



Strategy Playbook

Toyota Motor Corp



MarketLine Case Study

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1. Overview

1.1. Catalyst

The analysis of generic strategies, product mix and growth strategies serve as essential tools to understand the key success factors of Toyota, as well as its future strategy approach.

1.2. Summary

The overarching strategy of Toyota is skewed towards cost leadership, the strategy employed by its flagship brand which accounts for the vast majority of its sales. Cost leadership where Toyota's competitive advantage stems from is a result of a lean manufacturing method and standardized methods and processes that save costs and increase productivity. The company's culture is another source of competitive advantage not only maintaining cost leadership by supporting the lean manufacturing prices, but also by helping create hard innovation that has led to differentiation.

The Toyota Motor company has extensive product breadth as its product lines are not limited to the manufacturing of passenger and commercial vehicles. In addition to the above, Toyota also provides mobility services, financial services, warranties, and car services to its customers. Toyota has large product depth in passenger and commercial vehicles, a reflection of the company's mix of strategies through different brands. Notably, the company's large product breadth also stems from a relatively high level of product customization to local markets.

The company has adopted a mix of growth strategies, which puts more emphasis on product development, as well as market development. Electric and fuel cell vehicles, along with sales in emerging markets are the company's top growth priorities.

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2. Toyota's Generic Strategies

Toyota Motor Corporation's generic strategy is a mix of cost leadership and differentiation with niche focus. This is achieved thanks to brand discrimination, which allows different strategic approaches by brand.

For instance, Toyota is an example of a cost leader in the automotive industry, with its standard affordable models catering to a mass market of consumers. Similar to Toyota, Daihatsu and Hino are focused on a value for money proposition, but they cater to a niche market of commercial users.

Meanwhile, Lexus is a brand based on differentiation, having a premium aspect based on its unique design and comfort features, thus appealing to a niche market of high-end consumers. Subaru, on the other hand, although it does not have a high-end appeal, it is positioned as a "sport utility" brand, targeting consumers who are keen on performance characteristics.

Overall, though, the overarching strategy of Toyota is skewed towards cost leadership; the strategy employed by its flagship brand which accounts for the vast majority of its sales. Cost leadership where Toyota's competitive advantage stems from is the result of a lean manufacturing method and standardized methods and processes that save costs and increase productivity. The company's culture is another source of competitive advantage, not only maintaining cost leadership by supporting lean manufacturing prices, but also by helping create hard innovation that has led to differentiation.

Figure 1: Generic Strategies – Competitive Advantage, Toyota Motor Corporation brands



Source: GlobalData analysis

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2.1. A production process that maintains a cost competitive advantage

Cost leadership implies the minimizing of costs, and extensively, of selling prices. This is typically achieved by the supply of cheap raw materials, which compromise quality. However, Toyota follows a different path to minimize costs, maintaining high quality for its products.

Higher productivity through lean manufacturing is the key for Toyota, and integral parts of this are the just-in-time (JIT) manufacturing method, and autonomation, the two central pillars of the Toyota Production System (TPS), which has been pioneered and employed by Toyota since the 1960s.

JIT is essentially an inventory system, which reduces costs and improves efficiency, by perfectly synching raw-material orders from suppliers with production schedules and demand. This inventory system becomes feasible when the production-assembly sequence is done in a way that only a set number of different raw materials is needed for each process, so that the manufacturer can order materials in-time, when needed. In this way, the manufacturer sees reduced supply costs, ordering just enough raw materials, thus increasing liquidity, while it also avoids excess inventory storage costs, freeing warehouse space that is employed more efficiently in the production process. Most importantly, this method cuts down response time, as production runs become shorter thanks to that perfectly scheduled production-assembly sequence. As a result, manufacturers can quickly move from one product to another, minimizing customers' waiting time between placing an order and receiving the product.

Employing and maintaining JIT system is not a simple task though, requiring strictly consistent processes and effective management. Toyota has mastered that system by having an established set of processes. For example, Kanban, which means "signboard" in Japanese, is a visual workflow management/scheduling method - every work item is represented as a separate card on the board - which aims to prevent overcapacity or supply bottlenecks. Production relies on Kanban boards, which convey information between the start and end of processes to the logistics side of the business, automatically signalling the ordering of new raw materials as the production process moves on. In other words, it is Kanban that enables accurate forecasting for the smooth process of JIT.

