 2024
- Service Bay Overbooked: Customers are left waiting, rescheduled, or pushed out when the service bay is overbooked
  - Service Bay Overbooked, Toyota Customers with Electrified Vehicles, Toyota Motor Europe, 2024

7. Repair (unscheduled)

Stage Summary

A description of the customer's usual status and behaviours at the point in their ownership journey.

I want to get my Toyota back on the road with confidence

Customer Needs

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Phase Needs | 3P Phase Needs | Used Car Phase Needs

I want to receive an issue with my car (repair)
- I want to know what I should change in my car
- I want to receive personalised promotions
- I want to receive personalised promotions
- I want to receive personalised promotions
- I want to know when is the optimal time to make a repair
- I want an accurate estimate for the current repair and what is more time and cost efficient in the long run
- I want to receive a detailed explanation of the work done on my car
- I want to receive a detailed explanation of the work done on my car
- I want to receive a detailed explanation of the work done on my car
- I want to receive a detailed explanation of the work done on my car

I want expert assistance with my service
- I want to be notified quickly when my car is ready for a fault and I want to know what happened
- I want to be notified quickly when my car is ready for a fault and I want to know what happened
- I want to be notified quickly when my car is ready for a fault and I want to know what happened
- I want to be notified quickly when my car is ready for a fault and I want to know what happened

I want to be kept informed
- I want to receive updates on the status of my car
- I want to receive updates on the status of my car
- I want to receive updates on the status of my car
- I want to receive updates on the status of my car

I want to be treated fairly
- I want to be treated with respect and transparency, without being upsold on services I don't need
- I want to be treated with respect and transparency, without being upsold on services I don't need
- I want to be treated with respect and transparency, without being upsold on services I don't need
- I want to be treated with respect and transparency, without being upsold on services I don't need

I want to be up-to-date in good working order
- I want to be notified when there is a new software update for my car
- I want to be notified when there is a new software update for my car
- I want to be notified when there is a new software update for my car
- I want to be notified when there is a new software update for my car

I want to be kept informed on important updates
- I want to receive updates on the status of my car
- I want to receive updates on the status of my car
- I want to receive updates on the status of my car
- I want to receive updates on the status of my car

I want to know the cost of accepting my current condition
- I want to receive a clear, itemized estimate before work begins
- I want to receive a clear, itemized estimate before work begins
- I want to receive a clear, itemized estimate before work begins
- I want to receive a clear, itemized estimate before work begins

Toyota Customer Pain Points

These Toyota Customer Pain Points are barriers and areas of dissatisfaction that Toyota have specifically identified for our customers. We need to tackle these pain points to improve the customer experience.

- Repair satisfaction: Fixed Right First Time (Customer satisfaction)
  - Toyota HQ Survey, 2024
- Repair scheduling: "Other manufacturers do not charge for a courtesy car"
  - Toyota HQ Survey, 2024
- Repair satisfaction: Toyota Tsuhiko Inoue: "I'm happy that I can be back in the car service. Customer satisfaction is important to me and I'm very happy with the service"
  - JDL FMG, 2023, Toyota Tsuhiko Inoue, Customer Satisfaction Manager, UK Retailer Brand
- Courtesy car: Other manufacturers do not charge for a courtesy car
  - Toyota HQ Survey, 2024
- No courtesy car: Customers were negative about the lack of a courtesy car, and they resented Toyota for not providing one
  - Toyota HQ Survey, 2024

Industry Pain Points

These Industry Pain Points are the typical barriers or areas of dissatisfaction for automotive customers, across markets and channels.

- Lack of trust: Customers often fear unexpected repairs that feel opportunistic, and their experience can bring feeling to mistrust and disappointment
  - Which Car Hire, Report: The Hidden Costs of Car Ownership, Which Car Hire Company, 2025
- Lack of information: Customers want more information on the details of the work being done
  - Which Car Hire, Report: The Hidden Costs of Car Ownership, Which Car Hire Company, 2025
- Lack of information: Customers want more information on the details of the work being done
  - Which Car Hire, Report: The Hidden Costs of Car Ownership, Which Car Hire Company, 2025
- Lack of information: Customers want more information on the details of the work being done
  - Which Car Hire, Report: The Hidden Costs of Car Ownership, Which Car Hire Company, 2025
- Lack of information: Customers want more information on the details of the work being done
  - Which Car Hire, Report: The Hidden Costs of Car Ownership, Which Car Hire Company, 2025

8. Time to change

Stage Summary

A description of the customer's usual status and behaviours at the point in their ownership journey.

