

Internship Report of BBA (Marketing)



Toyota Motors Multan

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Department of BZU Multan

3-Internship Certificate

4-Dedication

I would like to dedicate my all efforts of making this Toyota internship report to my great father ,who always motivated and encouraged me in each step of my life and I can't ever forget those precious moments who I have spends with him.

5-Acknowledgment

I would like to say thanks to Mr Khalid Mughal (Manager Customers relations Department), who supports me to complete my report and taught me all techniques of customer's complaint and handling.

I am very much thankful to Mr. Altaf-Ur_Rehman (GM marketing Department of Toyota Multan motors) that helps me a lot with full sincerity to complete my internship report.

I am also very much thankful to Mr.Ch. Ashraf (GM sales and service Department) who guides me to visit all Departments.

I am really thankful to Mr. Muhammad Imran Akhtar (NVD incharge, TWSM), who guided me completely regarding valuable information for this report and brief me marketing research philosophies

Also Thanks to Mr. Rana Faraz and Umar Faraz (Sales Executive), who trained me dealing and handling customers and provided me the information of new launches of Cars with sales information.

At the end I am thankful to all team members including staff who cooperate with me in each department to give me the knowledge, procedure and way of operations in entire organization of Toyota.

6-Executive summary

Toyota is one of the Largest company in the world that known for its world class manufacturing company. It was my dream to work and get training to involve and get experience to learn this world class car manufacturing organization.

Toyota has the network of dealership all round the world, it was my honor to work for Toyota Multan motors which is located in my city Multan. It has marketing, sales, services and spare parts departments which work efficiently and effectively in multan city.

I have mentioned in my report different activities belongs to sales and services which infact shows how it work with different customers and meet their demands of cars.

I have done my eight weeks internship at Toyota Multan Motors Bosan Road.

Marketing department of Toyota Multan motors is performing various marketing functions for the promotion of products and services. These functions include the market segmentations, target marketing, product planning, development, and positioning, promotional strategy. Sales department responsibility is to develop sales. Some of the approval includes introducing new products, skill innovation,

Toyota Multan Motors continuously improving its services and provides new products as a leading car manufacturing of Pakistan, in this way, Toyota Multan motors make sure the satisfaction of their customer as well their employees.

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8-Overview of the Organization

i. Brief History



Designed for style, engineered to perform, all Toyota and Daihatsu vehicles offer outstanding Technology for a superior driving experience

The Toyota motor corporation is a Japanese car manufacturer, which is the world's second largest manufacturer from General motors, regardless of this fact it is ranked first in terms of profitability, its net worth and revenue collection. It was founded in 1937 as a subsidiary of Toyota industries.

In the late 19th century, a Japanese Sakichi Toyoda invented Japan's first power loom for textile industry. In 1918, Sakichi founded the Toyoda Spinning & Weaving Company, and with the help of his son, Kiichiro Toyoda, his dream came true to make an automatic loom in 1924. After Two years, he established Toyoda Automatic Loom Works.

Kiichiro adopted innovations in nature by his father, especially during his visits to Europe and the U.S. in the 1920's, he started taking interest in the nascent automotive industry, Sakichi Toyoda received for selling the patent rights of his automatic loom, and

Kiichiro laid the foundations of Toyota Motor Corporation (TMC), which was established in 1937. Started From looms to cars, the Toyota successful experience has been shaped by extending the boundaries of outstanding vehicles manufacturer all around the world.

Now Toyota is one of the world's largest automobile manufacturers, selling over 9 million models in 2006 on all five continents of the world. Also Top 10 Fortune Global 500 enterprises, Toyota ranks among the world's leading global corporations and is proud to be the most admired automaker.

Toyota in Pakistan:

In Pakistan, Indus Motor Company is having sole distributorship of Toyota and Daihatsu Motor Company for assembling, marketing and manufacturing.

Indus Motor Company (IMC) is a joint venture between the House of Habib , Toyota Motor Corporation Japan (TMC) , and Toyota Tsusho Corporation Japan (TTC) for assembling, progressive manufacturing and marketing of Toyota vehicles in Pakistan since July 01, 1990. IMC is engaged in sole distributorship of Toyota and Daihatsu Motor Company Ltd. vehicles in Pakistan through its dealership network.

The company was incorporated in Pakistan as a public limited company in December 1989 and started commercial production in May 1993. The shares of company are quoted on the stock exchanges of Pakistan. Toyota Motor Corporation and Toyota Tsusho Corporation have 25 % stake in the company equity. The majority shareholder is the House of Habib.

Indus Motor company's plant is the only manufacturing site in the world where both Toyota and Daihatsu brands are being manufactured.

Heavy investment was made to build its production facilities based on state of art technologies. To ensure highest level of productivity world-renowned Toyota Production Systems are implemented.

ii. Nature of Organization



Toyota Motor Corporation (TMC) origin in the country of Japan is the world's largest auto manufacturer, offering a full range of beautiful and latest vehicles design models. Toyota not just selling auto motors, but also ensures after sales and full service of their clients with full different range of warranties. Toyota builds dealer networks to sell these cars and to do services. Ensure dealers are sufficiently trained and can deliver excellent services to customer

Toyota is at the heart of global manufacturing, a company that has grown within 70 years to become the world's second largest vehicle manufacturer, which shows the great interest of reliability and full trust from the customers of Toyota for many years. The company wanted to integrate back office systems and external sources of information regarding vehicle data to ensure continues feed back and improvement.

Toyota Motor customized the system to meet its unique needs, which enabled the company to automate many day-to-day processes and continuous improvement in their auto-vehicles.

iii. Product lines and Brand Portfolio of the Organization

IMC's Product line includes 6 variants of the newly introduced Toyota Corolla, Toyota Hilux Single Cabin 4x2 and 4 versions of Daihatsu Cuore. We also have a wide range of imported vehicles.

The Toyota Multan Motors is offering all local and imported Toyota vehicles, which consist of three parts local assembled corolla variant, local assembled cuore (Daihatsu) vehicles, and imported vehicles like, Prado, land cruiser, coaster, and imported double cabin HILUX. Thus by the above definition all these three parts shows the attention, use and physical objects and are satisfying the customers needs and wants. In such a way we can say these parts as products.

Products offered by the Toyota Multan Motors:

- CKD (complete knocked down) assembled corolla
- CKD (local) assembled cuore (Daihatsu)
- CBU (complete built in unit) imported vehicles

CKD (Local) Corolla

Toyota Multan Motors is offering local assembled corolla 1300 cc with power pack, power steering, electronic control units with added advantage of ABS brake system which means antilock braking system. This is very unique system in which wheel are not locked when braked suddenly and can move easily right or left with control convenience. There are 8 different colors offer in corolla, with price range from 12, 39,000 to 18, 21,500 including different horse power separately. E.g. XLI, GLI, ALTIS, 2.0D etc.

CKD (Local) Cuore

Similarly Toyota Multan Motors is offering local assembled cuore 850 cc with automatic variant also, cuore is a best vehicle for small family, there are 8 different colors offer in cuore, with price range from 5, 69,000 to 7, 19,000.

CBU (Imported) Vehicles

The Toyota Multan Motors provides imported vehicles to customers. For example the customer wants to add the new luxurious things in their variants such customers are treated with such type of luxury vehicles and price range is from 6 million to 15 million. E.g Terios, Avanza, Prado, Camry, Land cruiser etc.



