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1.Introduction

International marketing enables multinational corporations to expand into global markets by adapting their strategies to different political, economic, social, technological, environmental, and legal (**PESTEL**) conditions (Doole and Lowe, 2020). Toyota, one of the world's leading automobile manufacturers, has built a strong presence in both the **United Kingdom** and **China** by balancing global standardisation with local market adaptation (Kotler and Keller, 2016). This report critically compares **Toyota's** international marketing strategies in these two markets by examining their **macro-environments** through the **PESTEL** framework and exploring cultural differences using **Hofstede's** Cultural Dimensions (Hofstede, Hofstede and Minkov, 2010). It also evaluates Toyota's Segmentation, Targeting and Positioning (**STP**) strategy and compares the company's International **Marketing Mix (7Ps)**, including product, price, place, promotion, people, process, and physical evidence (Booms and Bitner, 1981). In addition, the report analyses Toyota's market entry strategy in China, assesses the ethical issues associated with its marketing practices, and offers recommendations to strengthen its future international **marketing strategy** (Morschett, Schramm-Klein and Zentes, 2015). Finally, it includes a **reflective** account based on **Gibbs' Reflective Cycle** to evaluate the research, analysis, and report preparation process, highlighting key learning outcomes and areas for improvement (Gibbs, 1988).

2.Background Information About the Company

2.1 Background Study

Toyota Motor Corporation is a **Japanese** multinational automotive company founded in 1937 by **Kiichiro Toyoda** and headquartered in **Toyota City, Aichi, Japan** (Toyota Motor Corporation, 2026). It has grown into one of the world's leading automobile manufacturers, operating in more than **170 countries and regions** (Toyota Motor Corporation, 2026). The company produces and markets a wide range of vehicles, including passenger cars, sport utility vehicles, commercial vehicles, hybrid electric vehicles, battery electric vehicles, and hydrogen fuel-cell vehicles (Toyota Motor Corporation, 2026). Toyota is widely recognised for its emphasis on quality, reliability, and continuous improvement through the Kaizen philosophy (Toyota Motor Corporation, 2026). It has also strengthened its position in sustainable mobility by investing in low-emission technologies and innovative transport solutions (Toyota Motor Corporation, 2026). Its strong global reputation, extensive manufacturing network, and customer-focused strategy have helped it maintain a competitive advantage in markets such as the United Kingdom and China (Toyota Motor Corporation, 2026).

2.2 Business Vision and Mission

Toyota's vision is to promote mobility for all while contributing to a more sustainable and prosperous society through innovative transport solutions (Toyota Motor Corporation, 2026). Its mission is to provide safe, high-quality, and environmentally responsible products and services that meet the changing needs of customers around the world (Toyota Motor Corporation, 2026). Guided by the Toyota Way, which emphasises Kaizen and respect for people, the company aims to create long-term value for customers, employees, business partners, and society (Toyota Motor Corporation, 2026). Toyota also places strong emphasis on carbon neutrality, electrification, and sustainable development through innovation and responsible business practices (Toyota Motor Corporation, 2026).

3.Macro-Environmental Analysis (PESTEL)

The PESTLE framework analyses a business’s macro-environment by examining political, economic, social, technological, legal, and environmental factors that influence organizational strategy and performance (Johnson, Scholes and Whittington, 2023).

Figure 1: PESTEL



(Source: Compiled by author using Johnson, Johnson, Scholes and Whittington, 2023).

3.1 Political Factors

The political environment is generally **favourable** for Toyota in both the **United Kingdom and China**, although the opportunities in each market differ. In the UK, political stability and government support for low-emission vehicles encourage Toyota’s investment in hybrid and electric technologies. In China, policy support for new energy vehicles creates opportunities for growth, but stricter regulatory conditions mean Toyota must operate through joint ventures. Overall, these political factors support Toyota’s expansion while shaping different market entry and operational strategies (Department for Transport, 2025; Toyota Motor Corporation, 2026).

3.2 Economic Factors

Economic factors influence Toyota’s pricing strategy, production costs, and vehicle demand in the **United Kingdom and China**. The UK economic environment is relatively **unfavourable** for Toyota because of modest **GDP** growth of 1.2% in 2025, **inflation** at 3.2%, and a Bank of England base rate of 4.25% in mid-2025, which can reduce consumer purchasing power and increase vehicle finance costs (IMF, 2025; Bank of England, 2025). China presents a more **favourable** environment, with real **GDP** growth of 5.0% in 2025, average **inflation** at 0%, and a policy rate that was cut to 1.4% in May 2025, supporting consumer spending and automotive demand (IMF, 2026; Government of China, 2025). However, exchange-rate risk and strong competition remain important challenges in both markets. Therefore, Toyota adapts its international marketing strategy by focusing on affordable and fuel-efficient vehicles in the UK, while emphasising innovation, hybrid technology, and expansion opportunities in China (Toyota Motor Corporation, 2026).