Moreover, JIT requires reliable supply partners, proactiveness, responsiveness, and a high craftsmanship to overcome potential faults, and Toyota's success has relied on these parameters. Indeed, the Toyota Production System is not only about employing the JIT method, but it is also about the "intelligence" of supporting and enhancing the JIT method. This is where intelligent automation in quality control, known as autonomation or "Jidoka" in Japanese, steps in; the principle of designing equipment and processes in a way that problems (naturally occurring defects) are automatically detected and addressed immediately when they occur, thus preventing waste in production.

The methods and principles that Toyota has engraved in its culture is what drives the intelligence, which is hard to mimic. Toyota's core principles like "Kaizen", a word that embodies "the quest for continuous improvement", and Hansei, the ability to self-reflect to recognize mistakes and correcting them, are key parts of the JIT and Jidoka, and extensively of the efficient Toyota Production System, which minimizes costs.

2.2. A company culture that creates innovation

Innovation is the key to achieving differentiation in heavy industries like the automotive industry, as it leads to technologically unique products. Toyota's strong focus on research and development (R&D) provides a competitive edge over its competitors, and it has enabled the company to achieve differentiation through technological breakthroughs such as hybrid technology. In FY2022 (year-end March), it spent JPY1.11 trillion (\$8 billion) on R&D, which as a percentage of revenue, stood at 3.5%, above the average in the automotive industry.

However, it is not only the allocation of financial capital that helps the company achieve innovation. Its culture is also a key part of its success, having driven that hard innovation. Human capital is highly valued in Toyota, which invests in its people, gaining from their experience. The company is based on a culture of loyalty and strong work ethic, while instilled core

principles such as “Kaizen” and “Hansei” drive a culture of constant improvement and disruptive innovation. In fact, there is a strong drive for experimentation within the company, forcing new ideas to prevent stagnation; one of the company’s mottos is “keep changing while things are going well”. Notably, Toyota has established routinely performed experiments and feedback sessions following structured methods that enhance problem solving skills to drive improvements and new ideas. For instance, Plan-Do-Check-Act (PDCA), a widely used continuous-improvement process was first employed by Toyota. The A3 report – named after the size of paper it comes with - is another structured learning process, a template where employees are asked to recognise a problem, describe its features, identify the desired outcome and propose countermeasures and an action plan. All these processes essentially provide on-the-job training for employees, which is deemed as more valuable than abstract seminars.

Although Toyota, as a Japanese company, embraces tradition and hierarchy, it also invites criticism of higher management from below. Moreover, even though the company has more than 50 manufacturing facilities and over 300,000 employees, it aims to operate as a small town; it allows open collaboration, with horizontal links across functions and geographies, as well as vertical links through mentoring and informal ties between employees. This is critical to disseminate information and achieve operational learning.

With regards to performance evaluation for managers, Toyota puts higher emphasis on processes over results; the way that managers achieved their results can be a more important criterion in their evaluation. A resilient, teamwork environment led by managers who inspire and foster the skills of their subordinates is seen as the goal which will bring the desired results. In general, Toyota is more focused on developing people by upgrading their skills rather than simply replacing them with better candidates. Additionally, massive layoffs do not belong to the company’s practises as it is against its culture of long-term employment horizon. Even during times of economic turbulence, such as the Asian financial crisis of 1997, the global financial crash of 2008, or the COVID-19 pandemic, Toyota kept job cuts to a minimum. This also creates a sense of job security for employees, that motivates them to outperform.

3. Marketing Mix

Marketing activities revolve around four key factors: product, price, place, promotion. These factors, known as the 4Ps of marketing, must be carefully considered to launch a successful product or service. Moreover, the 4Ps serve as a tool-framework, to classify a company's marketing activities, in other words, its marketing mix, into these four factors.

Toyota Motor Group's marketing mix is strong across all of the 4Ps. Especially, its Product and Price activities are highly sophisticated, tailored to its target audience, and that is a key factor of its success.