Now also in *XLI, GLI & 2.0D!*



Hilux 4x2



Hilux Turbo 4x4



Land Cruiser



Camry



Prado



Fortuner



Avanza



Terios

iv. Strategies Used by Toyota

Source Brand Strategy

Toyota uses this brand strategy. This kind of strategy is very close to umbrella brand strategy with one exception is that every product has a different brand name under the source name. One product starts and gets sub-divided into sub-species giving them different names. Different names are given to different products to fulfill different promises and commitment. Each and every product with a different name carries one specific contract. The power of the Source brand supports the offspring until they become established and well known by its own character brands in their own right. The sub-brands or the offspring become so strong owing basically to strength of the source that a point comes when the source takes the back seat and offspring emerge as the main brands because of their own promise and well repute. This situation makes the Toyota to be more powerful in the sense of offering more sub brands in the market with the same standard, well repute and as usual standard of quality and standard with reliable services. For example: Toyota corolla, Toyota Camry etc.

V. Main Clients

- Corporate sector
- Industrialist
- Business persons
- Landlords

Vi. Main Competitors

In Pakistan:

Honda



Suzuki



Nissan



Mazda



Kia

Mitsubishi



Internationally:

Ford



Chevrolet



Volvo



Hyundai



Daewoo



Volkswagen



Chrysler



Dodge



GM



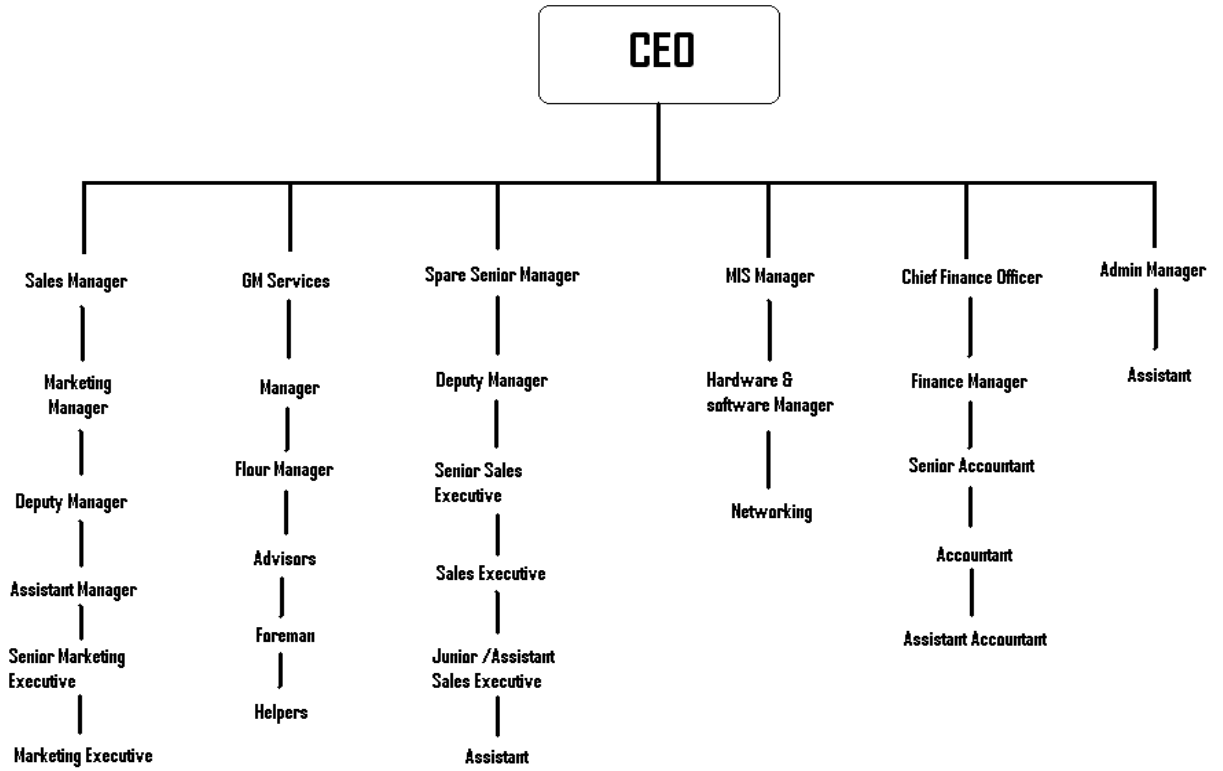
Saturn

Skoda



9-Organizational Structure

i. Organizational hierarchy chart



ii. Number of Employees

167 employees



PROFILE OF EMPLOYEES

iii. Introduction of all Departments

| Name | Designation | Job Status | Department | No. |
|-------------------|--------------------|------------|----------------|-----|
| Malik Asrar Ahmad | CEO | Permanent | Administration | 1 |
| Altaf-ur-Rehman | Manager Sales | Permanent | Sales | 1 |
| Mazhar Suleman | Dy.Manager Sales | Permanent | Sales | 1 |
| Majid Naeem Butt | Dy Manager Leasing | Permanent | Sales | 1 |
| Others | Sales staff | Permanent | Sales | 11 |
| Ch M Ashraf | GM Service | Permanent | Service | 1 |
| Others | Service Staff | Permanent | Service | 101 |
| Ch A Sattar | Sr Manager Parts | Permanent | Parts | 1 |
| Others | Parts Staff | Permanent | Parts | 14 |
| Muhammad Iqbal | Manager Admin | Permanent | Admin | 1 |
| Others | Admin Staff | Permanent | Admin | 18 |
| Muhammad Javed | Manager Accounts | Permanent | Accounts | 1 |
| Others | Account Staff | Permanent | Accounts | 9 |
| Mr.khalid Mughal | Manager CR | Permanent | CR | 1 |
| Others | CR Staff | Permanent | CR | 2 |
| Muneeb Ahmad | Manager Marketing | Permanent | Marketing | 1 |
| Others | Recovery Staff | Permanent | Marketing | 2 |
| | | | | |
| Total | | | | 167 |

The Toyota Multan Motors is providing different products and services to its customers through the following departments.

- Accounts department
- Administration department
- Service department
- Parts department
- Customer Relations department
- Marketing department

Accounts Department

The responsibility of this department is Collection, summarization, Bookkeeping, accounting, auditing and reporting of financial information about various decisions throughout an organization. The department traces costs, revenues, or profits to the individual managers who are primarily responsible for making decisions about the costs, revenues, or profits in question and taking action about them.

The department is doing update and maintains accounting records, including those which calculate expenditures, receipts, accounts payable and receivable, and profit and loss.

Administration Department

Administration department perform a broad range of duties in virtually every sector of the economy. They coordinate and direct support services to organizations as diverse as insurance companies, computer manufacturers, and government offices. These workers manage the many services that allow organizations to operate efficiently, such as secretarial and reception, administration, payroll, conference planning and travel, information and data processing, mail, materials scheduling and distribution, printing and reproduction, records management, telecommunications management, security, parking, and personal property procurement, supply, and disposal.

Service Department

Service department is responsible for taking the vehicles for maintenance and deliver on time, service department include a very comprehensive workshop regarding denting & painting and this workshop is also awarded the best and well planned workshop by Indus Motor Company

Spare Parts Department

This department is responsible for running a profitable and efficient spare parts department. They are responsible to accomplish objectives through proper purchasing procedures, inventory control, staffing, security, pricing, merchandising, displaying and advertising. The primary responsibility of the spare parts department is to service customers.

Customer Relations Department

Customer relations department is backbone of Toyota Multan Motors. All inquiries and complaints receiving and resolutions have done by customer relations department. Customer relations department is responsible overall improvements of entire dealership and continue the KAIZEN (continuous improvement) process, quality control, and system implementation.

Marketing Department

In Toyota Multan Motors, the main responsibility of the marketing department is to act as the 'boundary-spanner' between the company and its (potential) customers. In other words, it has ensure the company creates value for customers ('exploration'), and captures this value for itself ('exploitation'), while sustaining it(e.g. through maintaining brand equity/customer retention)

iv. Comments on the Organizational Structure

Departmentalization

In the departmentalization of Toyota, I observe and notice that all the department work as a team to achieve the goals and objectives.