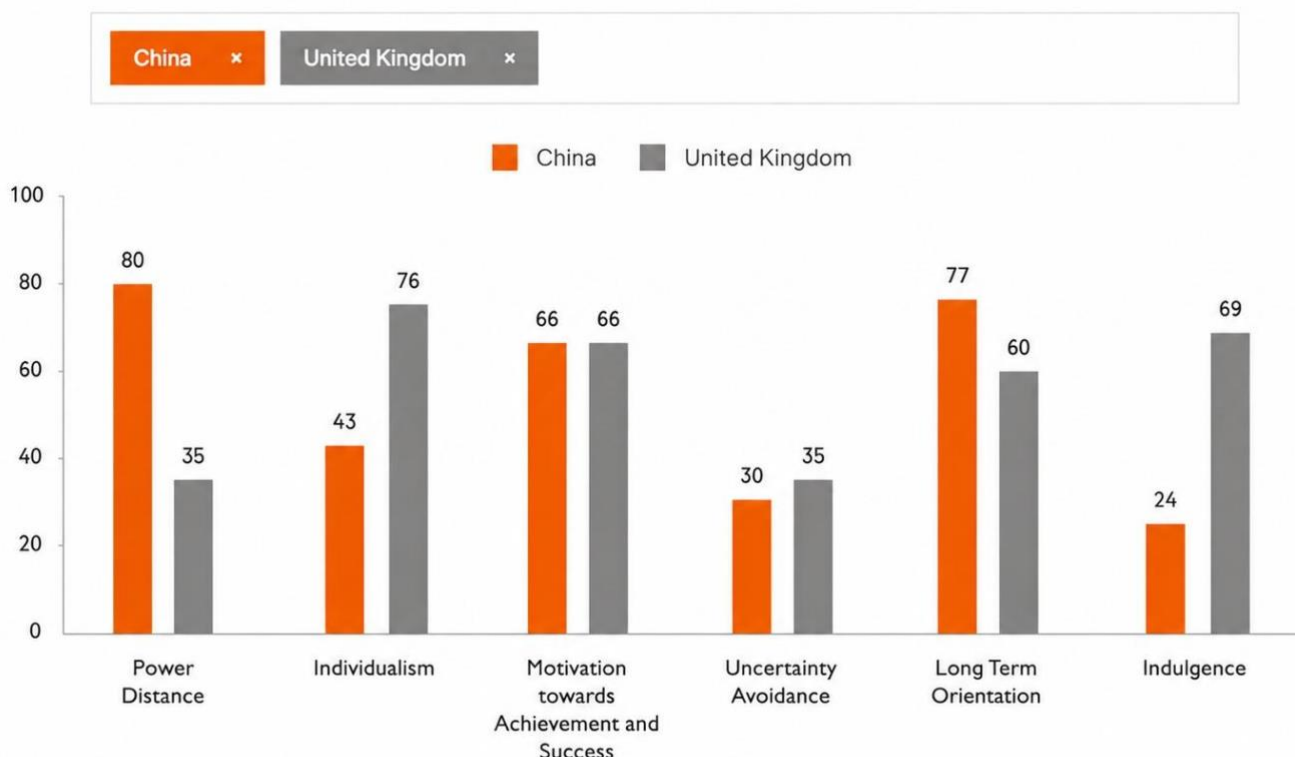
3.3 Social Factors

Social factors influence Toyota’s product development, consumer preferences, and marketing strategies in the United Kingdom and China. In the UK, the social environment is generally **favourable** for Toyota because consumers show strong environmental awareness and growing demand for hybrid and electric vehicles, as well as reliable and fuel-efficient cars (House of Commons Library, 2025). However, an ageing population and cost-of-living pressures may reduce demand for new vehicles (UK Government, 2025). In China, the market is **favourable** overall because of rapid urbanisation, a growing middle class, and rising demand for smart and electric vehicles. At the same time, it also has **unfavourable** elements, including intense competition from domestic EV brands, rapidly changing consumer preferences, and very high expectations for advanced technology (McKinsey, 2025). Therefore, Toyota adapts its marketing strategy by promoting affordable and sustainable hybrid vehicles in the UK while focusing on innovation, technology, and electric mobility solutions in China (Reuters, 2025).

3.4 Cultural Analysis – Hofstede’s Six Dimensions (UK vs China)

Hofstede’s Cultural Dimensions framework explains how national culture influences consumer behaviour and business decisions (Hofstede, Hofstede and Minkov, 2010). Understanding these cultural differences helps Toyota adapt its international marketing strategy, product positioning, and communication in the UK and China (Hofstede Insights, 2025).

Figure 2: Comparative Cultural Scores (UK vs China)



(Hofstede Cultural Dimensions: UK vs China adapted from Hofstede Insights,)

3.4.1 Power Distance

China has a high Power Distance score of 80, indicating that people generally accept hierarchical relationships and authority (Hofstede Insights, 2025). In contrast, the **UK** has a low score of 35, reflecting a preference for equality and participative decision-making (Hofstede Insights, 2025). For Toyota, this means marketing and customer communication in China should be more formal and respectful, while in the UK it can be more direct and conversational.

3.4.2 Individualism vs Collectivism

The **UK** is highly individualistic, meaning consumers often value personal choice, independence, and self-expression (Hofstede Insights, 2025). **China** is more collectivist, where family influence, group harmony, and social approval play a stronger role in decision-making (Hofstede Insights, 2025). For Toyota, this suggests that marketing in the UK should emphasise personal benefits, while in China it should highlight family value, social status, and shared practicality.