3.1. Product

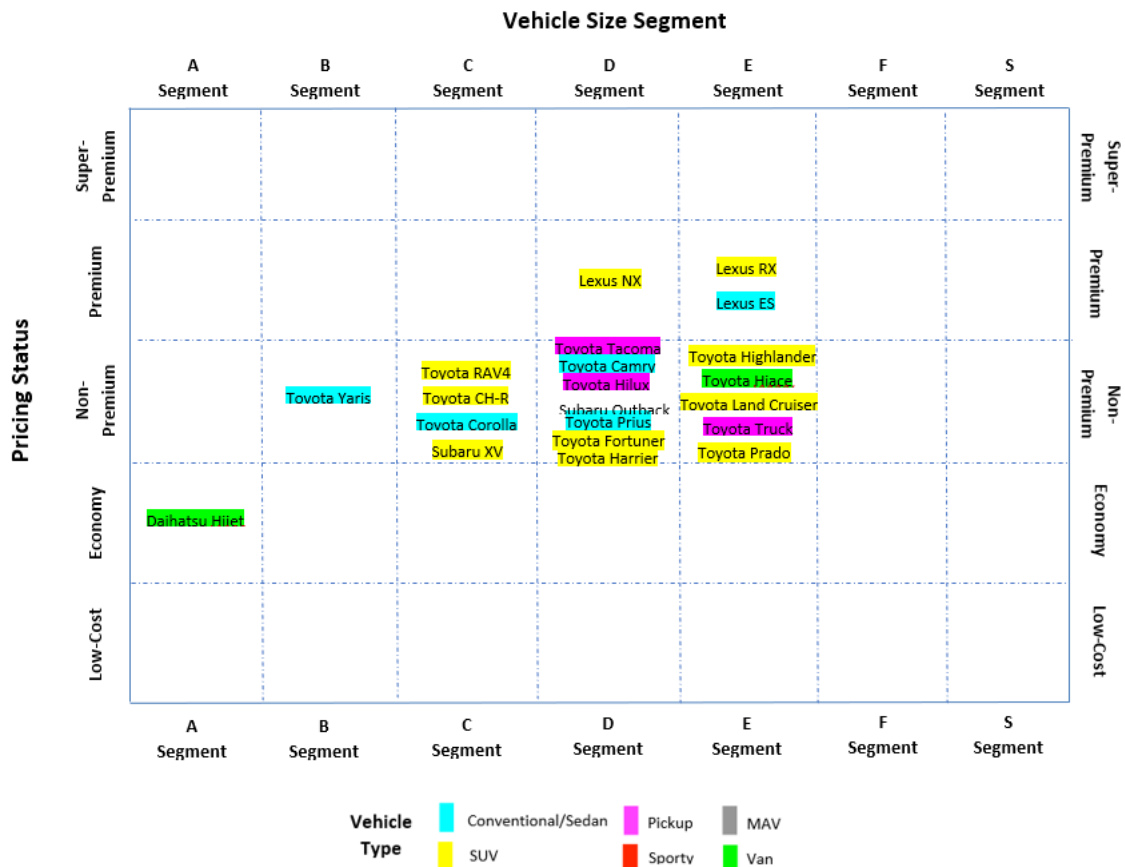
3.1.1. Product Range (Depth and Breadth)

The Toyota Motor company has extensive product breadth as its product lines are not limited to the manufacturing of passenger and commercial vehicles. In addition to the above, Toyota also provides mobility services, financial services, warranties, and car services to its customers.

Toyota has large product depth in passenger and commercial vehicles, with more than 120 different models in production – more than many other of its rivals offer - catering for most market segments and types of customers, from economy to premium, and from mini cars to sedans, pickups, SUVs and trucks. This is a reflection of the company's mix of strategies through different brands. Notably, the company's large product breadth also stems from a relatively high level of product customization to local markets. For instance, Toyota has many SUVs in its product portfolio, resonating with consumer tastes in North America. Similarly, fuel efficient models are mainly destined to European markets, while small sub-compact models are mainly made for its domestic market. This level of product sophistication has been crucial for the international success of Toyota.

The company has a particular focus on the non-premium part of the market where the Toyota brand dominates. The subcompact and compact models of Toyota Yaris and Toyota Corolla have been the company's cash-cows.