Chain of command

Toyota got a system to follow line authority. There is a hierarchy chart that follows the relation of upper and lower management of Toyota.

Span of control

All the decisions start from the CEO and then goes further followed by the other department according to their policies.

Centralization

The main long terms objectives and annual objectives like target market, strategies and sales target are performed and implemented by top level management. With the help of all departments, the implementation takes place.

Decentralization

The management of all departments fully performed the task and assigned work individually with the help of their department sub-ordinates and co-workers?

10-Plan of internship program

I. Brief introduction of my branch



Toyota Multan Motors was established in 1992. They are the sole dealers of Indus Motor Company Limited, Karachi (manufacturers of Toyota & Daihatsu vehicles in Pakistan), in Multan division for the Sales, Service and Spare Parts of the complete range of Toyota and Daihatsu vehicles.



GENERAL INFORMATION

- Complete range of Pakistan assembled and imported Toyota & Daihatsu vehicles (Corolla, Hilux 4x2 & 4x4 Single & Double Cabin, Land Cruiser and Daihatsu Cuore, etc.) at official/control prices
- Car financing/leasing facility through various banks and leasing companies
- Attractive "Buyback" arrangement where you can exchange used Pakistan assembled Corolla or Daihatsu car with a brand new one by only paying the difference between the price of new vehicle and value of your old car
- Special package for corporate customers with fleet orders of 5 or more vehicles
- Complimentary on-site delivery facility for corporate clients
- Attractive after-sales package of extended warranty & workshop discount coupons
-



ACHIEVEMENTS & AWARDS

- ISO 9002/ISO 9000-2001 certification (First Toyota Dealership in Pakistan to get this quality certification)
- Professional Management Award (1999 - 2000)
- Best in service - Central Region (1995-96, 1996-97, 1997-98,1999-00,2003-2004)
- Best in parts - Central Region (2000-01,2001-02, 2002-03)
- Best in sales - Nationwide (2002-03)
- Best in sales - Central Region(2003-04)
- Best in Customer Satisfaction(CSI) - Central Region (1998-99)
- Best in Customer Satisfaction (CSI) - Nationwide (1999-00)
- Among top 3 purchases of IMC parts
- Among the first 4 dealerships of Pakistan to get Toyota Service Marketing (TSM) certification

ii. Starting and ending dates of my internship

I started my internship at Toyota Multan motors From October 28th, 2010 till December 28th, 2010

iii. Names of the departments in which I got training and duration of my training:

- 1) Customers relations department
- 2) Sales Department
- 3) Marketing Department
- 4) Services Department
- 5) Spare parts Department

Duration of my training was the day of starting of the very first day until the last day of my internship.

11-Training Program

- i. Detailed descriptions of the operations/activities performed by the departments in which I worked:**

Service Department



Service department is responsible for taking the vehicles for maintenance and deliver on time, service department include a very comprehensive workshop regarding denting & painting and this workshop is also awarded the best and well planned workshop by Indus Motor Company. This department is responsible for running an efficient and profitable service department. The department is also responsible for maximum production,

controlling costs, building a loyal clientele, sustaining good employee relationships, setting and obtaining sales and profit objectives and maintaining service records.

The service department is responsible for the proper maintenance and repair of owner vehicles. The service department has done a high capability for performing operations "right the first time," as a means to influence customer satisfaction, owner loyalty and dealership profitability. The department provides on-the-job training to technicians as appropriate, and conduct informal evaluations with technicians. Service department Help ensure customer satisfaction by helping technicians properly diagnose technical problems and direct proper repair procedures. Devise and use systems for overseeing work in progress, monitor to maintain records of comeback repairs to ensure repair and technician involved. Also monitor expense control efforts. Develop and control systems for appropriate use of shop supplies, protect company equipment from theft and abuse, ensure proper maintenance of all equipment and maintain inventory of essential and special tools for current and past model years.

Spare Parts Department



This department is responsible for running a profitable and efficient spare parts department. They are responsible to accomplish objectives through proper purchasing procedures, inventory control, staffing, security, pricing, merchandising, displaying and advertising. The primary responsibility of the spare parts department is to service customers. They are knowledgeable about spare parts and able to use the spare parts catalogues. They are capable of dealing intelligently with customers both in person and on the phone.

The spare parts department in Toyota Multan Motors is responsible for Sell spare parts over the counter to wholesale and retail customers. Conduct regular telephone solicitation

on assigned wholesale accounts, Handle telephonically spare parts orders for wholesale and retail, Promote additional spare parts sales by suggesting related items, seasonal lines, Clean, revise, and update spare parts displays as directed, Determine correct spare parts numbers and "pick" spare parts for orders received, Arrange for delivery or shipment of spare parts as required, Prepare and cost spare parts invoices, properly identifying eligible wholesale customers, to Help maintain orderly spare parts stock, monitor regular spare parts inventories and the selection of spare parts for return under the spare parts obsolescence protection program

Customer satisfaction and sales are the top responsibilities of the spare parts department they provides merchandise, supplies or information for all customers, both external and internal, while aiding in the achievement of department and dealership goals and objectives.

Customer Relations Department



Customer relations department is backbone of Toyota Multan Motors. All inquiries and complaints receiving and resolutions have done by customer relations department. Customer relations department is responsible overall improvements of entire dealership and continue the KAIZEN (continuous improvement) process, quality control, and system implementation.

This department is responsible for providing excellent customer service and maintaining good public relations. Customer relations department are also responsible and accountable for managing the Winner's Circle employees at their respective site. In addition to this they are working closely with the Field Marketing Managers in the development and the execution of both local and corporate marketing plans which

include promotions, loyalty initiatives and entertainment, For this purpose the department gives different ads in newspapers, display the banners and also give jingle on FM radio and offer special discount on getting appointment before the visit at dealership.

The department is also responsible for Develop and control departmental budget by monitoring the use of overtime, tracking of scheduled hours and managing all operating expenses, etc.

Monitor the execution and coordination of both local and corporate marketing programs as well as the planning, presentation and training of these programs to all site personnel. Monitor the development of the site sales program. Work closely with the local Group Sales Coordinator to implement the approved programs.

Promote and maintain the utmost integrity and highest caliber of customer service.

Ensure that the customer service benchmarks that have been set are maintained and strive to improve upon them. Implement and coordinate site entertainment programs.

Responsible for managing preparing, planning and forecasting the department budget.

Maintain a clean and safe work environment. Comply with safety procedures including use of any required safety and identify and report unsafe practices or conditions.

Marketing Department



In Toyota Multan Motors, the main responsibility of the marketing department is to act as the 'boundary-spanner' between the company and its (potential) customers. In other words, it has ensure the company creates value for customers ('exploration'), and captures this value for itself ('exploitation'), while sustaining it(e.g. through maintaining brand equity/customer retention)

If other company employees/departments do not share/have little time for a 'customer focus', the marketing department should bring customer input into the new product design process, detect changing customer preferences, company opportunities and competitive threats, regularly monitor customer satisfaction and retention, develop and execute marketing mix strategies, and the nitty-gritty of marketing research and mix tactics (e.g. price promotions).

This department is also monitor the recovery amount from the corporate sector, and checks the outstanding amounts due to the companies.

ii. Detailed description of the tasks assigned to me

I have performed different task, work and small part of essential responsibilities, which helped me a lot in making me confident and learn so much that made me feel practical and comfortable during my internship in Toyota.

In the following department, I was assigned to perform different small activities, which helped me a lot in learning.

During staying at Customers relations department, I was observing customers behavior towards asking inquiries or sales purpose visit clients which after spending some time, I got accustomed to deal with them and started to take feed back of customers, inquiry handling and giving necessary information for new launches of vehicles.

I also used to take pictures while delivery new vehicles which is a part of selling new vehicles.