3.4.3 Masculinity vs Femininity

The **UK** has a more balanced cultural profile, with moderate emphasis on achievement and quality of life (Hofstede Insights, 2025). **China** has a higher masculinity score, which indicates a stronger focus on success, competition, and performance (Hofstede Insights, 2025). Toyota can therefore promote comfort, reliability, and sustainability in the UK, while in China it may place greater emphasis on prestige, advanced features, and technological excellence.

3.4.4 Uncertainty Avoidance

The **UK** shows a relatively moderate level of uncertainty avoidance, so consumers are generally open to new ideas and product options (Hofstede Insights, 2025). **China** is also relatively flexible in this dimension, but buyers often expect clear evidence of value and reliability before adopting new technologies (Hofstede Insights, 2025). This means Toyota can introduce innovation in both markets, but it should provide stronger reassurance about quality and long-term performance in China.

3.4.5 Long-Term Orientation

China has a strong long-term orientation, which means people often value persistence, future rewards, and practical outcomes (Hofstede Insights, 2025). The **UK** is more balanced, but consumers still appreciate long-term value when products are durable and cost-effective (Hofstede Insights, 2025). For Toyota, this supports the promotion of hybrid technology, sustainability, and brand trust in both markets.

3.4.6 Indulgence vs Restraint

The **UK** is more indulgent, so consumers are more likely to value enjoyment, convenience, and personal satisfaction (Hofstede Insights, 2025). **China** is more restrained, with stronger social expectations and greater emphasis on moderation and practicality (Hofstede Insights, 2025). Toyota can therefore position vehicles in the UK as lifestyle-enhancing and convenient, while in China it may focus on usefulness, reliability, and social approval.

3.4.7 Cultural Factors – Favourable and Unfavourable for Toyota

The **UK's** individualistic culture supports personalised marketing, while **China's** long-term orientation and growing acceptance of advanced technology create opportunities for Toyota's hybrid and electric

vehicles (Hofstede Insights, 2025). However, high power distance and collectivist values in China require more localised marketing and relationship-building, while the cultural differences between the two countries increase marketing complexity for Toyota (Hofstede Insights, 2025).

3.4.8 Advantages and Disadvantages of Hofstede's Cultural Analysis for Toyota

Advantages:

- Helps Toyota understand cultural differences between the UK and China (Hofstede, Hofstede and Minkov, 2010).
- Supports better market segmentation and targeting (Hofstede, Hofstede and Minkov, 2010).
- Assists Toyota in adapting marketing strategies to local customer preferences (Hofstede Insights, 2025).
- Improves communication and relationship-building in international markets (Hofstede Insights, 2025).

Disadvantages:

- Generalises national culture and may not reflect individual differences (Hofstede Insights, 2025).
- May not fully capture rapid changes in modern consumer behaviour (Hofstede Insights, 2025).
- Can oversimplify complex cultural and social realities (Hofstede Insights, 2025).
- May be less effective if used alone without other market analysis tools (Hofstede Insights, 2025).

3.5 Technological Factors

Technological factors play a vital role in Toyota's innovation and competitiveness. The **UK** provides a **favourable** environment due to its expanding EV charging infrastructure and government support for electric vehicle adoption, although infrastructure development still needs to keep pace with demand (IEA, 2025). **China** offers a largely **favourable** technological environment as it is a global leader in electric vehicle sales, battery innovation, and charging infrastructure. However, the market is also **unfavourable** because of intense competition from domestic EV manufacturers and the rapid pace of technological change (IEA, 2025). Therefore, Toyota continues to invest in hybrid and electric vehicle technologies while adapting its innovation strategy to each market (Toyota Motor Corporation, 2026).

3.6 Environmental Factors

Environmental factors significantly influence Toyota's international marketing strategy. The **UK** is **favourable** because of strong environmental awareness and government support for low-emission vehicles, although stricter regulations can increase compliance costs (UK Government, 2024). **China** is also **favourable** because of strong government support for new energy vehicles, clean energy investment, and carbon neutrality goals (IEA, 2025). As a result, Toyota continues to expand its hybrid and electric vehicle range in both markets (Toyota Motor Corporation, 2026).

3.7 Legal Factors

Legal factors create both **opportunities and challenges** for Toyota in the **UK and China**. In the UK, consumer protection, vehicle safety, and data protection laws support business activity, although they also increase compliance requirements (UK Government, 2026; ICO, 2026). In China, stronger

intellectual property protection and industrial support create opportunities, but changing regulations and data rules can be difficult to manage (World Bank, 2021). Therefore, Toyota must keep adapting its products and marketing to meet legal requirements in both countries.

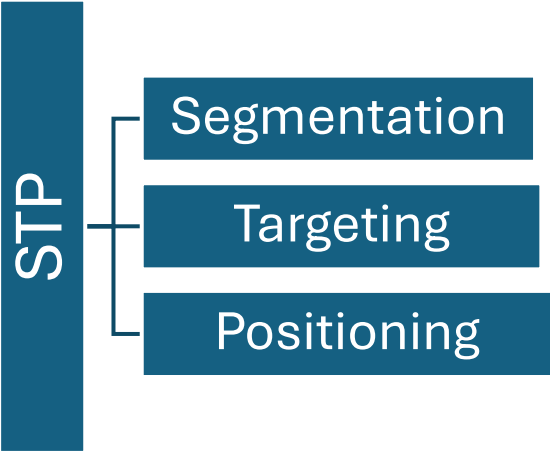
3.8 Table -1: Similarities and Differences