I'm considering changing my Toyota and want to understand my options, the best time to make a change, and the associated costs. I also want to feel valued for my loyalty

Customer Needs

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Phase Needs | 3P Phase Needs | Used Car Phase Needs

I want to know what I should change in my car (repair)
- I want to receive personalised promotions
- I want to receive personalised promotions
- I want to receive personalised promotions
- I want to receive personalised promotions

I want to understand my options when it's time to change the car
- I want to receive personalised promotions for different packages and services, while clearly understanding the financial impact of each option
- I want to easily review or adjust my current lease or finance agreement, including early termination options
- I want to easily review or adjust my current lease or finance agreement, including early termination options
- I want to easily review or adjust my current lease or finance agreement, including early termination options

I want to exchange my current car
- I want a convenient, fair, and transparent process for trading in my vehicle
- I want a convenient, fair, and transparent process for trading in my vehicle
- I want a convenient, fair, and transparent process for trading in my vehicle
- I want a convenient, fair, and transparent process for trading in my vehicle

I want to be rewarded for my loyalty
- I want to receive exclusive offers, discounts, or upgrades based on my ownership history
- I want to receive exclusive offers, discounts, or upgrades based on my ownership history
- I want to receive exclusive offers, discounts, or upgrades based on my ownership history
- I want to receive exclusive offers, discounts, or upgrades based on my ownership history

I want to be kept valued as a loyal customer
- I want to receive personalised recognition and rewards for my loyalty
- I want to receive personalised recognition and rewards for my loyalty
- I want to receive personalised recognition and rewards for my loyalty
- I want to receive personalised recognition and rewards for my loyalty

I want to know the cost of accepting my current condition
- I want to receive a clear, itemized estimate before work begins
- I want to receive a clear, itemized estimate before work begins
- I want to receive a clear, itemized estimate before work begins
- I want to receive a clear, itemized estimate before work begins

Toyota Customer Pain Points

These Toyota Customer Pain Points are barriers and areas of dissatisfaction that Toyota have specifically identified for our customers. We need to tackle these pain points to improve the customer experience.

- Powerful warranty: Customers want more clarity and changing mind in customers can underestimate their powerful warranty
  - HUB KIA, 2022
- Loyalty: 85% of loyal customers would choose to stay with a brand they trust, compared to 65% for deters a customer
  - American Express Customer Loyalty Report
- Process length: Many car buyers find the process of buying a vehicle taxing and stressful
  - Autotrade survey, 2022
- Loyalty: 85% of loyal customers would choose to stay with a brand they trust, compared to 65% for deters a customer
  - American Express Customer Loyalty Report

Industry Pain Points

These Industry Pain Points are the typical barriers or areas of dissatisfaction for automotive customers, across markets and channels.

- Repair and trust: Customer pain points include delays in repairs, unclear communication, and frequent upsell attempts, which erode trust and lead to customer frustration
  - Repair and trust, Toyota Customer Experience Manager, UK Retailer Brand
- Loyalty: 85% of loyal customers would choose to stay with a brand they trust, compared to 65% for deters a customer
  - American Express Customer Loyalty Report

Foundational

Stage Summary

A description of the customer's usual status and behaviours at the point in their ownership journey.

Foundational customer needs that apply across all stages of the journey and for all touchpoints the customer has with Toyota.

Customer Needs

Specific requirements and expectations customers have when they interact with Toyota. These can be functional, such as performing a task, or emotional, such as needing to be secure in a choice.

Needs will vary by individual customer, but insights show these needs are common for customers across markets.

Phase Needs | 3P Phase Needs | Used Car Phase Needs

I want to have an easy, seamless experience
- I want to know that I can trust Toyota with our data
- I want Toyota's website/app to be easy to navigate, reliable, trustworthy, and convenient to use
- I want Toyota's website/app to be available from my preferred devices (phone, tablet, desktop) and to remember my preferences
- I want support in the preferred language and channel of my choice

Industry Pain Points

These Industry Pain Points are the typical barriers or areas of dissatisfaction for automotive customers, across markets and channels.

- Data hacking: 83% are concerned that their personal data could be hacked and manipulated
  - Accenture Cyber Resilience Survey: Opportunities and Challenges for Consumer Protection, Accenture, 2024
- Data sharing: Customers are concerned about the potential for their personal data to be shared with third-parties
  - Accenture Cyber Resilience Survey: Opportunities and Challenges for Consumer Protection, Accenture, 2024

Measurement Framework

The Measurement Framework shows how KPIs map to the customer journey stages, allowing us to align business goals with customer needs and focus our activity on improving the customer experience KPIs.