With the help of Microsoft word version, I was assigned to task maintenance reminder letter of regular or loyal customers and sending birthday wish card on the birthdays of customers to Toyota regular customers to make sure they keep in their mind Toyota remind them on their unforgettable moments.

In service department, my experience was to deal with those customers, who need maintenance, service or need repair of their vehicles.

It was quite difficult, but I was feeling much happy to be with those who Toyota call advisor which check the car by means of mechanical problem and then make the quotation or estimation for repairs.

I was filing provisional repair order with the help of advisor. In case if customer need maintenance, I take the appointment and then report to advisor for further repairs or check up.

Appointment in advance booking of customers for repair vehicles was also a part of my assigned task.

In repair order form, I had to make sure the correct entry of car maintenance and in case if additional information incoming maintenance or repair to be needed, then it was necessary for me to take care of customer and inform them for upcoming repair of void warranty cautions.

In marketing and sales department, I was too much delighted to deal with different customers as I knew that it's a part of my MBA specialization to be a good sales marketer.

Marketing department deal with different categories of customers including leasing, financing, booking new vehicles etc. Different customers go through different stages to purchase new car.

In leasing a car, I dealt with a customers to obtain necessary documents to fulfill the requirement of leasing a car which includes FBR,NTN, demand draft in favor of INDUS MOTORS, NIC copy and a company purchase order if its from commercial or business purpose purchase(authorize with a company letter head).

Almost same activities were related to assigned a task for me in sales department, which include to show a new vehicles in the showroom of Toyota to different clients, customers satisfaction and convince them for Toyota for their excellent standards, sales and after service with full confident and reliability and decrease uncertainty situation, if customer is little confuse or in the middle of decision.

Customers are always make sure whatever vehicles they buy, it must be having all the qualities and comfort, which they required and my duty is to give them that assurance. Although I didn't have much knowledge regarding sales, but still I was with experienced sales person all the time while dealing customers, observing them and tried to handle customers in case of the absence of sale person of Toyota.

I had to make tour of allocating area to meet prospective customers to make sure I always be there, when customers need my help and can give them full protocol and warm welcome new clients.

I was most of the time with sales person and help them for daily report preparation sales activities in sales department to fulfill all sales activities.

Any new car, which enter and store in a show room, I had to check and make sure all necessary distance and space have been provided in between the cars and then make it ready for display purpose. It was enjoyable and delight full experience to deal with the customers and staying near showroom display with brand new, zero meter beautiful Toyota cars.

In Spare part department, it was quite new experience and I learnt a lot with Mr. Nasir (In charge of spare part department and data entry). Here I have to receive the shipment of spare parts from small boxes to big carton depend upon the requirement and inventory order and fix those inventory items in a small, medium and large zone.

It was bit hard job for me to back and forth with an inventories but I was motivate enough to learn and that thing made me quite strong that I am working for a world multinational organization and it's a big experience that will count towards building my careers and then I didn't step back and even move further to continue help with my co-worker during receiving new inventory from receiving area.

I had to arrange and display inventories in a number of series and vertical storage, storage by products in one line product, heavy parts stored down, separate location for each part number, store within easy reach, should control irregular control of stuff, and keep storage by means of movement.

It was a part of my job is to make sure while I am putting inventories in a shelf, it should be in order and correct place for improved efficiencies, cleanliness, discipline, standardize a process of achieving operation and in an organizing manner and make sure to discard unnecessary item or garbage time by time to maintain warehouse.

I was keep following inventories in order of receiving, then storing, then issuing, dispatching, and after that shipping it.

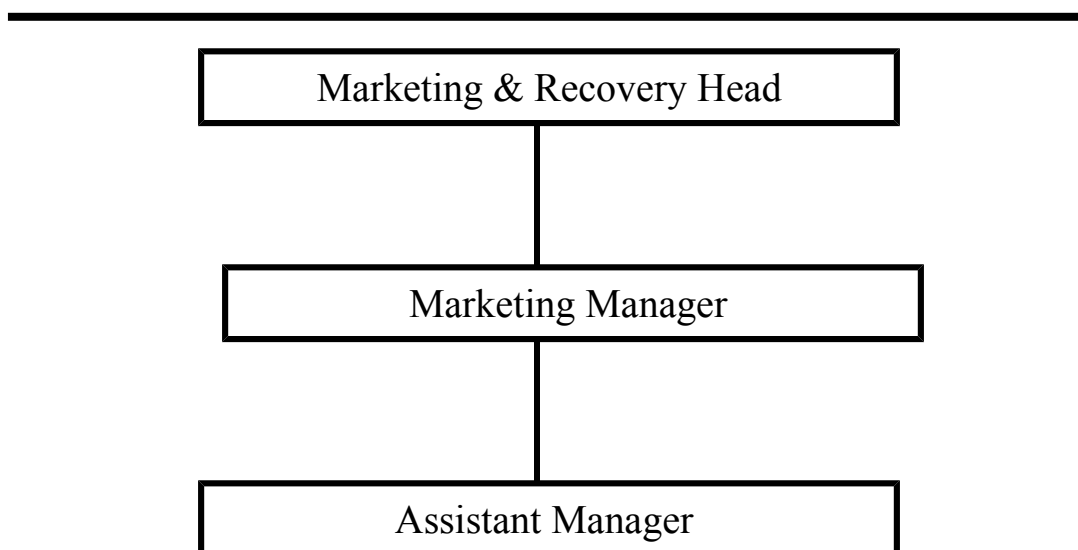
Dispatching means in term of Toyota warehouse is sending spare parts into the market for selling purpose, which has to go through Toyota dealers.

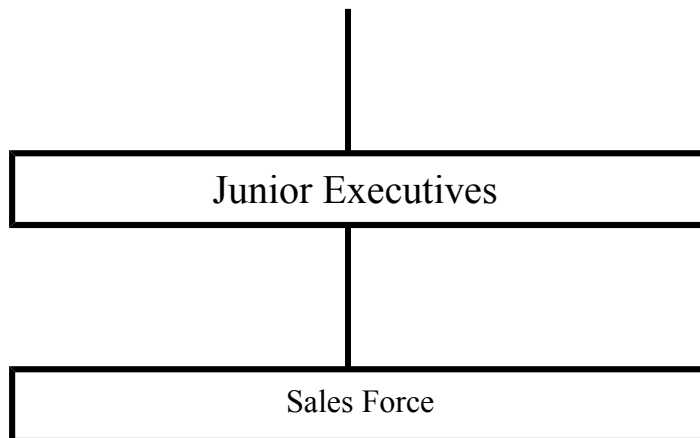
Here I was responsible to organize inventories in term of receiving zone, storing zone, large zone, medium zone, small zone, buffer zone and operational zone.

12-Structure of the marketing department

i. Department Hierarchy

STRUCTURE OF MARKETING DEPARTMENT

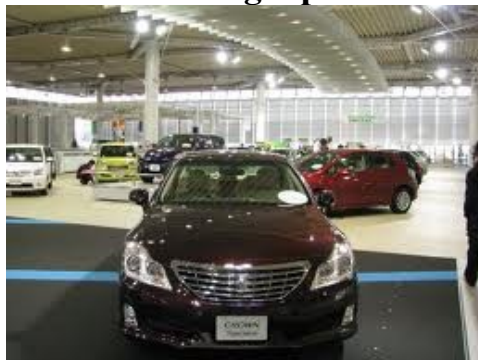




ii. Number of employees working in the marketing department

In Toyota Multan Motors, there are 15 staff members working for the marketing department.

iii. Marketing Operations



- Toyota is strongly considered marketing operations functions in a marketing department.

Co-ordination with other departments

- With the co-ordination of all other departments, the marketing departments make sure managing all aspects of business to grow profitably.

Monitor and measure the market

- Toyota marketing department management have implemented the marketing structure in an organization in such a way to monitor and measure the market

growth, advertising budget, work on projects, team work planning, and advertising campaign results which show and have great systematically improving effectiveness and efficiency.