PESTEL Factor	Similarity	Difference
Political	Both governments support low-emission and electric vehicles.	The UK offers a stable political environment, while China requires foreign automakers such as Toyota to operate through joint ventures.
Economic	Both markets influence Toyota's pricing and investment decisions.	The UK has slower GDP growth and higher financing costs, whereas China has stronger economic growth but faces intense market competition.
Social	Consumers in both countries increasingly prefer environmentally friendly vehicles.	UK consumers focus on affordability and fuel efficiency, while Chinese consumers demand advanced technology and smart EV features.
Technological	Both countries are investing in EV technology and charging infrastructure.	China leads in EV innovation and battery technology, while the UK is still expanding its charging network.
Environmental	Both countries promote sustainability and lower vehicle emissions.	China invests more heavily in new energy vehicles, while the UK places greater emphasis on meeting net-zero emission targets.
Legal	Toyota must comply with vehicle safety, consumer protection, and environmental regulations in both markets.	The UK has a more stable legal framework, whereas China's regulations change more frequently and include stricter data and joint-venture requirements.

5. Analysis of STP

Toyota’s STP strategy means it segments the UK and Chinese markets differently, targets specific customer groups such as families, professionals, and technology-oriented buyers, and positions itself as a reliable, innovative, and environmentally responsible brand in both markets.

Figure 3: STP



Source: Created by Learner,2026

Figure 4: STP Comparison – UK vs China

Figure 4: STP Comparison – Toyota (UK vs China)

STP Element	 UNITED KINGDOM	 CHINA
 1. SEGMENTATION	• Demographic: Families, professionals, all age groups • Geographic: Urban & suburban areas • Psychographic: Environmentally conscious, quality & safety oriented • Behavioural: Seek fuel-efficient and hybrid vehicles	• Demographic: Middle & upper income groups, young professionals, families • Geographic: Major cities and fast-growing urban regions • Psychographic: Technology-driven, status conscious, quality oriented • Behavioural: Interested in NEVs, smart features and premium experience
 2. TARGETING	• Target market: Environmentally conscious consumers, families, professionals • Strategy: Differentiated targeting • Focus: Hybrid and low-emission vehicles • Value proposition: Reliability, fuel efficiency, safety, after-sales service	• Target market: Middle & upper income consumers, young professionals, tech-savvy users • Strategy: Differentiated targeting • Focus: Hybrid and electric vehicles, smart mobility solutions • Value proposition: Advanced technology, innovation, quality, status & brand value
 3. POSITIONING	• Positioning: Reliable, safe, eco-friendly and value for money • Key attributes: Quality, reliability, fuel efficiency, sustainability • Brand image: Trustworthy, practical and responsible • Market position: Strong mid-to-high	• Positioning: Technology-driven, innovative and premium value • Key attributes: Advanced technology, hybrid & EV leadership, quality, innovation • Brand image: Modern, innovative, premium and future-oriented • Market position: Strong mid-to-premium
 SIMILARITIES	• Focus on quality, reliability and customer satisfaction • Strong emphasis on hybrid and environmentally friendly vehicles • Long-term customer relationship and after-sales service	
 DIFFERENCES	• UK focuses more on fuel efficiency and sustainability • China focuses more on technology innovation and brand status • Product mix and marketing communication adapted to local needs	

Source: Created by the learner based on Kotler and Keller (2022) and Toyota Motor Corporation (2025).

5.1 Segmentation

Toyota uses segmentation to divide its market into smaller groups with similar needs in the UK and China. **Demographic** segmentation is based on factors such as age, income, occupation, and family size, which helps Toyota target families, professionals, and middle-income buyers in both markets. **Geographic** segmentation is based on location, such as urban or suburban areas, where demand for

practical, fuel-efficient, and low-emission vehicles is often higher in the UK, while in China Toyota also focuses on major cities and rapidly growing urban areas. **Psychographic** segmentation focuses on lifestyle, values, and attitudes, allowing Toyota to appeal to customers in the UK and China who prioritise sustainability, quality, and modern design.

VALS (Values and Lifestyles) helps Toyota better understand consumers by examining their motivations, resources, and lifestyles. In both the **UK and China**, Toyota mainly targets Achievers, who appreciate reliability, quality, and practicality, as well as Thinkers, who make well-informed decisions and place importance on safety, fuel efficiency, and long-term value. Toyota's hybrid and electric vehicles also attract environmentally conscious consumers who value sustainability and technological innovation. By using the VALS framework, Toyota can design marketing strategies that align with the lifestyles and values of different customer groups in both markets (Strategic Business Insights, 2024).

Behavioural segmentation is based on customer behaviour, such as benefits sought, purchase habits, and brand loyalty, helping Toyota target buyers in both countries who want reliable vehicles with low running costs and long-term value (Kotler and Keller, 2016).