Figure 2: Toyota's top-20 selling models, by vehicle size, type and pricing status, 2017-2021



Source: GlobalData analysis

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3.1.2. Quality

The Toyota brand bears a strong quality name, built based on the safety and long life of its products. In fact, even after a massive product recall of eight million vehicles in 2009 due to safety issues, the company managed to limit and overcome any reputational damage. The brand has also been voted many times by consumers and auto magazines in the US as the highest-quality car brand.

3.2. Place

3.2.1. Manufacturing Locations

The company operates in Japan and other countries across North America, Europe, Asia, Oceania, Central and South America, the Middle East and Africa. It has more than 50 overseas manufacturing facilities in 27 countries and regions besides Japan,

the majority of them located in Southeast Asia. The large manufacturing base in Asia helps to maintain low manufacturing costs, while the company operates a few large manufacturing hubs in strategic locations in Europe and the US, which support its supply chain in these crucial markets.

3.2.2. Trade Channels and Sales Locations

Toyota sells its vehicles through 168 distributors in 204 countries. The company adopts a dealership model, which is valuable for the company's pull strategy, as it allows to keep in touch with consumer demands. Sales representatives are frequently visiting dealership locations, speaking with sales assistants to gain feedback on how to better target the consumer audience, which in turn pass that information to product development teams.

3.3. Price

3.3.1. Price Strategy

Pricing strategies differ across brands. For example, pricing for the Toyota-branded models, which target the mass market of consumers are focused on low selling prices to maximize sales volume, so that profits will grow through volume against limited margins. In contrast, the Lexus brand is an example of a premium pricing strategy where high price margins compensate for a low volume of sales. Accordingly, the company's price range starts from slightly below \$20,000 and goes up to \$95,000, depending on the model. Toyota also typically adjusts its process based on the purchasing power in the market it operates and the prices of competitors.

Overall, the company is considered as maintaining a high level of profitability. In FY2022, the company's operating margin was 9.5%, compared to an operating margin of 8.1% in FY2021. The net margin of FY2022 stood at 9.1%, compared to a net margin of 8.3% in FY2021, which is above the industry's average. Brand discrimination, based on price discrimination of different pricing strategies, is perhaps the key behind this level of profitability, combined with high productivity and low overheads.

3.3.2. Costs

Low labor costs in Japan, especially due to the weakness of Japanese Yen, and in major production hubs in Southeast Asia maintain low production costs. What is more, sales overheads are relatively reduced compared to other manufacturers, based on lack of frills and lower than average compensations in the company.

3.4. Promotion

3.4.1. Advertising

Toyota Motor Group's spending on advertising is significant, although slightly smaller compared to that of other large manufacturers with lower volumes of sales.

