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INTERNATIONAL MARKETING ASSESSMENT

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Subject Code: LCMB7006

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Executive summary

The report is based on international marketing which shows Toyota's global corporate operation in the UK and India. The PESTEL analysis was conducted to estimate the similarities and similarities enhancing the business. There are also shared justification and usefulness of using market penetration, product development, and market development to ensure the business growth.

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Introduction

In the recent competitive market, product development and expansion of the product needs effective planning and improvement. The business market in the global segment leads to the effective idea that makes an overview for growth opportunities and improvement for business analysis. Different companies running in different states have the related influence for making organisational continuation to increase the chances of growth. This research aims to highlight the significance and product development opportunities that are making Toyota a company to operate in the global market in a concise way. Leveraging the differences of marketing and business styles of India and UK, this research will focus upon completing the effective business analysis measures. This paper is going to highlight the product description in the marketing strategies used by the organisation to run in two different countries.

Company background

Toyota, a prominent player in automotive industry, commenced in 1937 and is currently headquartered in Aichi. The company is led by Chief executive officer Koji Sato and boasts approximately 366,283 employees (Toyota-industries, 2023). With global recognition and an extensive base of customers, Toyota operates numerous subsidiaries, including Daihatsu, Hino Motors, and FAW Toyota. After establishing its dominance in Japan, the company expanded its presence to other markets, entering India in 1997 and in UK market in 1965.

Figure 1: Toyota Emblem

(Source: Toyota-industries, 2023)

UK

Toyota (GB) PLC is a firm which is responsible for marketing, sales and after sales among customer relation maintenance in UK. Continuing its business from its first journey stage, the company has increased its ability to complete overall sales over the years. The rates of sales generated by the company in the UK's market have researched more than 6.8% increased rates by 2021. It has been found that in 2022, Toyota will have the ideas to reach 101,641 passenger cars by the end of the year (global.toyota, 2023). After the pre-tax profits in the year 2022 for the company are €905,000 to €105,000 that has created the idea of increased scopes for the company's development measures. The products that are making the company to increase its scope for a better organisational improvement are SUVs, Small Cars, sports cars and others.

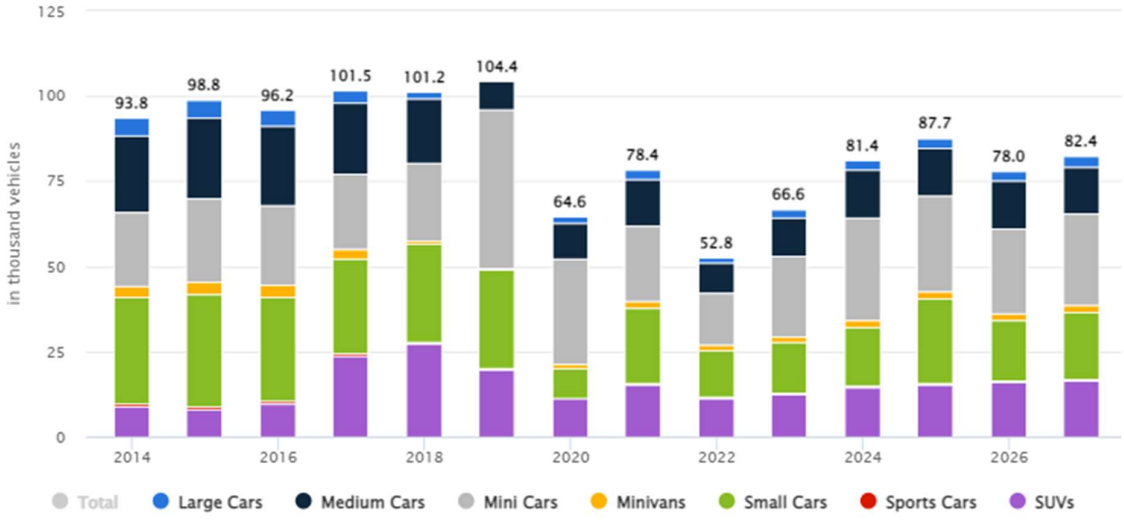

Figure 2: Rates of increased sales rates in Toyota in UK

(Source: statista.com, 2023)

India

The branch of Toyota has been expanded in many countries among which, India is also a country that the company has approached. In this country, the company has decided to reach towards the best selling effectiveness that highlighted the effectiveness in completing the sales effects. The company on the other hand has selected the effective process for conducting the sales of almost 164.10k vehicles in 2027 (toyota-industries.com, 2023). The data of marketing analysis has also presented that despite the presence of other companies in the automobile industry, Toyota is the most profitable business. In the first quarter of 2023, the company has

generated almost 15.9% increased sales rates than 2022. In India's market, this company has successfully encompassed over INR 500 cr. revenue range (timesofindia.indiatimes.com, 2023). In Indian market, there are products like Vehicles, Engines, Car Electronics and other theta that are helping the company to increase its reliability of the products in the market.

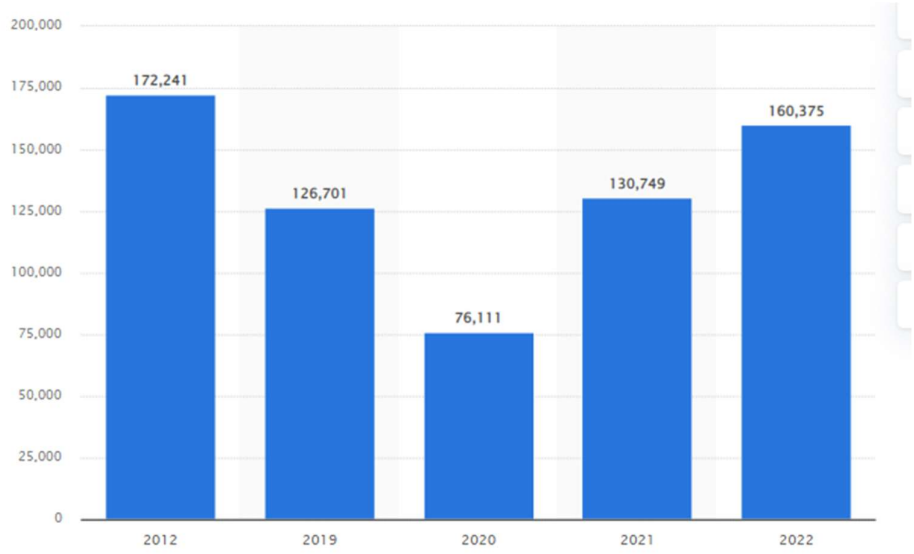

Figure 3: Sales rates of Toyota in India

(Source: statista.com, 2023)

The differences that are present among the different country's market, the company has been selected a better scope for increased organisational changes. In India, the products being used by the consumers belong from upper middle class to Upper class people. However, in the UK, the section of lower middle class to upper class people uses the products; the difference is seen due to the ability of consumers towards product consumers. Therefore, this company has been able to reach a better level of profitability in both countries.