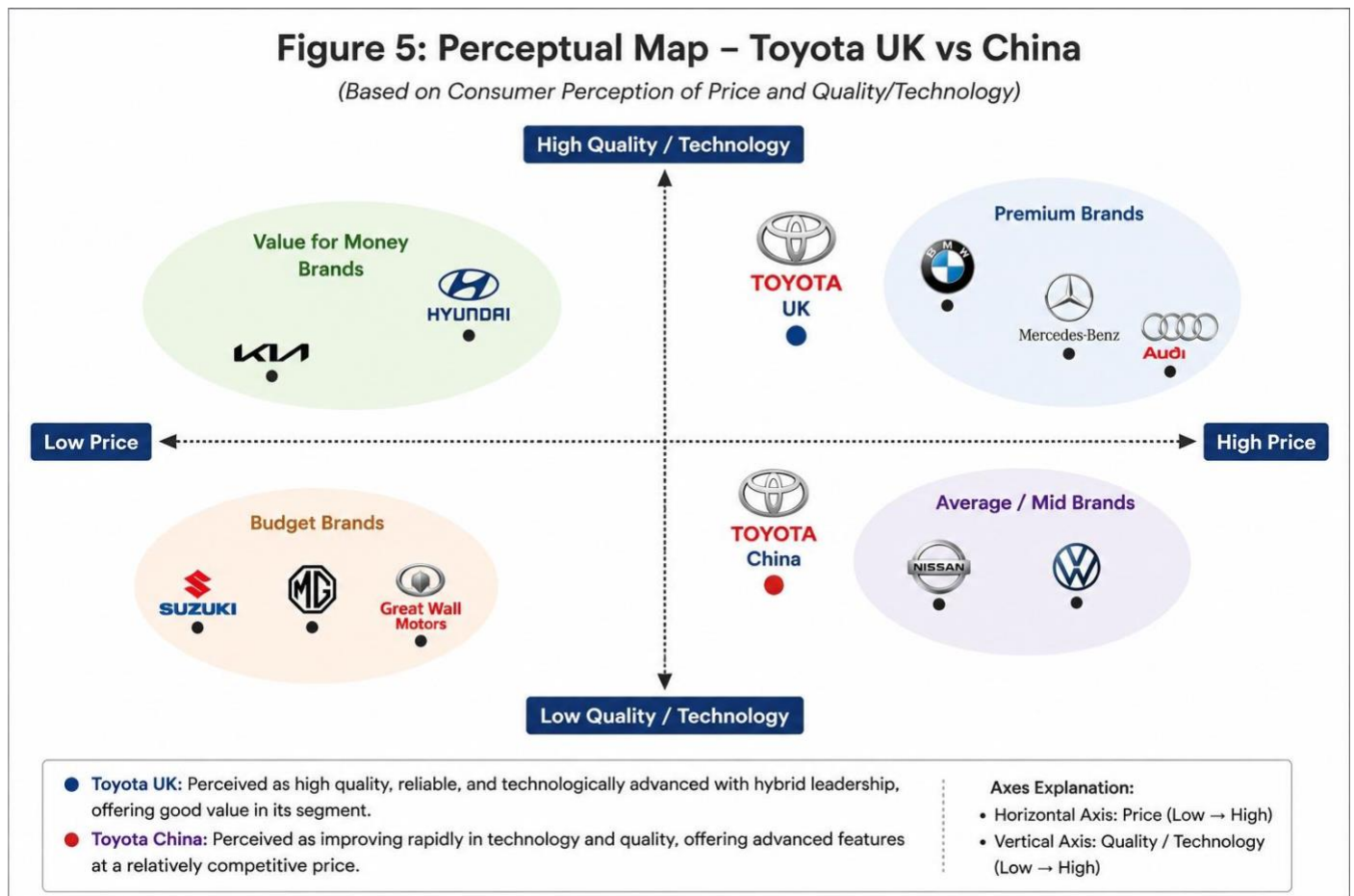
5.2 Targeting

Toyota uses a **differentiated targeting strategy** in the UK and China by focusing on several customer segments rather than treating the market as one group. In the UK, Toyota primarily targets families, professionals, and environmentally conscious consumers who value reliability, fuel efficiency, and hybrid technology. In China, it targets the growing middle class, urban consumers, and buyers interested in smart, electric, and technologically advanced vehicles. This approach allows Toyota to adapt its products and marketing messages to the needs of different customer groups in each market, which improves relevance and competitiveness (Kotler and Keller, 2016).

5.3 Positioning

Toyota positions itself in both the UK and China as a reliable, high-quality, and environmentally responsible car brand. In the UK, it is often positioned around hybrid technology, fuel efficiency, and long-term dependability, while in China it also emphasises innovation, smart features, and electric mobility. This positioning helps Toyota create a strong brand image that appeals to customers who want practical vehicles with modern technology and lower running costs. By linking its brand to sustainability and reliability, Toyota differentiates itself from competitors and strengthens customer trust (Kotler and Keller, 2016).

Figure 5: Perceptual Map – Toyota UK vs China



Source: Created by the learner based on Kotler and Keller (2022) and Toyota Motor Corporation (2025).

Toyota's perceptual positioning in the UK and China based on price and quality/technology. In the UK, Toyota is perceived as a high-quality and technologically advanced brand offering good value for money. In China, Toyota is also recognised for quality and innovation but faces stronger competition from local and international manufacturers. Overall, Toyota maintains a strong market position in both countries by combining reliability, advanced technology, and competitive pricing (Kotler and Keller, 2022; Toyota, 2025).