Advantage of great revolution of web technology

- Toyota is also taking advantage of great revolution of web technology such as display advertising, search marketing, website management, and e-mail marketing, which plays a vital role these days for the marketing operations activities.

Focuses on analytical work

- The Marketing Operations group focuses on analytical work such as budgeting and planning, project management, execution of repetitive tasks, managing data and systems, and producing dashboards and reports.

Using latest technological tools and methods

- In Toyota, marketing operation is a formal set of process using latest technological tools and method and the marketing management manage the marketing budget, projects, people, and schedules that ultimately produce some marketing asset (e.g. collateral, billboards, or web pages). These projects require both creative and analytical activities and typically make up the largest amount of time the marketing organization spends on work for better results.
Use both centralized and decentralized marketing operations:
- Toyota use both centralized and decentralized marketing operations functions. The organizations and management have realize the importance of decentralize marketing operations. Infect its an excellent way of bringing and retain customers by mean of system to manage projects consistently, a web department may manage the website and email technologies, and a direct marketing group manages the contact database to remind and monitor customers feedback at all stages.

13-Functions of Marketing Department

I. Segmentation strategy

One of the biggest factor of Toyota to get success and capture the big share in a market is to fulfill individual need of auto car on the basis of understand their customers and find ways and means to satisfy their wants. Toyota chooses a very careful research on marketing and segmentation strategies although it's not possible to fulfill each individual customers need and want and to understand all but still Toyota have identify different groups and different segments of the same kind on the basis of hard working market research team workers and marketing managers.

There are some major segmentation strategies which Toyota follows:

Geographic segmentation

This segmentation divided by the marketing department of Toyota into different geographical locations. For example continents, countries, states, provinces and regions. It helps a lot to Toyota market managers to suggest in a country to either manufacture, or assemble or to export auto vehicle on the basis of customer's satisfaction and market situations.

Psychographics segmentation

Based on social class, personalities characteristics and lifestyle, Toyota have target and design small cars to big, economy car to luxury car depend on the lifestyle

Behavioral segmentation

This segmentation based on customer's need and subsequent reaction to those needs or towards the intended purchase of the product, which is closely related to the brand loyalty. Cost effectiveness in terms of benefits, circumstances responsible for the purchase, whether the customer is a regular, a first timer or and has the potential to become a customer, and whether the readiness to buy. Toyota has specially expanded its business in all around the world by this segmentation by giving after sales and service with excellent quality cars with reasonable price and fuel consumption.

Demographic segmentation

Toyota has full focused its marketing segmentation strategies to capture and target its customer on the basis of family, age, gender, income, occupation, education and nationality

ii. Target Marketing Strategy



The marketing logic by which the business unit hopes to achieve its marketing objectives. Toyota targeting strategy is to identify its target market first, and then develop market strategies to see how their competitors doing in the relevant market. Toyota seeks more knowledge to its competitors to provide better services than its competitors. Make sufficient advertising campaigns to target the customers by using different advertising methods means radio, TV, magazines, news paper etc. Toyota train and teach different techniques and methods to the sales force team and give enough awareness of their latest auto cars technologies to make sure they can satisfy the customers and give appropriate answer to the questions arises by the different customers.

Toyota make sure that they identify the customer in different means by focus on corporate sectors, banking sector ,business sector, industrialist, and landlords by adopting such strategies that Toyota attracts and make more customers.

Customer focus:

1. Corporate sector
2. Industrialist
3. Business persons or landlords

iii. Product planning, development & development

The Toyota way of production was discussed throughout the world, with lots of research being undertaken. The company's success is mainly due to the implementation of the following:

1. Toyota Production System

Toyota Production System, also read as Thinking Production System, makes use of the following vital elements, namely:

- Lean Manufacturing
- Just-In-Time

- Kaizen

- Jikoda

- Kanban

- Andan

- Pull System

Lean Manufacturing

Lean production is aimed at the elimination of waste in every area of production including customer relations, product design, supplier networks and factory management. Its goal is to incorporate less human effort, less inventory, less time to develop products, and less space to become highly responsive to customer demand while producing top quality products in the most efficient and economical manner possible.

Principles of Lean Enterprise:

- Zero waiting
- Zero inventories

- Scheduling
- cut batch sizes
- Cut actual process times
- Shrinks lead times
- Reduces times
- Multiplies inventory turns

Just-in-Time

Just-in-time is a manufacturing philosophy pioneered by Toyota in 1970s. It's a method of waste elimination by which the inventory levels are minimized. The heart of JIT is Kanban, Japanese word for card.

JIT implementations include:

- Inventory reduction
- Smaller production lots and batch sizes
- Quality control
- Complexity reduction and transparency
- Waste minimization

Kaizen

Kaizen is the lean manufacturing term for continuous improvement. In use, Kaizen describes an environment where companies and individuals proactively work to improve the manufacturing.

Employing Kaizen means:

- improve production
- Reduce waste
- Increase employee involvement
- Increase customer satisfaction

Jidoka

Jidoka, a term used in Lean manufacturing, meaning "automation with a human touch". It is a quality control process used in the Toyota Production System which applies the following four principles:

- Detect the abnormality
- Stop
- Fix or correct the immediate condition
- Investigate the root cause and install a countermeasure

Kanban

A Japanese term meaning, "signal". It is one of the primary tools of JIT system. It signals a cycle of replenishment for production and materials. It maintains an orderly and efficient flow of materials throughout the entire manufacturing process. It is usually a printed card that contains specific information such as part name, description, quantity, etc. The card contains,

- Instruction for production and conveyance
- Visual control tool to check for over production and to detect irregular processing speeds.
- Tool to perform kaizen

Andan

The production line is stopped if there is a problem somewhere in the line. Every employee is empowered to stop the production on finding a defect. This is done to prevent the defective items from passing to the next stage. Andon electric boards will highlight the location where the defective part is located, and hence, can be attended.

Pull System

Under a 'push' system, there is little opportunity for workers to gain wisdom because they just produce according to the instructions they are given. In contrast, a 'pull' system asks the worker to use his or her head to come up with a manufacturing process where he or she alone must decide what needs to be made and how quickly it needs to be made.

Re-engineering

Re-engineering has been a major factor for the success of Toyota. Consider a Toyota model, which is newly introduced in the market, failed to impress the market. The next Toyota strategy will be to re-engineer the model, i.e., completely alter the failed model using the same production facility. This method is not practiced at General Motors and Ford. Once a GM / Ford vehicle fails in the market, the whole manufacturing facility for manufacturing the model is scrapped and the employees are often pushed out of the company. This results in losing the knowledge gained at great cost.

Superior Technology & Quality

All Toyota production facilities are designed in such a way so as to ensure flexibility, so that Toyota production facilities around the world could easily add / switch new models or ramp-up production of existing models within a short period while ensuring the top quality traditionally associated with the Toyota brand. Robots are used widely in mass production. By allowing the choice of either people or robots depending upon profitability, the production line offers the flexibility to handle everything from low-volume to mass production.

Toyota's quality control during production ensures that the correct materials and parts are used and fitted with precision and accuracy. This effort is combined with thousands of rigorous inspections performed by team members during the production process.

Team members on the line are responsible for the parts they use. They are inspectors for their own work and that of co-workers. When a problem on any vehicle is spotted, any team member can pull a rope - called an andon cord - strung along the assembly line to halt production. Only This process involves every team member in monitoring and checking the quality of every car produced. when the problem is resolved is the line re-started.

GM takes 34 hours for producing a vehicle while Toyota does it in 27 hours, shows the technical superiority of Toyota.