External environment analysis of Toyota

There are various kinds of differences and similarities found when comparing the automobile markets in the UK and India, particularly with regard to Toyota products. Cultural, economic, and regulatory variables have an impact on these differences, which in turn affect consumer preferences, market demand, share, position, and the competitive environment. Moreover, using PESTLE analysis, it is simpler to understand the similarities and similarities between two markets of the UK and India that affect the business of Toyota.

Figure 4: PESTLE Structure

(Source: Created by author)

Political Factor

UK

Political perspectives create a cleaner-options-focused product portfolio for Toyota. Rate of political stability in the UK is almost 0.54 in 2021 (theglobaleconomy.com, 2023). Besides, strict emissions regulations and EV incentives is superior for the brand to raise the reputational brand image and identification among the UK's local market. The United Kingdom's withdrawal from the European Union has been bad for Toyota. As a result, recruiting potential candidates from EU markets will be difficult (Cairney et al., 2019). So it was unfavourable factors.

India

India is one of the world's largest democracy. Rate of political stability in India is -0.62 (theglobaleconomy.com, 2023). Changing regulations, emissions regulations, and incentives develops sustainable transportation, higher-income consumers, and premium market. No

political unrest ever affected Toyota in the nation. overall this is favourable factor.

Economical Factor

UK

GDP rates on the business expansion process of the company in the emerging UK markets. The GDP rates in the UK is now almost $2.2 trillion in 2022 increased than previous year approximately $ 86.3 billion (statista.com, 2023). The economic factor makes a variety of high-end Toyota automobiles products to prevent the effects of high inflation rates nearly 11.1%. It increased from previous years almost 3.3% impacting on economic progression. The economic aspect pays attention to consumer affordability throughout the board.

India

The GDP rates in India almost 9.1% in 2022 that worth values $3.5 trillion considering as fastest economy growth (businesstoday.in, 2023). Inflation rates in India are near about 6.70% in 2022 raising almost 1.57% from 2021(macrotrends.net, 2023). It addresses Different range of income and pricing sensitivity. Toyota offers innovative and reasonable products to increase demand for vehicles for reducing the inflation related issues and raising the GDP rates for the upcoming years.

Social Factor

UK

Toyota's safety features and compact vehicles are favourably received due to societal factors. Car purchasing interest raises almost 105% in 2022 compared to 2021 in the UK (carnmoney.co.uk, 2023), Safety-mindedness, demand for small vehicles are impact on manufacturing process of Toyota. But the population of UK is 68 million hence in order to keep supply and demand in balance, Toyota has restricted its domestic production.

India

A little over 1.4 billion people call India home, making it the second most populous nation on earth (Worldometers.info, 2023a). Therefore, it can be seen as a massive consumer market, which is a favourable factor. Almost 30% increases car purchasing interest among the Indian community in 2022 (timesofindia.indiatimes.com, 2023). SUVs and other family-friendly vehicles are most popular in India.

By using Hofstede's framework for cultural insights, it is possible to comprehend the cultural differences between the two nations. The fundamental benefit of the Hofstede model is that it makes it possible to identify important cultural differences (Minkov and Kaasa, 2021).

Additionally, one gains a greater understanding of people from different cultures. The fact that it is based on conflicting studies, however, is a significant drawback (Pirlog, 2020). The framework is inaccurate as well.

Hofstede's cultural dimensions

Power Distance

The power distance factor has stronger impact in UK that is critically approached in India.

Individualism

In individualism, India has 89 and UK has 48 that is critically assessed with stronger effects in India.

Masculinity

Addressing the masculinity, India has 66 and UK has 40 that signifies the cultural differences among these countries.

Uncertainty Avoidance

In India has the score of 35, whereas, UK has 40 that signifies the indulgence towards better uncertainty avoidance.

Figure 5: Cultural differences between UK and India

(Source: hofstede-insights.com, 2023)

Long Term Orientation

Long term orientation has the level of 51 in both UK and India that makes the overall effectiveness towards a better level of accommodation in a specific way. As both of the countries have the significant level of long term orientation method, the company has the specific effect in addressing basic indulgence towards organisational competence.

Indulgence

In case of indulgence factors, India has the highest score whereas UK has moderately lower score. This section is going to indicate a proper application of organisational effectiveness.

Advantages and Disadvantages of Hofstede's Model

The fundamental benefit of the Hofstede model is that it makes it possible to identify important cultural differences (Minkov and Kaasa, 2021). Additionally, one gains a greater understanding of people from different cultures. The fact that it is based on conflicting studies, however, is a significant drawback (Pirlog, 2020). The framework is inaccurate as well.

Toyota must delegate centralised authority to the Indian country manager. However, the corporation has a large number of UK residents on the Board. When it comes to issues like masculinity against femininity, avoiding ambiguity, and long-term versus short-term orientation, India's culture is relatively comparable to that of the United Kingdom. As a result, while operating in these markets, the Japanese multinational did not introduce any significant modifications.

Technological Factor

UK

Toyota offers electric and hybrid compatible with the most recent technological environment supporting environmental factors. Technological innovation points in the UK almost 60.57 in 2022 (theglobaleconomy.com, 2023). Robust EV infrastructure and a tech-savvy consumer base is present in UK's environment. Business drives on Toyota's engine technology and security features to maintain legal elements supporting in sustainable existence. The automobile industry promotes safety features and technological advancement by maintaining legal aspects. Hence, It is a favourable factors.

India

Indian inclination is to start with a founder's agreement. In 2022, the average PM2.5 level in India is measured in micrograms per cubic meter (g/m3) (thewire.in, 2023). It is a contract that

specifies the operational and execution elements of a business and its owners, including their respective roles, responsibilities, and departure provisions (ezlegal.in, 2023). Moreover, environmental issues and the need for greener choices are necessary to expand business in India. It is favourable in India as well.

Environmental factors:

India

Over the past few years, India has experienced various forms of environmental pollution, with a significant contribution from the automobile industry (Store.marketline, 2023a). The government is highly concerned and giving electric vehicles top priority. Toyota acknowledged it while introducing specific EVs to the Indian market, which is a positive development.

UK

On the other hand, the British government has continued to prioritise addressing climate change (Loureiro and Alló, 2020). As a result, automakers have concentrated on reducing emissions. The Japanese business prioritised it while minimising its negative effects on the environment.

Legal Factor

UK

Toyota's safety features and compact vehicles are favourably received due to societal factors. Trust and fair legal system, strict safety guidelines and emissions norms are provided effective results (theglobalcity.uk, 2023). The UK is renowned for its commitment to the rule of law, reliability, and fairness in the administration of justice, and for its best dispute resolution, conciliation, and negotiation services (the global city.uk, 2023). Toyota's electric and hybrid vehicles tap into the growing environmental movement.