5.4 Similarities and Differences

Toyota's strategy in the UK and China has several similarities. In both markets, the company focuses on quality, reliability, and safety, while also promoting hybrid and environmentally friendly vehicles. It uses a differentiated STP strategy and places strong emphasis on customer satisfaction, after-sales service, and its global brand image and sustainability commitment (Toyota Motor Corporation, 2025).

There are also clear differences between the two markets. In the UK, Toyota focuses more on affordability, fuel efficiency, and environmental performance, and it mainly targets environmentally conscious families and professionals. In China, Toyota places greater emphasis on technological innovation, electric vehicles, and premium features, while targeting the growing middle class and technology-oriented consumers. Overall, Toyota adapts its marketing strategies to local consumer preferences while maintaining its global brand identity (Kotler, Keller and Chernev, 2022; Toyota Motor Corporation, 2025).

6. Marketing Mix – 7Ps Comparative Analysis

The marketing mix enables Toyota to adapt its products and marketing strategies to different international markets. While Toyota maintains a consistent global brand image, it modifies its product offerings, pricing, promotion, distribution, and customer experience to meet the needs of consumers in the UK and China (Kotler, Keller and Chernev, 2022).

Figure 6: 7PS



Source: Compiled by author using (Kotler & Keller, 2016).

6.1 Product

Toyota offers a broad range of vehicles in both the UK and China, including petrol, hybrid, plug-in hybrid, and electric models. The company adapts its product portfolio to meet local customer preferences, environmental regulations, and market demand (Toyota, 2025).

6.1.1 UK - Product Depth & Width

Product Depth: Toyota provides multiple variants of its models, including petrol, self-charging hybrid, plug-in hybrid, and electric versions, with different trim levels and specifications. Toyota also offers **car-hiring services**, allowing customers to access Toyota vehicles for short-term or flexible use without purchasing a vehicle outright. This product depth enables customers to choose vehicles and mobility options based on their budget, lifestyle, and usage requirements while supporting Toyota's focus on customer convenience and sustainable mobility (Toyota UK, 2025).

Figure 7: Toyota UK – Product Depth



TOYOTA UK PRODUCT DEPTH

Multiple variants and powertrain options to suit different needs, budgets and lifestyles.

MODEL RANGE	PETROL 	SELF-CHARGING HYBRID 	PLUG-IN HYBRID 	BATTERY ELECTRIC 	TRIM LEVELS (EXAMPLES)
 YARIS	 1.0L Petrol	 1.5L Hybrid	—	—	• Icon • Design • Excel • GR SPORT
 C-HR	 1.8L Petrol	 1.8L Hybrid	 2.0L Plug-in Hybrid	—	• Icon • Design • Excel • GR SPORT
 COROLLA	 1.5L Petrol	 1.8L Hybrid	 2.0L Plug-in Hybrid	—	• Icon • Design • Excel • GR SPORT
 RAV4	 2.0L Petrol	 2.5L Hybrid	 2.5L Plug-in Hybrid	—	• Icon • Design • Excel • GR SPORT
 HILUX	 2.4L Diesel	—	—	—	• Active • Icon • Invincible
 bZ4X	—	—	—	 100% Electric	• Active • Icon • Excel



WIDER CHOICE
For every customer



DIFFERENT BUDGETS
To match your needs



LOWER EMISSIONS
Supporting sustainable mobility



TRUSTED QUALITY
Built on reliability and innovation

Source: Toyota UK (2025) – <https://www.toyota.co.uk>

Source: Created by the learner

Product Width: Toyota has pursued a **brand extension** approach by applying the Toyota name to a wide range of vehicle types, such as compact cars, family models, SUVs, commercial vehicles, hybrids, and battery electric cars. This strategy enables the firm to target multiple customer segments while leveraging its well-established reputation for reliability, quality, and innovation (Toyota UK, 2025).

6.1.2 China – Product Depth & Width

Product Depth: Toyota China provides multiple variants within key models such as the Corolla, Camry, Levin, Highlander, Crown, bZ3, and bZ4X. Customers can select from different engine types, hybrid and electric powertrains, trim levels, and technology packages, reflecting the strong demand in China for electrified vehicles, advanced technology, and premium features. Toyota also provides car-hiring services, giving customers flexible access to Toyota vehicles without requiring ownership. This wider range of products and mobility services enables Toyota to meet the diverse needs, budgets, and usage preferences of customers in the Chinese market (Toyota Motor Corporation, 2025).

Figure 8: Toyota China - Product Depth



Source: Created by the learner

Product Width: Toyota has implemented a **brand extension strategy by expanding the Toyota brand across multiple vehicle categories in the Chinese market**. Through its joint ventures with FAW Toyota and GAC Toyota, Toyota offers sedans, SUVs, MPVs, hybrid vehicles, and battery electric vehicles (BEVs). This allows Toyota to use its established reputation for reliability and quality to enter and strengthen its position across different product categories and customer segments in China (Toyota Motor Corporation, 2025).

6.1.3 Branding Strategy

Toyota presents itself in both markets as a dependable, innovative, and environmentally responsible mobility brand. In the UK, its branding highlights reliability, safety, sustainability, and hybrid technology, whereas in China it places greater emphasis on innovation, smart mobility, electrification, and electric vehicles (Toyota Motor Corporation, 2025).