Business KPI | 3P KPI

Diagnostic KPIs

To determine if each Pierre Mere's being met, Diagnostic KPIs are customer survey and complaint responses against each Pierre Mere. These Diagnostic KPIs measure needs rather than campaigns: they are affected by factors across channels and experiences.

- **Vehicle Delivery Time Sentiment** — Vehicle Delivery Time sentiment score
  - VOC & Survey
- **Purchase Survey NPS** — Purchase Survey's questions (CRI, 20, Have you recommended Toyota to family, friends or colleagues?, average score from 0 (Definitely Not Recommend) to 10 (Definitely Recommend)) measure the extent to which customers would recommend Toyota to family and colleagues, using the demand and the online acceptance.
  - VOC & Survey
- **Purchase Survey CSAT** — Purchase Survey's questions (CRI, 20, Have you recommended Toyota to family, friends or colleagues?, average score from 0 (Definitely Not Recommend) to 10 (Definitely Recommend)) measure the extent to which customers would recommend Toyota to family and colleagues, using the demand and the online acceptance.
  - VOC & Survey
- **Purchase Survey KPI** — Purchase Survey's questions (CRI, 20, Have you recommended Toyota to family, friends or colleagues?, average score from 0 (Definitely Not Recommend) to 10 (Definitely Recommend)) measure the extent to which customers would recommend Toyota to family and colleagues, using the demand and the online acceptance.
  - VOC & Survey

Business KPIs

Business KPIs are key metrics to measure success in providing a good customer experience and meeting needs at each journey stage. All KPIs in the Measurement Framework are channel and campaign agnostic. The Business KPIs are indicators that are to be realistic, available and trackable. Because needs are attributed, in many cases KPIs are indicators (we cannot directly measure every need).

- **Brand Awareness** — Brand Awareness is the most awareness score
  - Brand & Media
- **Brand Desirability** — Desirability score
  - Brand & Media
- **Brand Consideration** — Brand consideration consideration
  - Brand & Media
- **Visits to Product Pages** — The total number of visitors to product pages (a measure of market's Toyota sale consideration) or specific presentation e.g. Brand/Best sellers.
  - Digital
- **Visits Fully** — Number of sessions made on market's Toyota sale consideration website or web pages. Number of sessions that are what first arrives on a Toyota website, and after 30 minutes of inactivity. If more than 30 minutes of inactivity, it is counted as a new session.
  - Digital
- **Finance Page Visits** — The total number of unique visitors visiting Toyota's finance products. A user can visit the finance page multiple times, but only counted using the demand and the online acceptance.
  - Digital
- **Number of KPIs** — Number of Pierre Mere's Interest requests.
  - CDP
- **Number of Configurations** — Total traffic in sessions where a user has configured and completed a Toyota on configurator process and flows.
  - Digital
- **Number of Pierre Mere's Converts** — Number of Customer Converts (a user who has completed a Toyota purchase) and flows.
  - Digital
- **Number of Pierre Mere's Converts** — Total number of Customer Converts on website.
  - Digital
- **Visits to Product Consideration** — The total number of visitors to product pages (a measure of market's Toyota sale consideration) or specific presentation e.g. Brand/Best sellers.
  - Digital
- **Finance Page Views** — Number of Finance Page Views. Number of Customer Finance Page Views (CRI, 20, and flows.
  - Digital
- **Number of Online Sales** — Number of Online Sales. Number of Customer Online Sales (CRI, 20, and flows.
  - Digital
- **Trade-in Requests** — Number of Trade-in requests. Number of Customer Trade-in requests (CRI, 20, and flows.
  - Digital
- **Number of Online Reservations** — Total number of online reservations (a user completed an online reservation).
  - Digital
- **Number of Online Reservations** — Total number of online reservations. Any customer completed an online reservation (and or without reservation fee).
  - Digital
- **Trade-in Penetration %** — The calculation is = Total number of Trade-ins / Total number of New Toyota sales. (Trade-in penetration rate should be calculated by Toyota sales and Trade-in sales, and Trade-in penetration rate should be calculated by Toyota sales and Trade-in sales, and Trade-in penetration rate should be calculated by Toyota sales and Trade-in sales, and Trade-in penetration rate should be calculated by Toyota sales and Trade-in sales, and Trade-in penetration rate should be calculated by Toyota sales and Trade-in