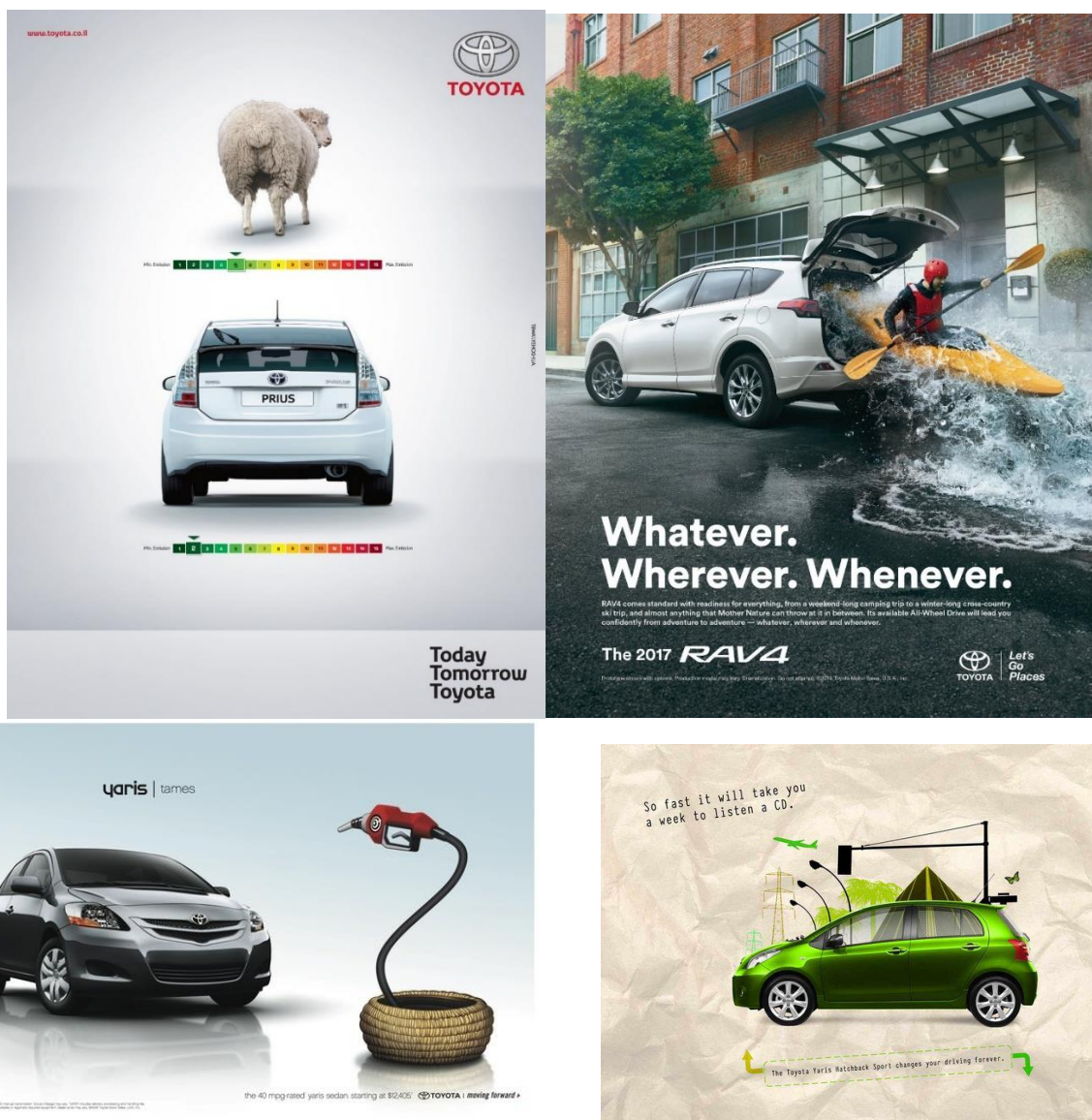
The main selling point of Toyota's marketing campaign has been the fuel efficiency and environmental friendliness of its hybrid models. Moreover, marketing campaigns mainly target family car owners. At present, the focus has shifted to affordable sub-compact cars for a younger generation of consumers (millennials), with efforts to dissociate Toyota from the perception of an "old" brand.

3.4.2. Promotional Channels

Toyota has an omni-channel media presence, advertising on various media, such as TV, newspapers, and digital media. In the past, print advertisements with clever messages were the biggest hit for Toyota.

However, Toyota has made a stride from its old marketing channel approach of print advertisements to the new age of social media. The company runs campaigns on Twitter and Facebook, and focuses on user engagement, promoting interaction with users who can ask for more information about the products or share their experiences with other users.

Figure 3: Toyota's memorable marketing campaigns



Source: Toyota, adsoftheworld.com

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Figure 4: Toyota's modern marketing campaigns



Source: Toyota

© MarketLine

4. Growth Strategies

Companies may formulate their growth strategies adopting strategic planning tools. The most commonly used tool is the Ansoff Matrix, which typifies future growth strategies into four main categories: market penetration, product development, market development and diversification.

Based on the Ansoff Matrix analysis, Toyota Motor Group has adopted a mix of growth strategies, which puts more emphasis on product development, as well as market development. Electric and fuel cell vehicles, along with sales in emerging markets are the company's top growth priorities.

Figure 5: Ansoff Matrix



Source: GlobalData analysis

4.1. Diversification: New Markets – New Products

4.1.1. Tapping into the emerging prospect of hydrogen fuel

The gravity that Toyota places on the prospect of hydrogen as a fuel is seen by its growing interest in areas related to hydrogen, including production and distribution. For instance, in July 2022, Woven Planet Holdings, Inc., a subsidiary of Toyota Motor Corporation (Toyota) signed an agreement with ENEOS Corporation, a wholly-owned subsidiary of ENEOS Holdings Inc, for the joint exploration of CO₂-free hydrogen production. Toyota is also planning to produce and supply CO₂-free hydrogen and Fuel Cell Electric Vehicles (FCEVs) on a large scale in Woven City, a prototype city that Toyota has started to develop in Susono City, Shizuoka Prefecture, Japan. The city is set to open in 2024-25.