Toyota's branding strategy is also expanding beyond traditional vehicle sales through financial services, insurance services, digital services, energy solutions, and mobility and fleet services. These activities support Toyota's transformation from a conventional automobile manufacturer into a broader mobility company and strengthen its long-term relationship with customers (Toyota Motor Corporation, 2025). Therefore, Toyota's brand positioning combines its traditional strengths in reliability and quality with emerging themes of **digitalisation, electrification, sustainability, and mobility innovation**.

6.2 Price Strategy

Toyota follows a market-oriented pricing strategy that is shaped by local competition, customer purchasing power, taxation, and operating costs (Kotler and Keller, 2022).

6.2.1 Pricing Factors and Production Costs

Toyota's vehicle pricing varies across the **UK and China** because of differences in production expenses, labour costs, import tariffs, exchange rates, taxation, market competition, and consumer purchasing power. In the **UK**, prices are typically higher due to import charges, VAT, labour costs, and exchange-rate changes. In **China**, local production through FAW Toyota and GAC Toyota helps lower manufacturing and transport costs, while strong competition from domestic brands pushes Toyota to use more competitive pricing strategies (Toyota Motor Corporation, 2025).

6.2.2 International Pricing Methods

Toyota mainly applies competitive pricing and value-based pricing to remain attractive in the market while preserving product quality and brand value (Kotler and Keller, 2022).

6.2.3 Additional Pricing Strategies

Toyota also offers seasonal promotions, finance packages, leasing options, and warranties to appeal to customers in both the UK and China (Toyota Motor Corporation, 2025).

6.2.4 Penetration Pricing Strategy

Toyota uses competitive pricing, particularly for selected hybrid and electric vehicles, to support market expansion in the fast-growing EV segment (Toyota Motor Corporation, 2025).

6.3 Promotion Mix

Toyota uses an integrated marketing communications approach to raise brand awareness and strengthen customer engagement (Business Model Analyst, 2024).

6.3.1 Types of Communication and Media Strategies

Toyota promotes its vehicles through a combination of television, digital marketing, social media, websites, YouTube, dealership advertising, sponsorships, public relations, and direct marketing (Business Model Analyst, 2024). In the **UK**, promotional messages tend to emphasise sustainability, while in **China** they place greater focus on technology and innovation (Toyota Motor Corporation, 2025).

6.3.2 Integrated Promotional Tools and Sales Promotion

Toyota supports sales through discounts, finance offers, trade-in programmes, loyalty schemes, test-drive events, and seasonal campaigns (Business Model Analyst, 2024). It also uses the following promotional tools:

- **Personal selling:**
 - UK:** Toyota dealership staff explain vehicle features, arrange test drives, and help customers choose finance options.
 - China:** Toyota staff present products, explain features, arrange test drives, and guide customers on finance plans.
- **Direct marketing:**
 - UK:** Toyota uses email, SMS, apps, websites, and social media to promote new models and offers.
 - China:** Toyota contacts customers through email, SMS, apps, websites, and social media with model updates and personalised offers.
- **Public relations:**
 - UK:** Toyota improves its image through sustainability, road safety, environmental, and community activities.

China: Toyota builds its image through sustainability, road safety, environmental, and community programmes.

- **Sponsorship:**

UK: Toyota supports sporting and local events to raise awareness and reinforce its reputation.

China: Toyota sponsors major and local events to increase brand awareness and strengthen its reputation.

These tools help Toyota build closer relationships with customers and improve brand visibility (Business Model Analyst, 2024).

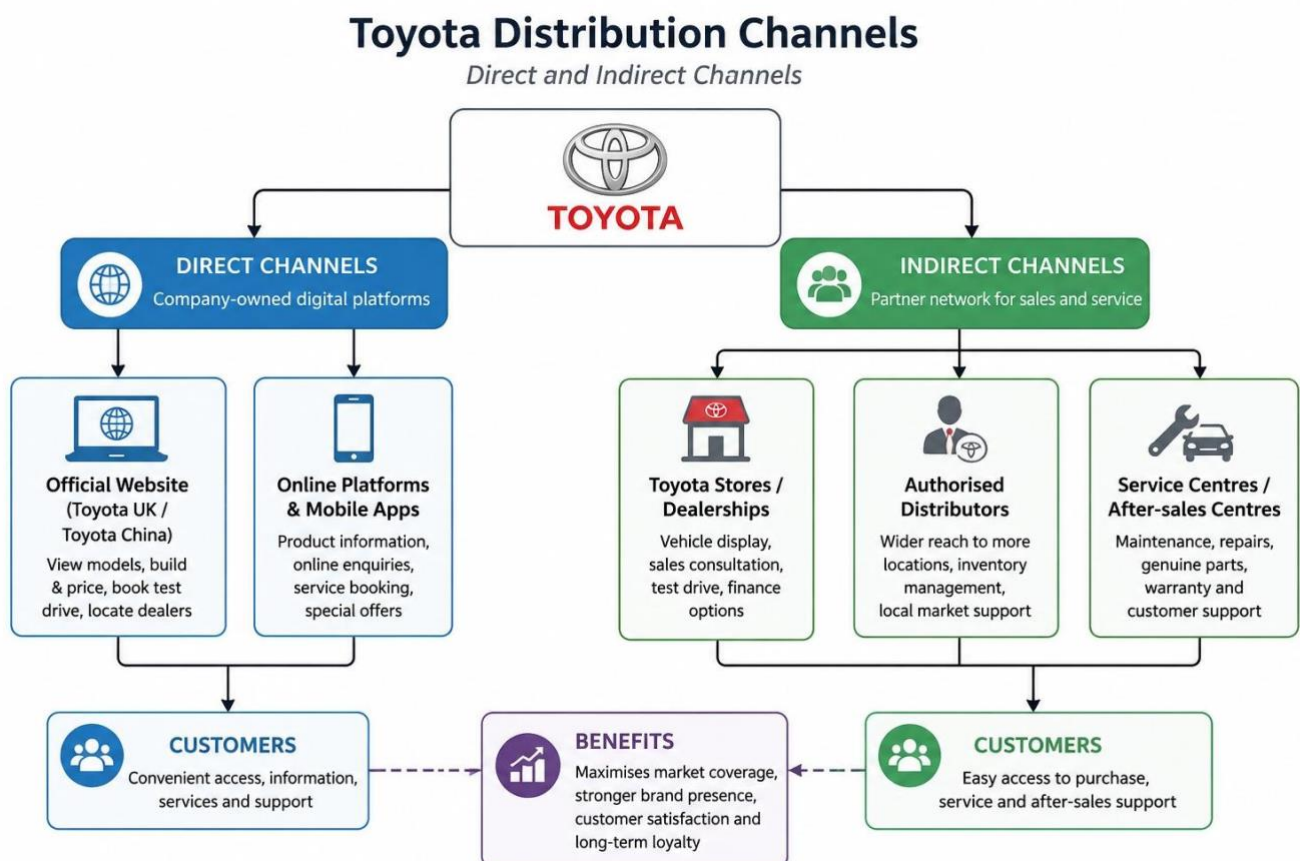
6.4 Place (Distribution)