India

Indian government has guidelines for safety and emission that needs to follow Toyota to drive business. Strict documentation and prolonged legal procedure maintenance are essential for the company (ezlegal.in, 2023). Electric and hybrid car options support environmental growth and also upgrade the sustainability of the automobile industry.

Similarities and differences

Political stability, rapid GDP development, technical innovation, and other factors are the main points of comparison between India and the UK. On the other hand, demographic variations, environmental difficulties, cultural disparities, and other factors are where the biggest discrepancies can be found.

Micro environment

Porter's five forces framework

Figure 6: Porter's five forces

(Source: Zhao, et al., 2016)

The threat of new entrants: In India's automobile industry, the threat is greater than in the UK. In the very competitive market, where the corporation first entered India in 1997, it presently holds a 5.53% market share (Godigit, 2023). But due to new EV revolution setup automobile manufacturing cost is low so there are high chances of new competitors. Tesla is also in talk with Indian government to setup plant and lunch low range cars for Indian market (Reuters, 2023). On other hand, Toyota BG has market share of 6.61% in matured UK automobiles market (Media.toyota.co.uk, 2023). It's Proven from the number that Toyota is doing great throughout heavy competition in UK. Had create unique brand name and image so threat of new entrant in British market is low to medium for Toyota.

Bargaining power of suppliers: The automobile industries in both Britain and India had very low threat from suppliers. Numerous suppliers in India offer top-notch raw materials to automakers (Sahoo, 2020). Toyota has benefited to some extent from it in terms of assuring supply chain effectiveness. Additionally, the UK has a first-rate infrastructure for automotive firms (Giampieri et al., 2019). It has aided Toyota in establishing a manufacturing facility in this industry. Since adequate control has been achieved, the corporation has not been concerned about its suppliers in either nation.

Bargaining power of buyers: In India, the threat is high, whereas in the UK, it is medium. When purchasing cars, Indians frequently place a greater focus on pricing than on quality (Store.marketline, 2023a). Making the items accessible to the target market has been a challenge for the Japanese business. Additionally, it has continued to be challenging to comprehend the wants of the purchasers. When purchasing upscale goods, British consumers prioritise quality over price, though (Store.marketline, 2023b). They do not haggle much for high-quality goods in this instance. Toyota prioritises giving customers high-quality vehicles without considering cost.

The threat of substitutes: In both countries India and UK threat of substitute is medium to high. To satisfy client demand, the Japanese company mostly sells fuel-powered automobiles. Other forms of transportation can replace owning a car like ride sharing startup, Cab services also the government is enhancing public transportation. In this new EV product line, Toyota has debuted several new versions, including the Innova Hycross ZX, Cruiser Hyryder E, and others (Toyota-Industries, 2023). Since both nations have successfully developed their EV markets and public transport systems, different problems must be overcome in this situation.

Competitive rivalry: In the Indian automotive sector, the threat is high, although it is quite moderate in the British sector. Due to the existence of many established players, the Indian automotive industry is extremely competitive. Automobile manufacturers including Maruti Suzuki, Hyundai Motors, Tata Motors, KIA, MG and others dominate it (Sahoo, 2020). As a result, the Japanese company has faced numerous obstacles in trying to establish itself. In the UK, where competition is not as fierce, Toyota was able to secure a 6.61% market share (Media.toyota.co.uk, 2023). Ford, General Motors, Volkswagen, and other automakers are the main rivals. However, the company needs to concentrate on increasing its share in the near future.

Similarities and differences

Similarities between India and the UK can be found in areas like supplier bargaining strength and the threat of alternatives. However, they are different in terms of consumer bargaining power, the danger of new competitors, and intense competition, these 3 forces are high in Indian market due to growing market of automobile and mindset of consumers whereas UK market is matured.

SWOT analysis

Strengths	Weaknesses
• Toyota has a positive reputation for producing high-quality vehicles all over the world. The company currently has 52 overseas manufacturing companies, in 28 countries and regions worldwide. Its vehicles are sold in more than 170 countries and regions. (Toyotauk, 2023c). • Toyota generated $276.57 billion in revenue in 2021, a significant increase from the organization's yearly revenue of $251.62 billion in 2020 (Companiesmarketcap, 2023). • Toyota employs 366,283 people worldwide, which contributes to the company's highly effective human resource (Toyota-industries, 2023).	• Toyota reduced their manufacturing volume as a result of a substantial chip shortage in its supply chain (Trivedi, 2022). It demonstrates how the organization's supply chain is poor. • •Due to serious production flaws in 2018, Toyota was forced to recall millions of vehicles. Even in the past, it occurred on a number of instances. • Additionally, the organization's internal processes have inefficiencies that have prevented it from experiencing exponential expansion in the worldwide automobile industry.
Opportunities	**Threats**
• Company gain good government support where ever they do business, operate. • Company had access to skilled and low cost human resource. • Recent digital growth in India is opportunity to market. • The integration of digital technologies, automation, data exchange, and artificial intelligence into manufacturing and other industries in UK. • favourable legal environments in the nations where it does business.	• Varying cultural inclinations in distinct markets. • Restricted access to Labor pools from EU nations due to Brexit. • Substitute product, services, public transport create threats. • Intense rivalry within the Indian automotive industry. • Target of becoming Net Zero, Carbon neutral to World.

Table 1: SWOT analysis for Toyota

(Source: Created by author)

Similarities and differences

Similarities, Toyota benefits from government support in both India and the UK, which presents a key growth opportunity. Both countries offer a high availability of labor and have favorable legal infrastructure, providing a conducive environment for Toyota. However, both countries also face threats of substitute and unfavorable conditions related to Pollution measures.

Differences, the growth of Industry 4.0 in the UK is a specific opportunity for Toyota that is not available in India. Conversely, India experiences favorable social media growth, which is not as prominent in the UK. Toyota cannot easily get employee from EU after BRIXIT which poses a unique challenge for Toyota in the UK, while it is not observed in India. On the other hand, the Indian automotive sector faces a higher level of competition as compared to the UK market, posing a threat to Toyota. Additionally, there is also a difference in customer preferences, creating a threat to the organization.

Different marketing strategies by Toyota

The marketing analysis has been segmented within the company effectiveness and its strategies to complete an overall completion of the development effects. Toyota is a company that takes initiatives for addressing the marketing needs and completion of the research in the global perspectives. Completing a proper marketing analysis needs assessment of segmentation, targeting and positioning that analyses the importance of marketing position and completion in a proper way. The research by Joghee *et al.* (2020), has found that marketing competence and analysis requires a better application of a company's effectiveness. The other relevant effects that are needed to be completed within the organisational contexts are referred to marketing needs assessment and analysis that is critical for making a proper application of marketing competencies. Referring to STP and marketing 7Ps theory, a company's ability to address the basic business competence can be analysed. However, the differences that can seen in the strike sussed by the company in both UK and India can be accessed through Directional development strategies applied by the organisation while incorporating the suitability of the approaches in meeting the marketing needs.