4.1.2. Backwards integration with the production of electric car batteries

Toyota Motor Corporation has set its eyes on battery technologies for electric cars. The company has plans to spend more than \$13.5 billion by 2030 to develop batteries for electric cars, and build its own battery supply system, in the effort to gain leadership in the electric car market. In 2020, the company formed a joint venture with Panasonic Corp, which manufactures and markets batteries for electric cars. The joint venture, Prime Planet Energy & Solutions Inc (PPES) will develop, manufacture, and sell high-capacity and high-output automotive prismatic lithium-ion batteries. PPES has already secured annual supplies of 4,000 tonnes of lithium from Ioneer Ltd's Rhyolite Ridge mining project in the US, and another 4,000 tonnes of nickel sulphate for the production of Li-ion battery cells, from BHP. As part of the \$13.5 billion investment plan, Toyota has announced the investment of \$3.4 billion for the production of EV batteries in the US by the end of 2030, in the effort to localize battery production and expand local supply chain. The first phase of this plan includes the building of a manufacturing plant, aiming to start production by 2025.

4.2. Product Development: Existing Markets – New Products

The bZ4X is the first of seven bZ models scheduled to be launched by 2025 and is part of the company's strategy of introducing a full line of electrified vehicles comprising hybrids (HEVs), plug-in hybrids (PHEVs), battery-powered EVs (BEVs) and fuel cell models (FCEVs) to maximize consumer choice.

Toyota will continue to invest strongly in its world-leading hydrogen fuel cell technology, as used in the recently launched second-generation Mirai. The advancing hydrogen economy is being further supported with the production of new fuel cell modules in Europe.

Toyota believes fuel cell technology can help to clean up a large percentage of the world's entire transportation ecosystem. For instance, it can help to achieve carbon neutrality in trucks and heavy transport, trains, buses, taxis, aviation, shipping and industrial processes.

4.2.1. A strategic shift to electric vehicles

Toyota has faced challenges from its approach to the electrification of cars, turning from a pioneer in hybrids to a laggard in electric cars. Only recently, the company had a turnaround with regards to its approach on electrification, announcing its "beyond-zero" (bZ) series of models in 2021, based on the e-TNGA modular platform dedicated for battery-electric vehicles, which is co-developed with Subaru. In mid-2022, Toyota officially entered the electric segment by releasing its first full-electric model, a D-segment SUV, the Toyota bZ4X, in North America, Japan, China and Europe. Previously, Toyota had only made a timid effort towards electrification with the limited launch of Plug-in Hybrid version of its RAV4 SUV.

In April 2022, Toyota unveiled the first battery electric vehicle (BEV) model for its luxury brand Lexus, the Lexus RZ SUV based on the parent company's e-TNGA BEV-specific platform, will go on sale in Japan and other markets later in the year, becoming the company's second BEV model. Toyota's Subaru brand will also see its first BEV model launched in the second half of 2022, the Subaru Solterra EV mid-size SUV. This is set to be the brand's step up to electrification after the successful launch of two mild-hybrid variants of its core models Subaru XV e-BOXER and Forester e-BOXER.

Toyota's strategic shift to electrification was realized a bit earlier for its commercial vehicles. PROACE CITY and Verso Electric were the company's first electric light-commercial vehicles, announced in 2020 and launched in 2021. Toyota is set to add two more BEV versions of PROACE CITY. In July 2022, Toyota, Daihatsu and Suzuki came into agreement for the joint development of battery light commercial vehicles through their membership of the Commercial Japan Partnership Technologies Corporation (CJPT). Plans include the launch of a new range of battery-powered mini commercial vehicles that will become available from 2023.