Hybrid Vehicles

The hybrid cars market is on upswing and is growing very rapidly. America spends on gasoline every minute is about \$200,000. There is an increased demand for the Hybrid vehicles all round the world especially in the US due to the following reasons:

- Increased fuel prices
- Environmental factors

Hybrid engines have been touted as a way to make automobiles more fuel efficient and less costly to run. Toyota gave more emphasis in developing hybrids while GM and Ford concentrated on developing SUVs (Sports Utility Vehicles)

The world's automakers are now embracing hybrid vehicles in an effort to match Toyota's success and give customers more options to combat high gas prices.

It is for sure that with product planning, superior development in technology, best industry practices and excellent management, Japanese auto major is giving a run for the auto industry, which is dominated by the Americans. Imminent is the day; the day Toyota will be the largest automobile manufacturer of the world, surpassing General Motors. All credits to the product planning, development, management and the technical innovation, which made the Japanese sail through the rough waters, a journey that started in 1933 and is still continuing.

iv. Positioning

It is a method and a process of transmit and create the image, impression or identity in the mind of target customers and target market.

Toyota market function department has successfully transmitted and created a beautiful impression of Toyota brand with full devotions and with great marketing team efforts, which resulted today knows every one having an excellent image of Toyota not even just in a target customer's mind, but also those who is indented to buy an automobile. Toyota

market department has positively influence the perceptions through enlightened strategic actions.

TOYOTA AS A BRAND:

The positioning of a brand is done keeping in mind where the company wants the people to see the brand and where exactly do they want the brand to go. The positioning is an important part of the Global Vision of the company.

Toyota's Brand Communication talks about "Moving Forward"

This tagline embodies the spirit of constant innovation on the part of Toyota. It lends the associations of quality and technological capability to the brand.

In India Toyota has a tagline "Quality Revolution" which signifies unmatched quality.

Toyota Brand Positioning:

- Majestic
 - Quality
 - Commitment
- To improving society
- Innovation in Technology

Toyota Brand Image:

A dipstick study indicates that people associate Toyota with:

- Quality
- Value for money
- Reliability

The reasons for its success could be attributed to the following factors:

- Successful brand - Toyota has developed a trusted brand based on quality, good performance and for being environmentally friendly.
- **Innovation** - Toyota is at the forefront of car manufacturing innovation. It was the first car manufacturer to embrace lean manufacturing (known as Toyota Production System) which is a faster, more efficient process which leads to less waste compared to the traditional batch and queue method of manufacturing. It also applied JIT (Just in Time manufacturing) and smart automation. Toyota has moved to a global manufacturing model

Positioning is how a product appears in relation to other products in the market. This means to compare the product with the competitors and thus Toyota has outstanding position in the target market. Positioning is a perceptual location. It's where Toyota cars fit into the marketplace. Effective positioning puts Toyota first in line in the minds of potential customers. That's why it's so important for Toyota to transform their passion into a market position. If Toyota doesn't define their cars, a competitor will do it. The primary elements of which the marketing department does for Toyota positioning are:

Pricing: Is car a luxury item, somewhere in the middle, cheap?

Quality: Total quality is a much used and abused phrase. But is the car well produced? What controls are in place to assure consistency? Do Toyota back quality claim with customer-friendly guarantees, warranties, and return policies?

Service: Do Toyota offer the added value of customer service and support? Is Toyota car is customized and personalized?

Distribution: How do customers obtain Toyota? The channel or distribution is part of positioning.

Positioning is Toyota's competitive strategy. What's the one thing makes Toyota best? What's unique about Toyota product or service? Toyota always identifies their strength and uses it to take number one position in the target market.

v. Pricing Strategy

The price is the cost that a buyer pays for a particular item. Pricing is determined by a number of factors including market share, competition, material costs, product identity and the customer's perceived value of the product. Pricing will vary due to demographics. Additionally, the product's price will also be influenced by the competitive forces around the company. The price point will also be conceived by considering the choices that it could be: luxurious, inexpensive, or something in between.

Toyota has built its reputation not only by producing high quality vehicles at affordable prices, but the brand and marketing skills they use through tactful pricing strategies. Toyota has differentiated their prices from the traditional pricing set up of many of the other automobile makers.

Since 2003, Toyota has taken over to become the world's number two carmaker and they are not very far behind GMC, the number one US carmaker.

Toyota believes the role of purchasing is through long term and stable production of quality products at the lowest price in a fast and timely manner. The main objective of administering prices within any company in the automobile industry is profitability and to consistently increase efficiency in their product line. The traditional pricing strategy is formulated into the cost + profit = selling price. When auto companies make changes and improvements, cost of production increases causing the selling prices to go higher.

Companies normally do not want to cut their targeted return and therefore the costs are passed on to the consumer to maintain their profit margin. Toyota takes on slightly different approach with sales - oriented objective. Although the variables are the same, the formula is adjusted strategically into the selling price - cost = profit. Toyota firmly believes that its markets and consumers is what determine the selling price. Waste elimination is given top priority which reduces cost and by continuously reducing these types of costs, it will result in persevering the company's profit growth.

Vi. Distribution Strategy

A distribution strategy defines how you are going to move products from point of creation to points of consumption, in a cost-effective manner.

Distribution strategies are sets of interdependent organizations involved in the process of making a product or service available for use or consumption.

Distribution Channel

Indus Motor Company Head Office Karachi → Main Branches of Cities

Sales force → Clients

The following are the branches, which are performing the distribution of Toyota’s products:

| REGION | BRANCH NAME | ADDRESS |
|------------|-------------------------------------|--|
| Karachi | Indus Motor Company | Port Qasim authority Karachi |
| | 7 branches in Karachi | Karachi |
| Lahore | Regional office Indus motor company | Defense commercial area Lahore |
| | 6 branches in Lahore | Lahore |
| Islamabad | Regional office IMC | 1-B,1 ST Floor, awan avenue Islamabad |
| | 3 branches in Islamabad | Islamabad |
| Multan | 2 branches | Multan |
| Faisalabad | 1 branch | Faisalabad |
| Gujranwala | 1 branch | Gujranwala |

| | | |
|-----------|----------|------------------|
| Hyderabad | 1 branch | Hyderabad |
| Sialkot | 1 branch | Sialkot |
| Mardan | 1 branch | Mardan |
| D.I.Khan | 1 branch | Dera Ismail khan |
| Quetta | 1 branch | Quetta |
| A.Kashmir | 1 branch | Azad kashmir |

Each branch has its own sales force to distribute the Toyota's Products. Such sales force works within the city. Such employees are controlled under the regional offices. The regions appoint these employees, and regions guide, motivate, and gave the incentives to such employees.

Vii. Promotional strategy

Marketing, advertising and sales are the fundamental necessities and key elements to the success of a business. Marketing is about a successful business prospects that involves promoting sales processes through advertising to reach and persuade the customers. Different strategies like public relations, interpersonal interaction and networking – all go into this category.

Design a public relations strategy that you will follow before, during, and after the launch.

The solution presents a comprehensive promotional strategy for Toyota Corolla which includes sales promotion strategy, public relations strategy, advertisement and the media to be advertised on.

Toyota Chooses a [target market](#) and formulating the most [appropriate promotion mix](#) to [influence](#) it.

There are five main promotional tools which Toyota marketing department follows:

- Advertising
- Sales promotion
- Personal selling
- Publicity
- Company website

Brochures

Brochures are also one of the promotional activities, it consists of different models, prices, colors, specifications, documents required from customers, and other necessary information.

Pamphlet

Locally through the Pamphlet, the Pamphlets are given to the walk-in customers for the promotion

Banners and billboards

This is also one of the ways to promote the products and services of Toyota. The Banners are pasted at the door of Branches and dealership.

