



Putting the customer in the driver's seat

Toyota accelerates innovation and improves every touchpoint of the customer journey with the collection and application of consent-based data

Toyota Great Britain (TGB) recognized an opportunity to transform the traditional car buying experience and position itself for future success in a rapidly evolving industry. With the creation of ConsumerOne, TGB focuses on fusing traditional research with a contemporary, customer-centric approach. Foundational to the program, five insight communities deliver fast, agile access to customers, prospects, dealerships and staff who have consented to give feedback on an ongoing basis, making the voice of the customer available to all employees to improve the customer's experience.



We are enabling a 360 degree view of customer, dealer and employee perceptions on key business topics. The 5 insight communities complement each other, providing a different lens on a subject.



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Improves handover experience and other critical customer journey points

Accelerates innovation for new products including Lexus subscription service

De-risks decisions across Toyota and Lexus brands

Challenge

The automotive industry is on the cusp of major disruption from new technologies and business models and customer expectations about the future of mobility are rapidly changing. The traditional model of car ownership is being challenged. TGB's Collective Ambition, an enterprise wide initiative puts customers at the heart of the organization, aiming to "create happy and loyal customers by doing business the way people love." ConsumerOne's overall approach is to work collaboratively with all Toyota and Lexus teams to improve products, accelerate change and transform the customer experience through insight and testing. Their vision is to transform the brand from a traditional car manufacturer to a business that is focused on creating long-term customer relationships by providing "ever better mobility for all."

While the business recognized the need and opportunity to lead this transformative change, it was also clear that traditional research methods, while vitally important, were not always sufficient. Slow, expensive and at times removed from the customer, they wanted to complement and enhance their existing programs with a new way to truly 'listen' to their customers, prospects, dealerships and staff and put their voice at the heart of every decision.

Solution

360-degree view that puts customers at the heart of decisions

Working in parallel with traditional research, TGB activated two customer insight communities and rapidly expanded its program to five. The communities represent a compelling way to capitalize on positive brand sentiment and strong loyalty by offering customers an opportunity to share their feedback in a transparent, repeatable and consent-based model that also made it possible to effectively communicate the importance and impact of ongoing customer engagement.

Augmenting traditional metrics with consent data from its communities allows TGB to create an authentic 360-degree view of existing customers, prospects, dealerships and staff. For example, TGB tracks customer satisfaction through various sources. As soon as ConsumerOne spots a common trend, they can explore the root causes and validate a hypothesis through their insight communities. For example, when a customer purchases a new car, the point of handover was an area in the customer journey where TGB could do more. The team had various ideas for how they could improve the experience, but they wanted to validate, prioritize and refine potential ideas as early as possible. Rapid feedback from the community helps them focus their efforts and concentrate on the most viable solutions.

Amplifying the voice of customer across the business

A key pillar of the ConsumerOne strategy is to identify and amplify the voice of the customer across the business by sharing insight that helps the company understand how, why and when it needs to create new experiences or make inflight changes to current programs. Its mandate is to bring the customer's voice to the entire TGB business, not just those who request insight.

To meet the growing demand for customer-validated, agile insight, the ConsumerOne team formalized the engagement process with tools including a stakeholder brief and a calendar to manage timelines and projects. Today, teams include ConsumerOne in their project planning and embed the customers' voice in their whole process.

To ensure the TGB teams hit their rigid deadlines for development, ConsumerOne must be agile and responsive. The agility of the community, coupled with an average response rate of 32% and the ability to get customer feedback in less than 24 hours has allowed TGB to rapidly scale its insight gathering activities.

The insight communities make it possible to provide real-time insights to teams across the business from Marketing, and Corporate Planning to After-Sales. The insights impact innovation on new business models such as subscription and improved satisfaction at key moments of truth in the customer journey.

Creating a central hub for a customer-centric enterprise

With an insight library, cross department communications and a clear submission and feedback process, their internal community for stakeholders called "The Innovation Station" is currently a key go-to place for research and insight for the business. Internal teams can use ConsumerOne as an 'Insight Hub' and pull insights from past activities which eliminates the need for additional studies; saving both time and money while accelerating overall project timelines.