Segmentation, Targeting and Positioning

The company primarily caters to clients looking for reliable, quality car but at cost effective price. Geographic, demographic, psychographic, and behavioural segmentation are the four categories into which a corporation is divided by market segmentation (Dolnicar, et al., 2018).

Segmentation

In **India**, the organisation focused on ***demographic*** segmentation. Since family automobiles make up the majority of the product range in this nation, the organisation in this context places special attention on family demography (Toyotabharat, 2016). People in **India** put emphasis on fuel efficiency as well.

On the contrary, In UK Toyota focused different then Indian Market on ***demographic*** segmentation. It may be claimed that the corporation places a strong emphasis on the middle-aged market sector in the **UK.,** Also British consumer put more emphasis on Quality, Luxury features and on Choose Hybrid or Electric Cars.

In Similarities Company focused on delivering a long lasting product in the market for reaching the consumers for longer time. Completing the global market expansion strategy. Triggering customers with the need of affordable vehicles

Targeting

Company's targeting is kind of **similar** in both countries. Serving consumers of across all age segments. Primarily focused to service consumers belong from the age group of early-mid 20s to retired consumers. Targeting the market despite any sex, age or status.

Toyota creates products in **India** with an emphasis on price and quality (Toyotabharat, 2016). While a **UK** company sells original vehicles, they also provide customized vehicles at a range of prices (Toyota.co.uk, 2023b). They now focusing on EV as well for UK market.

As a result, this discussion identifies **differences** between these two distinct markets.

Positioning

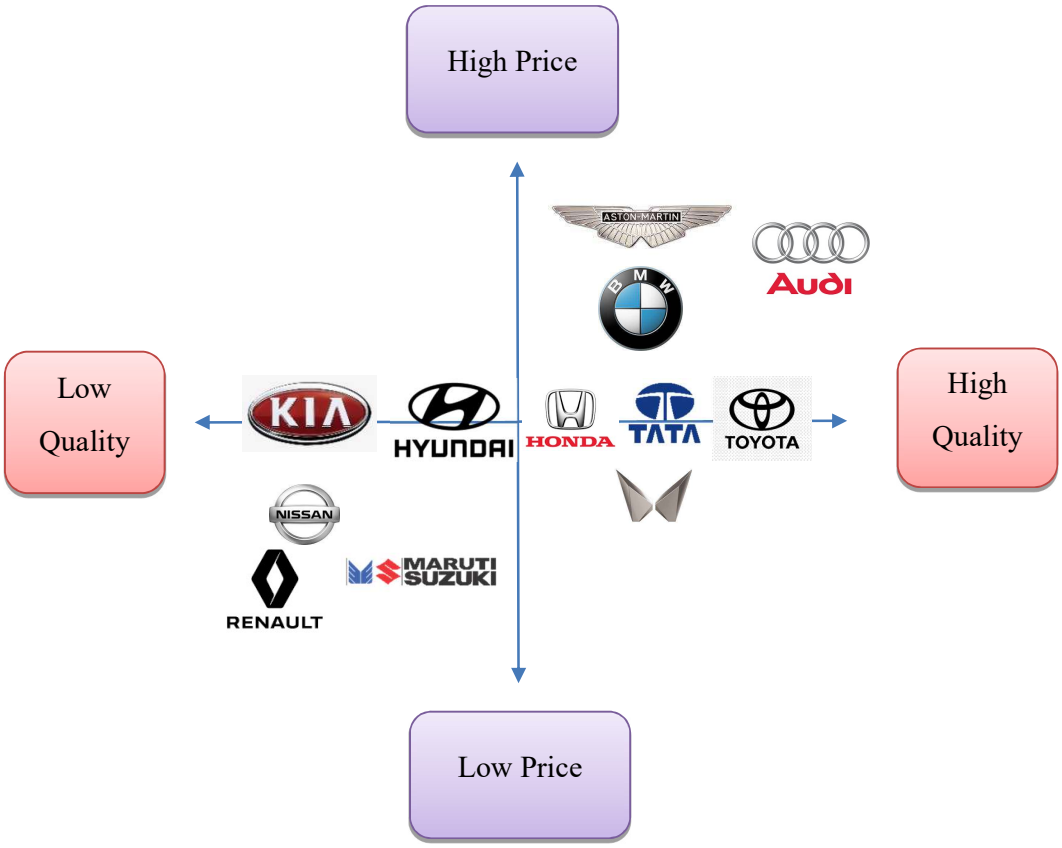

Figure 7: Perceptual mapping for India

(Source: Created by author)

Toyota is using ***benefit positioning*** in India. There are 2 type of Competition Toyota Facing as with companies Tata Motors, Mahinda, Honda in Term of Quality, Safety and Price where Toyota competing with Hyundai, Maruti Suzuki, KIA Motors in term of features and price. (91wheels.com, 2023). Benefit positioning is a marketing strategy that involves associating a product or brand with specific benefits or advantages that meet the needs and desires of a target audience. This positioning strategy aims to create a distinct and compelling value proposition that sets a product apart from competitors. It has been noted that Toyota, which has a specific homepage for each model, places a large emphasis on the advantages offered by the cars, price, and other information when promoting them in India (Toyotabharat, 2023b).