Toyota is set to further intensify its efforts to roll out BEVs that are compatible with the company's overarching strategy across the automotive industry. Toyota's milestones for 2030, as stated in the Toyota Environmental Challenge 2050, include new sales of 5.5 million electrified vehicles, including at least 4.5 million HEVs and plug-in hybrids (PHEVs) and more than one million battery electric vehicles (BEVs). According to its latest strategic announcement in December 2021, the production goal of BEV models has been raised to 3.5 million per annum by the end of the decade. By 2025, the company aims to roll out 15 new BEV models – six of which are to be Toyota bZ models – reaching up to 30 electrified models across Toyota and Lexus brands by 2030. Overall, the company plans to spend \$35.2 billion to realize its push to electrification.

4.2.2. Hydrogen-fueled vehicles are a long-term bet for Toyota

Toyota has pioneered hydrogen fuel cell technology and has insisted on its development, in spite of the expansion of battery-electric cars. The company started developing the hydrogen fuel cell technology back in 1992, releasing its first prototype in 1996. After a series of improvements, it commercially released its first FCV, the Toyota FCHV which was available for limited sale in 2002. The first widely commercially available FCV was the Toyota Mirai, which went on sale in 2015.

While many other automakers abandoned hydrogen fuel cell cars to focus on electric cars, Toyota has been the only automaker that has stubbornly insisted on the development of hydrogen fuel technology. In fact, in 2021, Toyota relaunched its Mirai sedan, as an improved version of its predecessor, having a 30% higher range of up to 850km (528 miles) per charge. In August 2021, Toyota announced plans to launch hydrogen-powered models for Prius and Corolla in 2023.

The company has even gone one step further in betting on hydrogen technology; in April 2021, Toyota announced that it is testing hydrogen combustion engines in race cars, exploring the potential of that technology at large scale, as an alternative to electrified vehicles. Moreover, Toyota also appears committed to further expand its focus on fuel cells in commercial vehicles, including light commercial vehicles and buses. The company has been forming partnerships with bus manufacturers to explore the development of hydrogen-based vehicles in several European countries. In July 2022, as part of the Commercial Japan Partnership Technologies Corporation (CJPT), Isuzu, Toyota and Hino have announced plans of jointly developing hydrogen fuel cell light trucks, which could become a primary sustainable option in logistics transportation. A fuel cell light truck range is set to become available after 2023. Toyota established another joint-venture with Chinese fuel cell maker Beijing SinoHytec Company in 2021, aiming at developing the fuel cell technology further. Toyota Sinohytec Fuel Cell Company is scheduled to start operations in 2023 with an initial production capacity of 3,000 fuel cell systems per year.

Toyota does not only see hydrogen-fueled cars as a valuable sustainable transportation alternative to battery-electric vehicles, but also as an effort to stir up competition in its favor, becoming the main producer of a differentiated product. Essentially, Toyota aspires to replicate its success seen with hybrid technology; once a pioneer of hybrid technology with the introduction of Prius in 1997, the company strives to champion another sustainable alternative technology, making hydrogen-fueled cars mainstream.

There are certain reasons to think that hydrogen fuel technology will remain a long-term growth prospect for Toyota, in spite of set obstacles, namely the strong expansion of BEVs, and the drawbacks of hydrogen technology with regards to price and complexity. Firstly, the company has already invested a lot of time and money in this technology, to the point where there is

no way back without admitting failure. Secondly, hydrogen technology poses as a convenient prospect for Toyota. It offers a smoother operational transition to EVs, unlike a full shift to BEVs, where the cost of transition with regards to layoffs and restructuring would be particularly difficult for Toyota's culture to handle. Most importantly, hopes on the hydrogen technology lie on the prospective value of hydrogen as the low-carbon transport fuel to be adopted on the path to net zero emissions, particularly in commercial environments. In this case, Toyota would emerge as the ultimate winner in the battle for the leadership in sustainable transportation technology.

4.2.3. Limited new ICE model launches over the last two years focused on the domestic market

The launch of new ICE models has become scarcer amid the transition to net zero emission vehicles, and the fact that even these are mainly destined for the Japanese market, implies that ICE product development will cease to exist as a growth channel for Toyota.

In April 2021, Toyota launched a more stylish, safer facelifted Camry with a revised range that offers a hybrid powertrain in every grade, including the sporty Camry SX for the first time. In July 2021, Toyota launched its all-new Aqua model in its domestic market, Japan. This hybrid subcompact model is aligned with the fuel efficiency of its predecessor, Prius.