Value exchange continues to build a positive relationship with customers

The mission of the ConsumerOne team is to build upon a relationship based on trust, transparency and respect. Because the insight community is driven by consent-based engagement and transparency, ConsumerOne has permission to connect with the customers whenever they need rapid feedback. A process facilitated by ensuring a mutual exchange of value. For example, one part of the value exchange is inviting customers "behind-the-scenes" and sharing back information about how its feedback has inspired action at Toyota. On the other side of the coin, ConsumerOne encourages brand managers to introduce themselves and openly share challenges. This human connection is a powerful motivator for insight community members.

Outcome

A regional program with global reach

With the launch and rapid expansion of TGB's consent-based insight communities, it has created a fully integrated customer insights program that leverages traditional research methods, community engagement, and business performance metrics to create a truly holistic view of the customer, accessible across the business. Moreover, the regional success of their program in Europe has captured the attention of Toyota in other regions.

In all, their program has had a direct impact on the development and roll-out of the Lexus One car subscription program, and informed the decision to extend the battery warranty on their hybrid vehicles from 10 to 15 years - a truly global outcome.

Deep Dive

Accelerating innovation for Lexus Car Subscription Offer

TGB identified a trend in the market that consumers are looking for a subscription for everything. Cars are no exception. Car subscriptions are part of TGB's strategy to fulfill being a mobility company, and a very new way for consumers to experience the brand. Getting agile input into this innovation was a critical part of the exploration and trial of the Lexus car subscription so TGB could successfully bring the new program to market quickly to attract new customers.

ConsumerOne first gathered quantitative feedback on the idea. The results showed the subscription concept was definitely viable for particular personas as there was interest in getting a car via subscription in the future and people liked the benefits that could be included as part of the subscription.

With insights from the community, it created personas based on what challenges, needs and pain having a Lexus subscription would solve, and identified clear propositions for each one.

Once the propositions were developed for each persona, ConsumerOne mocked up advertising for purchasing a subscription, and took it out to test in person at various events it sponsors. ConsumerOne didn't find some of the personas it had hypothesized. So it resized the proposition.

ConsumerOne then tested these revised subscription offers in a live forum with people who responded to the initial survey. Within the forum, people were able to explore their thoughts on the three levels available and line up feedback with the persona profiles that were created.

This insight led to adapting the benefits and subscription levels. ConsumerOne decided to go with a single offer, and not a tiered approach based on feedback. TGB always includes customer insight in the development of new customer propositions but leveraging its insight community allowed more in depth, co-creation at a much quicker pace.

Lexus subscription service is now live in the UK and ConsumerOne continues to iterate based on feedback from the ongoing pilot.

This product development also resonated with the rest of the company, as it has highlighted how quickly ConsumerOne can turn around feedback on ideas and will inspire others in the business to take the same approach.

Takeaways

Fosters customer-led decision making with 360 view from customers, prospects, dealership and staff

Agile insight with feedback in 24 hours on customer attitudes, preferences and opinions

Brings customer voice to teams who were previously disconnected from direct insight

About Toyota

Toyota strives to create vehicles that transform the way customers move and drive, and invests in forward-thinking solutions that unleash the freedom of mobility for all. ConsumerOne is a new division for TGB, established in 2016 to support the acceleration of customer experience improvements, through insight and testing.

About Vision Critical

Vision Critical builds customer trust and creates new business value through the collection and application of consent data. With its unique, relationship-based approach, Vision Critical's Sparq platform lets brands directly interact with insight communities of opted-in customers. Unlike traditional voice of customer methods, Vision Critical unlocks the real-time feedback that companies need to build better products, deliver better services, and achieve better business outcomes hand in hand with their own highly engaged, well-profiled customers.

Hundreds of high-performing organizations across multiple industries benefit from Vision Critical's technology and guidance. To learn more about Vision Critical, follow us on [LinkedIn](#) and [Twitter](#), or visit us at www.visioncritical.com.