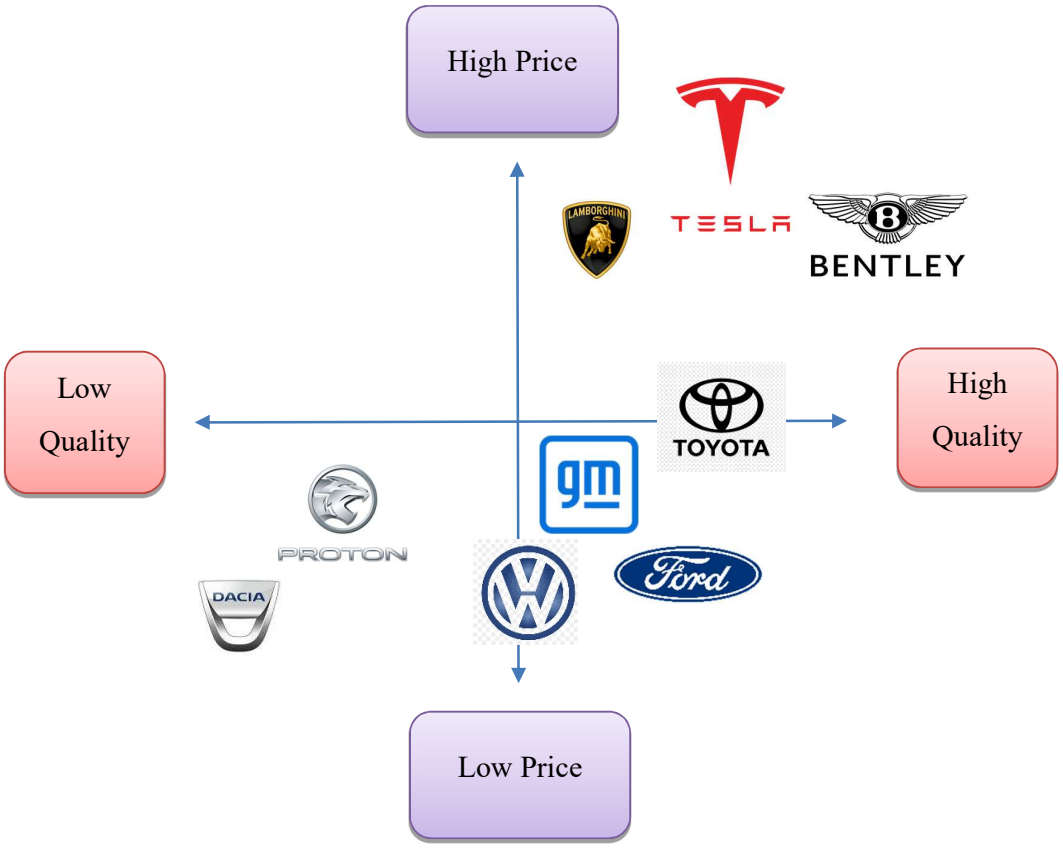

Figure 8: Perceptual mapping for the UK

(Source: Created by author)

In the UK, the company places a strong emphasis on user categorization, distinguishing between users of standard car models and those of personalized car models (Toyota.co.uk, 2023b). This strategic approach helps to the company to effectively compete in the UK market against prominent competitors like Ford Motors, General Motors, and Volkswagen, among others. This user-centric strategy involves crafting products and services that align with the distinct expectations of specific user groups, thereby enhancing the appeal of these offerings. Within the UK context, the company effectively addresses the distinct user requirements for both standard car models and customized car models.

Similarities and differences

The similarity that has been applied in strategic application in the segmentation refers to delivering long term success. In UK's market, these strategies have applied the section of effectiveness to make a netter business application. On the other hand, in Indian market, have the short terms success factors. Hoverer in both market, the effective strategic applications to

target the consumers belong from the age early-mid 20s to retired consumers. On the other hand, the differences that are present are positioning straggles used by this company are different in each country. In UK, this company belongs in the affordable section although in India this company triggers the high price section.

7Ps Marketing Mix strategy

Product

Toyota has been known for its exclusive and appealing designs, providing safety, offering fuel-efficiency as well as comfort ability along with fulfilling the user's mobility requirements. There are range of cars Toyota selling.

Figure 9: Toyota product range in India

(Source: Autos.maxabout, 2023)

In India Toyota Sell all type of cars like compact cars, sedans, SUVs, and hybrid models to cater different consumers. Vehicles are designed for efficiency, comfort, and adaptability to varying road conditions. In India Fortuner, Innova Crysta and Urban Cruiser are the top selling cars.

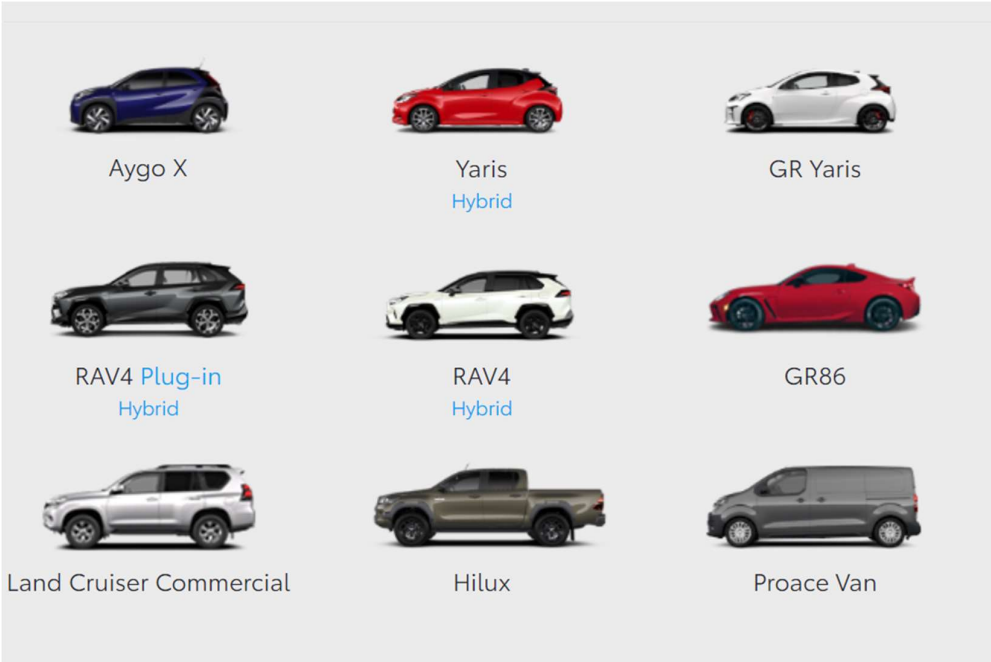

Figure 10: Toyota product range in the UK

(Source: Toyota.co.uk, 2023b)

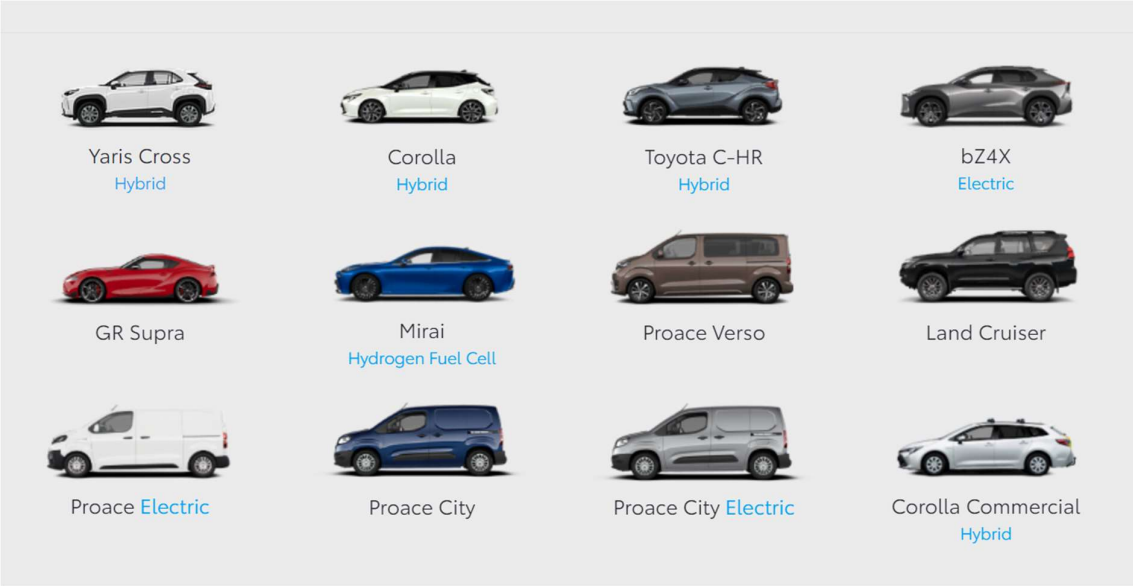

Figure 11: Toyota product range in the UK

(Source: Toyota.co.uk, 2023b)

Toyota has a wide range of products available in the UK, including hybrid vehicles, SUVs, and small automobiles (Toyota.co.uk, 2023b). Here in UK ***line stretching*** is necessary, Toyota Need to focus on Quality more in compare to Indian Market. Innovation, excellence, and

environmental sustainability are prioritised. While in UK top selling models are RAV4 Plug-in, Yaris Cross Toyota Corolla and the Proace City compact van.