Toyota's luxury brand, Lexus, unveiled its new LX flagship SUV model in October 2021. The new model, with upgraded design features enhancing comfort, is scheduled to go on sale in Japan early in 2022.

4.3. Market Development: Existing Products – New Markets

4.3.1. Launching selected models into emerging markets

Emerging markets in Southeast Asia are a strategic choice for Toyota to drive future growth. The company has channeled many of its existing successful models into India, Philippines, Thailand, and Indonesia, anticipating that the rising middle-class in these countries, fueled by strong economic prospects, will offer high sales growth over the coming years. Additionally, Toyota leverages its strong supply chain presence in this region and its cost-competitiveness.

Toyota Urban Cruiser, a rebadged and premium version of Maruti Suzuki Vitara Brezza, was launched in India in September 2020. With this launch Toyota is looking at expanding its footprint into the sub-compact SUV market in India. Toyota Hiace, the company's best-selling MPV, was introduced in the Indian market, later in February 2021. In August 2021, Toyota launched a new Belta model, which serves as a replacement for the Yaris sedan. The Belta Sedan also made its debut in Middle Eastern markets a few months later.

Toyota Motor Philippines (TMP) announced the launch of the GR Yaris in the Philippines in July 2021, following the earlier launch of Vios GR-S, foreseeing strong demand for sports cars in the country. Additionally, in November 2020, Toyota debuted the all-new IS Lexus, the most affordable vehicle in the Lexus line-up, catering for increasing demand for premium cars in the Filipino market.

The Indonesian market saw two SUV model launches in April 2021; the Toyota Raize was launched alongside Daihatsu Rocky. In Thailand, Toyota Motor Corp launched its all-electric Lexus model for the first time in early 2021.

4.3.2. Mobility as business: Expanding auto-leasing

According to the company's statements, Toyota transitions from being a car manufacturer to becoming a mobility company, with KINTO becoming the leading way to grow the company's total European business by adding new and innovative mobility

services to its core business of manufacturing, selling cars and providing a memorable customer experience. Toyota's European strong retailer network will continue to play a key role in the ongoing shift from ownership to on-demand usership.

Toyota has strongly pushed the expansion of its car subscription service, Kinto, into new markets. In April 2021, Toyota Motor Europe announced that it has officially launched Kinto in five main European markets (Germany, Italy, France, Spain, and the UK), expanding later in Denmark, Sweden, Norway, and Portugal. In addition to hosting the Full Service Lease activities previously covered by Toyota Fleet Mobility (TFM), KINTO Europe GmbH accommodates all other KINTO-branded mobility services developed by Toyota. The newly established company oversees services such as car subscriptions, car sharing, car-pooling and multi-modal solutions, tailored to suit businesses, organizations, cities and private individuals.

In June 2021, Toyota launched Kinto in Australia, and in September 2021, in Brazil. Earlier, in August 2020, Toyota's local manufacturing and sales subsidiary, Kirloskar Motor Pvt Ltd (TKM), launched a car-leasing business in India, in the Delhi New Capital Region (NCR) and in the cities of Mumbai and Bengaluru, targeting growing demand for vehicle rentals. TKM now offers corporate clients three- and five-year leasing contracts, while for private buyers it offers two- and four-year contracts, on models such as the Yaris compact sedan, the Glanza hatchback, Camry Hybrid, Innova Crysta and Fortuner SUV.

5. Appendix

5.1. Sources

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5.2. Further reading

MarketLine Industry Profiles – Automotive Manufacturing

MarketLine Industry Profiles – New Cars

MarketLine Industry Profiles – Hybrid & Electric Cars

6. Ask the analyst

We hope that the data and analysis in this case study will help you make informed and imaginative business decisions. If you have any questions or further requirements, MarketLine's research team may be able to help you. The MarketLine Research team can be contacted at ReachUs@MarketLine.com.

7. About MarketLine

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Many companies that need semiconductors are already reconsidering their long-term procurement strategies. Some, for instance, may shift from a "just-in-time" ordering model, which helps minimize inventory costs, to one in which they order semiconductors far in advance.