14-Structure of the Sales Department

i. Department hierarchy



ii. Number of employees working in the sales department

There are 30 employees working for sales department of Toyota multan motors.

iii. Sales operations

It is an integrated business management process through which the executive/leadership team continually achieves focus, alignment and synchronization among all functions of the organization. The sales operations includes an updated sales plan, production plan, inventory plan, customer lead time plan, new product development plan, strategic initiative plan and resulting financial plan.

A properly implemented sales operations helps routinely reviews customer demand and supply resources and “re-plans” quantitatively across an agreed rolling horizon. The re-planning process focuses on changes from the previously agreed sales and operations plan. While it helps the management team to understand how the Toyota achieved its current level of performance, its primary focus is on future actions and anticipated results. Toyota has an integrated business management process use the sales operations process to monitor the execution of the company’s strategies.

Function of setting the overall level of activities to best satisfy the current planned levels of sales plan and [forecasts](#). The branch offices of Toyota Multan motors select the sales force, their selection is based on interview conducted in the dealership.

Training:

After selection of sales force Toyota Multan motors provides the training program. The training program is conducted in the dealership. Trainees get the information about products, pricing strategies, distributions, promotions, competitors and customer’s focuses, and tools and techniques to sale the products.

Benefits:

The Toyota Multan Motors offers monthly fix salary Rs. 8,000 plus incentives to the sales force. Incentive is based on the performance of employees. For example, if the employee sales the corolla above 10 units than the incentive will be @ 500/vehicle.

Expert power:

The Toyota Multan Motors provides the latest information to the sales department by conducting the get together in the relevant branches.

Evaluation of sales force:

It is the policy of Toyota Multan Motors that each sales person is required to sale not less 10 vehicles in one month. Thus sales force is evaluated by this standard. Sales force is also evaluated by the competition among the co-workers.

15-Functions of Sales Department

i. Sales Methodologies

The main function of a sales department is to attract and retain customers. Use of technique of sales and sales strategy is an activity that is designed to help boost the sales of a product or service. This can be done through an advertising campaign, public relations activities, a free gift campaign, a trading stamps campaign, through demonstrations and exhibitions, through prize giving competitions, through temporary price cuts, and through door-to-door sales, personal sales letters, and emails.

Toyota sales department usually follows the sales point method which is indicated below:

- Toyota competitive strategy
- Consumer attitudes and buying patterns
- Brand strategy
- After sales and service warranties
- Advertising strategy

Advertising strategy further moves towards:

- Price discounting
- Gift with purchase offers
- Mail in offers and rebates
- Premium offers
- Group promotions
- Loyalty incentives
- Last year model rebate offer

ii. Type of Selling like personnel selling, door to door selling

Toyota uses various tools to carry on its marketing efforts such as direct marketing, promotional campaigns and personal selling. Direct marketing is done through circulating printed materials such as brochures and pamphlets and holding launching ceremonies and functions. Personal selling is done mainly on an institutional level and the sales force is extensively trained for this purpose. Promotional campaigns the most commonly used are the print medium however the electronic medium is used sometimes. The campaigns are conducted by Toyota along with the various dealers; however the final approval is from the company itself. A dealer without the approval of Toyota cannot even launch an advertisement.

iii. Sales returns procedures

If the car is not in stock, then usually it take one to two months for advance booking, Advance booking can be cancel on request with necessary documents to sign and full amount refund policy has adopt by Toyota. If any customer for any reason wqould likes to cancel its booking order, then he has to cancel the order before the delivery notice or dispatch the car from the head office.

It has a form to fill up and some other necessary documentation for record and Toyota refund the full amount to client.

The sale of the car can return before to hand over to clients, but once all the necessary documents with dispatch notice issued by the firm or dealer to Toyota main head office, than it can not cancel the order.

16-Customer services department

i. Process of developing relations with customer

Since customers are the ‘king of the business,’ Toyota put value in building good customer relationships. Once customer relations department identify the potential customers in term of establish connections, the customers relations department keep turn them into loyal customers who continue doing business with Toyota and bring more people into the brand.

Good customer relationships drive the business to success. Toyota Just makes people believe in their customer relations team effort’s ability to satisfy their needs and fulfill their expectations as well as in their auto cars and services. In the process of finding people who would believe in Toyota, consider making a relationship with them and Toyota will not have to spend huge amounts of money just to attract more customers. Relationships with customers are developed over time and are not built overnight. It is not a one-time experience with customers. That is why Toyota effective customer relations plans include strategic activities that entail building good customer relationship apart from developing the product or adding a new product line to the market. Below are some helpful techniques for Toyota in building customer relationships.

Focus on to build the network of customers

Toyota has a desire to grow more and expand its operations. One way to achieve it is to build the network of customers. The Toyota customers relation department do not just focus on promotional activities and advertising programs but also take positive efforts to expand the network of customers Expand customer’s connections by conducting business seminars, attending Toyota events and responding to business invitations, and getting

exposed to the programs of the society. Since networking is a long-term investment, make sure to place value in a relationship once it is formed.

Keep in Touch with Customers Regularly

Toyota always takes feed back, monitor customers after sales and gives awareness on new car launch. Customers may come and go for some reasons, even with the most loyal of customers. That is why once customers relations department have built a relationship with them, do not end from there. The process is continuous; a customer's relations department constantly communicates with their customers.

Make a follow-up after sales

For existing customers, Toyota provides them with the latest updates of new vehicles and any of marketing programs. It is also a way of educating them with the latest market trends and keeping them up-to-date with auto industry technology.

ii. Techniques of retaining customer

One of the important operations activities of Toyota customer's relation department is to use different techniques of retaining customers so that the company keeps alive and giving services on regular basis. Following tools and techniques use to retain customers by Toyota:

- Collect as much information as possible on each of its customers. Monitor them, take feed back and provide services and make sure fulfill warranties and recall in case of trouble. Responded fast and give efficient and friendly services with full confident.
- Repeatedly make sales force team aware of the value of each customer. Ensure this taking care will be a part of any sales training they receive. Both sales team and employees of services department must be made aware of this fact.
- Customer relation department always try to make sure that entire managerial staff aware of client problems.
- The training includes that do not allow any customer to just walk away. Talk to him/her on the telephone; make personal visits, in order to find out the reason for his "jumping ship".

Reward, encourage and issues appreciation letters to the sales force team, office staff and employees in the customer service department for their nurturing ties with loyal customers

iii. Techniques of attracting new customer

To create new customers, Toyota value the past customers and fulfill all the commitments and after sales services warranties, which is a good sign for Toyota reputation and have a good impact and same time word of mouth plays an important role to attract new customers.

Toyota believes on Kaizan (continues improvement) by means of technology, design, comfort and safety and give awareness to the potential and target customers using following tools and methods of advertising:

TV, Radio and Magazines:

One of the most important tools of advertising use by marketing and sales department to attract new customers.

Brochures:

Brochures are also one of the promotional activities, it consists of different models, prices, colors, specifications, documents required from customers, and other necessary information.

Pamphlet:

Locally through the Pamphlet, the Pamphlets are given to the walk-in customers for the promotion.

Banners and billboards:

This is also one of the ways to promote the products and services of Toyota. The Banners are pasted at the door of Branches and dealership.

Media releases:

Media releases are a great way to transmit information about new launches, new models product, and services to the large amount of potential customers.

Toyota Website design and Networking:

Toyota website is an important tool to attract new customers. All the new technologies and launches of new models and cars can view by new customers to get useful information regarding Toyota line of products with all kind of sales and services information is available on line. Advance booking facility is available on line to attract and convenience.

Events:

Memorable events held by Toyota marketing and sales department plays a tremendous roll to attract new customers which includes exhibitions and new launch ceremonies.

iv. Ways of handling different kinds of customers like furious customer, problem creating customers etc

Toyota believes that customer is always right. To provide better service and complaints, Toyota customers relation department give excellent training to sales and service department employees to handle all kind of furious and problem creating customers, Special training and customer's relation management focus on the employees who have direct interact with customers to provide full satisfaction and trust on Toyota auto vehicles and services.