Price

Price is the component to the organisational influences that triggers the overall success of the organisational effectiveness. In adoption of the pricing effectiveness any company can make a significant effect in making the product advancement while making the consumer approach more precise (Alzoubi et al., 2022). India is Price sensitive market, People search for quality with affordable rate so here company has to follow ***competitive pricing strategy*** (Toyotabharat, 2016). But in UK consumer gives much weight to quality so here compny need to use line stretching. And in term of strategy need to use **Value based Price strategy**. The price of the items rises in direct proportion to the level of product quality improvement and customizability (Toyota.co.uk, 2023b). This demonstrates that there are significant differences in pricing strategies in India and the UK. This company apparently is making progress to balance the price and quality of the services in luxury cars.

Place

Company prefer indirect channel of selling. Place describes the distribution channels that a company uses to advertise its goods and boost sales. Toyota is a good example of a firm that heavily relies on dealerships to promote their products (Toyotauk, 2023; Toyotabharat, 2023c). In India, Toyota has 423 authorised showrooms spread over 296 cities. Otherhand Toyota use extensive indirect selling in the UK, where they currently have roughly 177 dealerships (Statista.com, 2023). This is similarity in India and UK market.

Market entry methods

In UK, Toyota and PSA have adopted a joint venture market entrance plan (Toyotauk, 2023a). On the other hand, Toyota entered India in 1997 through a joint venture with Vikram Kirloskar (Thakkar, 2019). This also shows that Toyota has utilised the standardised method for marketing and a comparable entrance mode, which is a joint venture in India and the UK market, even in the case of a market entry strategy to select a location and situate the firm strategically.

Joint Venture with domestic player help business to mitigate risk while enter in new market. Domestic players had good understanding of local market that's why Toyota goes with it.

However, the drawback in this case is the absence of centralised management of the products and services in the new market.

Advantages and Disadvantages of Joint Ventures

Partners provide special resources and skills, which strengthens the relationship as a whole. Risk sharing is a crucial benefit since it distributes financial obligations and hazards across partners, reducing individual exposure to losses. JVs facilitate market entry and growth by providing access to new markets, customers, and distribution networks. Cost efficiency results from shared costs in areas like marketing, development, and research. Partners use their combined strengths to create synergistic benefits that are challenging to accomplish alone. In foreign markets, collaborating with a local business offers insights into local laws, customs, and preferences. JVs also enable partners to explore new markets and sectors by distributing risk.

There are some risk or disadvantages, Differences in strategic goals, decision-making methods, and partners' decision-making autonomy may give rise to conflicts of interest, which could result in a loss of control over the venture's operations. When sharing proprietary assets with partners, worries about intellectual property protection could surface. Uneven contributions, whether in terms of resources, work, or investment, might result in an uneven distribution of the venture's rewards.

Promotion

Using a specific promotional strategy is important to be continued within the service aspects in the business modification. Toyota use **omnichannel marketing methods** for both India and UK market. That trigger both online and offline strategies to continue within the best effective princess for aching marketing success and reaching to a larger rate of consumers.They use TV advert, Social Media Advert and Social Media Promotions. In addition, Toyota uses trade exhibitions in UK as well as India countries for its direct marketing campaigns (Toyotabharat, 2023e). Approaching both social media marketing and traditional methods will gather the suitability of fulfilling the needs of the organisational modes.

Process

Company use Toyota Production System (TPS) for Manufacturing, which is globally almost same for each plant. And for Selling and Marketing company use dealership method. The only method for buying a car in India is through the offline sale of the vehicle through the dealership.

Company had website on which customers can see the photos, price and can contact dealer but they had come in person for final purchase.

People

For Both countries India and UK, Toyota places a strong emphasis on contacts with customers, making sure that employees at dealerships are knowledgeable, skilled, and customer-focused. Relationships and customer service are important.

In Toyota, the culture is completely addressing the employee assessment. Referring to the process, the company is indulging in a people centric approach. Here, the company has also utilised a localization approach and hired local workers with a stronger understanding of the market. Similar strategy for UK and India.

Physical Evidence

The physical evidence of the company applies the overall success in making a better application in a proper way. The company has stores over the globe to at least 67 manufacturing companies worldwide. This makes the consumers' experience more increased while addressing the basic needs of the consumers.

Directional development

A directional strategy makes companies remain focused upon the most strategic methods possible while continuing to improve both products and revenue and services presented to customers. This is for making sure individual departments perform together toward organisational goals, rather than pursuing their own goals. According to the research by Mody*et al.* (2020), directional development is one of the most competent factors that are needed to be accomplished effectively within the organisations. Directional development is different for companies running in several countries. For instance, using the same strategy for product development in India is not going to help to expand the business in the UK as the behaviour of the consumers is different in each country. Toyota makes the significant effects that help in completing the overall improvement in making the business successful. Addressing different ways in the market of different countries, the company has followed the specific culture to induce changes in its operations.

Ansoff's matrix:

Market penetration

Market penetration means expanding Toyota's market share throughout its current markets by focusing on existing customers and encouraging expanded product consumption. This strategy is essential to strengthening Toyota's status and fostering consumer loyalty in both India and the UK.

Market penetration has become essential in India due to the country's constantly growing automobile industry. Toyota must focus on making the most of its current dealer network to reach out to a more substantial market. It is possible to attract new customers and maintain the brand position by adopting potential marketing campaigns. Besides, this market penetration process needs to focus on the customers demand, safety, financial aspects, after sales services, and regional promotion to sustain the brand position. In the UK market, Toyota needs to be more competitive for ignoring the rival threats (Kades and Morton, 2020). The market penetration, positive customer experiences need to Toyota that attains through the investment of the customer loyalty programme. Thus, the company gains industrial sustainability, proactive industrial presence and brand preferences from the diverse customer segments.

Figure 12: Toyota product range in the UK

Ansoff Matrix Source: (Khajezadeh, et al., 2019)

Product development

Product development is a significant procedure of adding cutting-edge features, concepts, or technology to current products or developing new products to satisfy changing consumer demands. This automobile company has the credibility of offering distinctive value while maintaining its competitive edge due to applying the perspective of product development strategy.

Toyota might spend money in India on different road conditions and consumer tastes in the nation. This might include developing SUVs with improved ground clearance or launching small cars with cutting-edge safety equipment. This automobile company needs to integrate advanced technology such as TechotaDrive, and QuantumMotion for changing the product design, quality and speed for receiving more value from the industry (Ranfagni *et al.,* 2022). In return, this strategy accommodates the growing need for technology-driven experiences by focusing on India's technologically advanced environment. The premium preferences of the market must direct product development in the UK. Moreover, the company focuses on releasing premium hybrids and EVs that come equipped with luxurious features, plush interiors, and cutting-edge multimedia systems. Hence, these product development strategies serve a valuable experience that values the preference of the green-conscious consumer base in the UK.

Market development

Market development involves expanding Toyota's reach by developing operations in new market niches and diverse geographical locations globally. Toyota has the ability to diversify its revenue streams and maximize previously unrealized opportunities due to this strategy.

Toyota might look into unexplored regions and demographics in India. Toyota must explore tier-2 and tier-3 cities in addition to urban markets whereby there is a growing appealing upper middle class in need of dependable and full of functional vehicles (Danes *et al.,* 2022). Toyota is able to supply the commercial and fleet management sectors with custom-made vehicles that satisfy their requirements. Participation in the electric and hybrid vehicle markets worldwide of Toyota increased the brand values. Toyota might grow its line of electric vehicles by utilizing the nation's advanced battery technology and helpful government incentives.

Additionally, exploring the expensive EV market is in tune with the UK's environmentally conscious and innovative consumers.

Toyota deserves recognition for its dedication to environmental responsibility and sustainability in the UK. The focus of Toyota is on hybrid and EVs that are consistent with UK environmental rules and environmentally sensitive consumers (Hamzah *et al.,* 2022). This strategy capitalizes on the increasing need for ecologically friendly options as well as positioning Toyota as a brand that values the environment. The company attempts to localise in India, including modifying designs and features according to regional tastes, demonstrating a thorough awareness of the market in terms of cultural awareness. In return, the applicable strategies have matched with the customer values and demands that support the company to long-run in this global competitive automobile industry.

Toyota aligns with the changing goals of Indian consumers. Similarly, it is necessary to expand the dealer network in India for getting more opportunities of accessibility in different locations relating to brand sales. The strategic advertisement campaign is more useful for the brand to promote their diverse product range among the UK communities to increase the corporate sustainability properly. Moreover, I agree with the way of using this strategy that supports the brand to lead in the stiff competitive marketplace generating more revenues and gaining cooperation from a wide range of customers. In my opinion that brand has upgraded sales growth, brand perception, market share, positive customer satisfaction, and environmental impact using these strategies successfully. Thus, Toyota improves their commercial growth by utilizing the whole strategic perspective, potentially gaining a more significant position among the international automobile industry.

Diversification:

Toyota might consider diversifying its product offerings beyond automobiles in India as well as UK. This could involve venturing into related industries, such as offering automotive services, connected car solutions, or mobility solutions. For instance, the business may create luxury electric bicycles or other high-end lifestyle products to appeal to its specific clientele. In order to develop fresh products that appeal to its clients, it can also investigate working together or forming partnerships with other premium businesses.

Toyota Production System

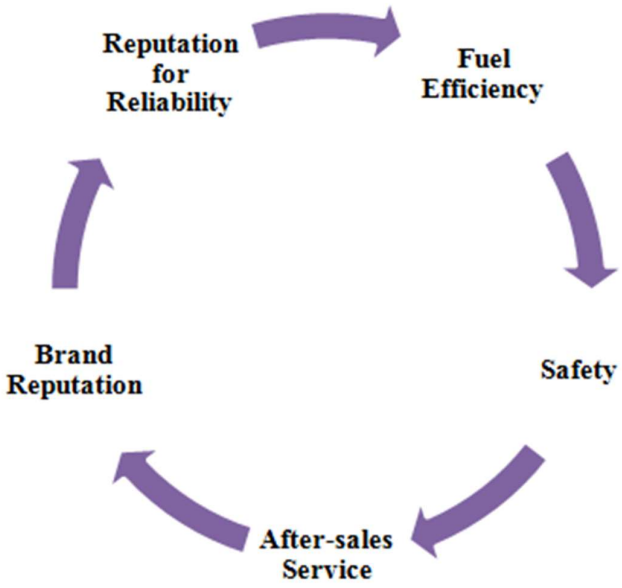

Figure 13: Strategies used by Toyota to address the business needs in different market

(Source: Created by author)

Using the marketing development method, the company has taken the strategies such as "Toyota Production System" or TPS. Through this strategy, the company addresses the needs of consumers in the UK and India for delivering a high quality vehicle at the lowest cost and fastest pace. According to the research by Sharma *et al.* (2021), raising the level of industrial production and improved quality is important for completion of better segmentation towards encouraging production. Quality and reliability are the sections that have been assessed by the company to initiate the changes in the organisational contexts. Selection of these strategies therefore relates to a proper effect while addressing the basic needs of the organisational contexts for Toyota.

Overall Similarities and Differences Comparison

Similarities

Reputation of a brand and dependability

Toyota has developed a reputation for building dependable and long-lasting automobiles in both the UK and India. Brand name of Toyota is associated with high-quality engineering, fuel efficiency, and inexpensive maintenance (Phuong *et al.,* 2020). The appeal of the brand in both areas has been affected by its brand reputation.

Government supports

Governments in the UK and India have emphasized on environmental sustainability and lowering emissions. This is compatible with Toyota's approach to the development of hybrid

and EV technology, which profit from favourable laws and encouragement for more environmentally friendly transportation options.

Environmental concerns

Toyota's focus on electric and hybrid vehicles appears to be in line with the rising importance of emissions reduction and environmentally friendly travel in both the UK and India. Toyota's green activities are supported by customer sentiment in both markets that deal with the environment.

Prioritizing safety

Both the UK's and India's legislative and safety frameworks support Toyota's emphasis on cutting-edge safety features. Customers who value passenger safety and road safety are attracted to this orientation with strict security standards.

Societal demand

The growing interest in buying cars in the UK and India expands which is effective for expanding business for Toyota in this market. Toyota tries to offer a spectrum of automobiles that appeal to different interests and lifestyles and increase purchasing demand among communities.

Product diversity

Legal approaches of both the government are fairer and trustworthy that impacts on the product launching process of Toyota. Compact cars, sedans, SUVs, and even premium models include different types of automobiles in business Toyota that offers both the countries in different segments (Graham and Brungard, 2021). High consumer preferences in both countries are accommodated by this product diversity

Legislative regulation

Specific document requirements and legislative requirements in both the UK and India guarantee Toyota promotes the premium standards of products cooperating to operate business with great flexibility (Adhi Santharm and Ramanathan, 2022). This similarity highlights Toyota's commitment to upholding honesty and legitimacy in its business practices that cooperates to long run the company among the competition in the global automobile industry.