Following tips have been implemented by the customers relation department of Toyota to make sure all the customers should get satisfaction with full justification and attention by employees:

Listen and give attention quickly:

Special training of resist and control the temptation to argue with the clients. Instead ask questions to get to the bottom of the situation. What is the customer really upset about? Show the client that Toyota special caring sales persons really understand the situation from the client's perspective.

In case of mistake or fault:

If the employees agree that it was a mistake, they fix it immediately or do what they can to satisfy the client and apologize. We all can make mistakes at times. They check to see if there is anything in their service procedure that can help to avoid a similar mistake again.

Let Them know you Understand

Customers like to know that businesses understand exactly why they are upset. Listen to the customer's complaint than politely reiterate the situation to them to illustrate you fully comprehend. Being understanding is a great way to diffuse the situation with an angry customer and begin to make amends.

In case of complex situation

Find out what actually happened. Does it need to be fixed? Has the client misunderstood something? Give yourself time to figure out a fair resolution.

Give the client choice of possible resolutions

How to be made this right with the client? Negotiate a way that works for both.

Sometimes just fixing the problem is sufficient. At other times the client is looking for something else. Look for an equitable resolution and try to make satisfy by doing act, not just with the words.

Reeducate the client when necessary

Special training has been provided by the Toyota customer relations department to set client's expectations. They make clear about what customers could expect? Help the customer to understand the process now to guard against future misunderstandings.

Know that if one client complained there are others feeling the same way.

What do you need to do to address the problem with the others? Who else might have been affected in the same way?

Thanks to Customers

As painful as they can be complaints from clients often let you know exactly where you need to work to improve your practice/business. Still Thank Them. It may seem odd but thank customers for their honest and direct feedback no matter what it is. Without it, you have no idea if you are delivering the experience and level of service your customers want and it provides an opportunity to improve.

Follow up

Follow up with those who complained to be sure they are fully satisfied.

17-Critical Analysis

First of all, I am so glad that it is an end of my MBA degree program, which was my dream that come true.

Its true that the theory, what we study in the program of MBA from our university is having much difference as compare to the practical and experience life but I would say one thing here is that the studies what we have is mostly about ideal environment and situations and they evolve from the Europe and American cultures and society research and development.

I am not completely satisfied whatever we had studied during our MBA program as compare to that experience, what I saw and learn in TOYOTA.

The first thing what I observer is the interaction with the people who work in the field. The behavior, attitude and dealing of workers and employees including top management are entirely different as we studied.

Secondly, it's difficult to handle the current situation dealing with different clients at a time especially when client is angry and that time we have no alternative other than to keep silent.

Co-workers, workers and management are not as comfortable working together as we have studied in our books.

All the department employees usually do not feel comfortable sharing business problems and they feel that it might be their insult if they have to ask any questions or help.

Toyota is a big organization and here I saw that the management tried to follow those rules and regulations which TOYOTA wants to be implement to have the standards, which here they are quite successful.

I also observe that usually instead of helping for the new comer in our organization, the employees do not co-operate as much as they suppose to do.

It may be they feel panic that their position might be snatched with somebody else or new ones and that things make them feel not to help or co-operate as they should do. But overall, few of the top management and few of the other staff workers appreciate me and made me feel comfortable and I realize that not all people got the same mentality and still people are there, who want others to be successful. My point of view here is that learning theory is not just sufficient. Having practical experience is a big difference working with others to have patience, abilities, interpersonal skills and need communication skills.

SWOT analysis of the organization

Strength

- Brand image of Toyota worldwide
- Very strong auto vehicle industry position is based upon a number of factors including a diversified product range, highly targeted marketing and a commitment to lean manufacturing and quality. The company makes a large range of vehicles for both private customers and commercial organizations.
- World's second largest carmaker with 6.78 million units.
- Toyota Pakistan is in the list of high automated dealership like Japanese standards providing quick and modern workshop services through fully computerized control.
- Market leadership
- Excellent dealership network worldwide with easily available spare parts.

Weakness

- Huge investment with expensive fixed costs and high cost of training and retaining labor. In case if car market experiences a down turn then company could see over capacity. On the other hand the car market experience an upturn then company may miss out on potential sales due to under capacity because it takes time to accommodate. This is a big problem with high volume car manufacturing like Toyota.
- Always charge the premium price to the customers.

- Management control by the local partners and dealers.
- In Pakistan, Toyota tries to feel at ease with good looking; well dress, rich and educated people and the poor looking customers feel some bit strange in the environment of the dealership. Toyota Pakistan employees should try to accommodate behaviorally all type of customers.
- Delivery of car takes months for advance booking of customer's favorite color of its choice.

Opportunities

- Introduction of hybrid vehicles (environment friendly vehicles) by Toyota based on technological developed helps increases car sales due to oil prices increases.
- Investment in hybrid R&D by Toyota helps for selling its technology to other motor manufacturers like FORD.
- Toyota has launched its new Aygo, which is targeted at the streetwise youth market 'urban youth' market and captured the nature of dance and DJ culture in a very competitive segment.
- .In case of failure of competitor new launch usually helps Toyota brand more strong.
- Switching diesel market towards petrol and CNG market.

Threats

- Toyota faces tremendous competitive rivalry in the car market.
- Continues competition increases with new entrance coming from China, South Korea and new plants in Eastern Europe.
- Movement in the price of raw material such as rubber, steel and fuel are potential threats for Toyota.
- Government reduces the excise duty on imported cars.
- Low investment from the new projects results decreases purchasing power of customers in the current economic situation.

19-Conclusion

I have concluded that Toyota is really working well. It has a well reputed organization having good control of human trainings to teach with good techniques.

The technology is really appreciated by me, which Toyota uses to manufactured cars and also the sales and marketing department working well to give an excellent image of Toyota in a market.

Toyota is an old multinational organization with excellent controlling and management globally and it is prove by Toyota that excellebnt management with same quality and same standards have been implementing successfully.

The environments are too professional to work inside Toyota and the services which are provided by whole team and management is really follows the standards.

The vehicles which Toyota provide is really one of the world class ranking in a cars and even in Pakistan I observe that people feel much proud buying and keeping Toyota cars, which shows the image of Toyota and shows excellent reputation of work and services.

It was my excellent experience to work with one of the top ranking organization in the world(TOYOTA) and its good for me to implement further in my career the good things and professionalism whatever i learnt in Toyota and I would like to keep applying in my further practical life.

20-Recommendations for Improvement

- Should focus more to give awareness to common public for new launches and models of cars.
- It is also possible to attract or retain customers by investment in new technology like express maintenance packages which can make the services quicker, easier, cost efficient and more flexible.
- Should expand more dealership in remote areas because I observe that customers have to come from too far areas.
- Must improve employee loyalty.
- Must improve communication gap between employees and customers.
- Should improve co-ordination in between departments.
- Should give awareness about leasing and credit facilities which Toyota offers to the customers.
- Try to be friendlier with customers, when they enter inside so that they can finish their hesitation.
- Sales people should be in uniform with proper name tag on it, which I was missing in them.
- Lack of skilled workers on dealership because of low wages.
- Salaries should be appropriate and sufficient to make employees satisfied, which is key to success.

21-References

- Mr. Sohail Sheikh, Manager Customer Relations
- Mr. Mazhar Suleman, Deputy Manager Corporate
- Mr. Majid Naeem, Deputy Manager Leasing
- Mr. Ch Imran, Incharge New Vehicle Sales
- Mr. Toqeer, Service Advisor
- Mr. Luqman ;Customer Services Executive

22-Annexes

- Personal data collection through the staff of dealership during training period
- Internet
- Personal meeting with the head of Marketing Department
- Brochures, Banners, Pamphlets and form of applications
- Annual reports of dealership