Differences

Financial disparities

The two nations' income distributions differ significantly. Although the average income in the UK is higher, a bigger market segment is able to purchase more expensive Toyota-s exclusive models of vehicles (Santos and Rembalski, 2021). Affordability is important in India, which causes an emphasis on entry-level and inexpensive solutions.

Technical facilities

The two markets have different levels of EV infrastructure development. Besides, India's infrastructure continues to be created; however, the UK has a well-established network for EV charging (Bayram and Bayhan, 2020). Toyota's hybrid and EV marketing and product strategies have been affected by these technical progression variations.

Governmental environment

There are various regulatory norms and guidelines for pollution and safety. Toyota's product range is negatively affected by the difficult emissions restrictions that are maintained in the UK. Regulations in India are changing, which has implications for Toyota's car technology selections and emissions adherence.

Environmental obstacles

Although environmental issues are emphasized in both markets, the source of these obstacles differs. The UK challenges urban air pollution, which encourages Toyota to introduce safer alternatives. Addressing air quality issues and encouraging environmentally friendly options is essential in the Indian market.

Cultural preferences

Different cultures have different tastes for different kinds of vehicles. While India's varied terrain and family-oriented lifestyle favor SUVs and larger vehicles (Hartoyo*et al.,* 2023). However, the UK's urban culture prefers small cars and sedans. Toyota must adjust its product lines to accommodate these different preferences

Government advantages

The two countries have government incentives that affect the business operation and financial aspects of Toyota. The different kinds of incentives have been affected the business of Toyota resulting in the diverse ratios of revenues, sales and profitability between the UK and India. For example, in India, Toyota sold almost 160 thousand cars whereas it sold nearly 1.61 million cars in the UK in 2022 (statista.com, 2023). Besides, India concentrates on more types of benefits to encourage green technologies whereas the UK offers benefits for the use of EV that creates differentiation on nation and industrial progression level.

Conclusion

The specific obligation and modification of business needs a better completion objective of the organisational perspectives that are critical to be included while covering the basic needs of the associations. Toyota is a company that makes a proper allocation of resources and adds the

strategies that represent the actions of the product development process and seeks the advantages of product efficacy. The company however followed the effectiveness of increased organisational contexts that adds on qualities to improve projects in the association. Continuing within the association's working effects, in both India and UK's market, this organisation has been able to create better qualities in a proper way. Referring to the organisational effectiveness in a concise way, the company has addressed the improvement requirements for its proper qualification in operation within the global market. Therefore, Toyota has been able to make significant effects while creating a better scope for making a proper allocation of planning and progress towards its product improvement.

Recommendations by TOWS matrix

Factors	**Opportunities (O)** • Positive government backing. • Affordable and proficient workforce. • Rapid expansion of Indian social media. • Advancement of Industry 4.0 in the UK. • Supportive legal framework.	**Threats (T)** • Diverse customer inclinations. • Workforce scarcity in the UK. • Elevated risk of substitutes. • Intense competition within India. • Environmental consideration
Strengths (S) • Formidable worldwide brand reputation and visibility. • Substantial financial capabilities.	**SO – Maxi-Maxi strategies** • Leveraging its robust global reputation and reach, the organization can strategically leverage the growth of social media in India and the expansion of Industry 4.0	**ST - Maxi-Mini strategies** • Capitalizing on its robust brand image and global presence, the organization can effectively counter the challenges posed by intense competition in the Indian market and the substantial threat of substitutes in both the

• Resilient human capital.	technologies in the UK. Additionally, it can capitalize on favorable governmental support and a conducive legal framework to boost its market presence further. Employing the market penetration strategy from Ansoff's matrix, the focus here is on amplifying sales within existing markets (Alkasim et al., 2018). • Bolstered by substantial financial resources, the organization can effectively implement Industry 4.0 technologies, aligning with a cost-reduction strategy through innovative practices. • To fortify its human resources while tapping into the advantage of affordable and skilled labor in India and the UK, the organization is advised to predominantly source its workforce from these regions. Capitalizing on	Indian and UK markets. Employing emotional branding strategies could be particularly beneficial, fostering customer loyalty and affinity, as emotional branding is adept at nurturing lasting customer relationships. • By leveraging its formidable financial resources, the organization can adopt a high-investment strategy to harness the potential of data analytics. This approach would enable the organization to align its offerings with customer preferences through insightful data-driven insights. Furthermore, the organization can use its financial strength to implement environmentally conscious measures, addressing the growing concerns about the environment in the markets it operates.

	the potential of proficient yet cost-effective labor can significantly enhance workforce efficiency and productivity	• Leveraging its robust human resources, the organization can effectively utilize international assignments as a strategy to mitigate the challenges posed by employee shortages in the UK. International assignments are recognized for their capacity to reinforce human resource management within organizations, enhancing skills and global perspectives.
Weaknesses (W) • Poor supply chain. • Limited research and development capabilities. • Poor operational effectiveness.	**WO - Mini-Maxi strategies** • By leveraging Industry 4.0 technologies, the organization can effectively address its supply chain vulnerabilities. Industry 4.0 integration within the supply chain realm has the potential to bolster efficiency and fortify the chain's resilience, countering weaknesses.	**WT - Mini-Mini strategies** • To counter challenges such as varying customer preferences, substantial substitute threats, and intense competition in the Indian market, the organization should prioritize supply chain automation. Enhancing its supply chain through automation can strengthen its capabilities, yielding resilience and improved performance. Supply chain automation

	• Seizing the opportunities presented by supportive governmental policies, favorable legal frameworks, and the availability of skilled yet economical labor, the organization can strategically form collaborations. Through these collaborations, the organization can mitigate its weaknesses in research and development, benefiting from shared expertise and resources. • Capitalizing on the growth of social media platforms in India, the organization can ameliorate its operational inefficiencies. Utilizing these platforms can facilitate efficient talent acquisition efforts, drawing from a broad pool of potential candidates (Ruparel et al., 2020). This could contribute to elevating operational performance.	is known to enhance organizational performance, directly influencing overall company effectiveness. • To overcome its deficiency in research and development and effectively address diverse customer preferences while simultaneously responding to environmental concerns, the organization must increase its investment in R&D. This strategic move will facilitate innovation, enabling the creation of products and solutions aligned with customer demands and sustainable practices. • Confronting the challenge of operational inefficiency and the risk of employee scarcity in the UK, the organization should adopt workforce automation. Automating certain tasks can rectify operational inefficiencies

		and bolster overall efficiency, thereby effectively managing potential workforce shortages. Workforce automation is acknowledged for its capacity to elevate efficiency and productivity.

Table 2: Recommendations for Toyota in TOWS format

(Source: Created by author)

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