Toyota adopts a multi-channel distribution strategy to ensure that its vehicles and after-sales services are widely accessible. The company distributes its products through Toyota stores, official online platforms, and service centres, allowing customers to purchase vehicles, arrange financing, and access maintenance services conveniently (Toyota UK, 2026; Toyota China, 2026).

6.4.1 Distribution Channels (Direct and Indirect Channels)

Toyota uses both **direct and indirect** distribution channels to maximise market coverage.

Figure 9: Toyota Distribution Channels



Source: Created by the learner, adapted from Toyota UK and Toyota China (2026)

Direct channels include the company's official websites and online platforms, while **indirect channels** consist of Toyota stores, authorised distributors, and service centres. This integrated approach improves customer convenience, strengthens brand presence, and provides reliable after-sales support (Toyota UK, 2026; Toyota China, 2026).

6.4.2 Toyota Dealership – United Kingdom

Toyota operates an extensive network of Toyota stores and service centres across the United Kingdom. The official Toyota UK dealer locator shows that customers can find authorised dealers across the country, confirming the strength of Toyota’s nationwide retail and service presence (Toyota UK, 2026). These stores offer new and used vehicle sales, maintenance services, genuine Toyota parts, and customer support, ensuring convenient access and a consistent customer experience nationwide (Toyota UK, 2026).

Figure 10: Toyota Dealership – United Kingdom



Source: Toyota (UK) dealer network / Toyota GB.

6.4.3 Toyota Dealership – China

In China, Toyota sells its vehicles through FAW Toyota and GAC Toyota stores supported by a nationwide dealer and service network. Toyota’s official China website also provides customer support information for both FAW Toyota and GAC Toyota, showing that these joint ventures play a central role in distribution and after-sales service (Toyota China, 2026). These stores provide vehicle sales, servicing, genuine parts, and after-sales support, enabling Toyota to meet customer needs in different regions (Toyota China, 2026).

Figure 11: Toyota Dealership – China



Source: Toyota China (FAW Toyota and GAC Toyota dealer network).

6.5 People

Employees play a key role in Toyota’s customer service and operational success. Through its workforce, Toyota can maintain product quality, deliver efficient service, and support operations across its international markets (Toyota, 2026).

6.5.1 Total Number of Employees

Toyota employs a large workforce across manufacturing plants, dealerships, and corporate offices in both the United Kingdom and China. In the United Kingdom, Toyota Motor Manufacturing UK employs around 2,300 people at its Burnaston and Deeside operations, while Toyota also supports additional staff through dealerships and service networks (Toyota Motor Manufacturing UK, 2026). In China, Toyota operates through its joint ventures, including FAW Toyota and GAC Toyota, which together employ a substantial workforce across production, sales, and support functions; for example, GAC Toyota employs approximately 7,000 people, while FAW Toyota Motor Sales Co., Ltd. employs 275 staff (GAC Toyota, 2025; FAW Toyota Motor Sales, 2026). These employees are essential to Toyota's ability to operate efficiently and meet customer demand in both markets.

6.5.2 Training and Development

Toyota provides continuous training and development to improve employee performance and maintain high service standards. Training programmes cover technical skills, sales knowledge, and customer service, helping employees perform their roles effectively and consistently (Toyota, 2026). This commitment to development supports operational efficiency and allows Toyota to respond to changing customer expectations and market conditions.

6.5.3 Employee Motivation

Toyota motivates employees through career development opportunities, performance-based rewards, teamwork, and continuous improvement practices. The company's Kaizen philosophy encourages employees to contribute ideas for improving processes and performance, which helps strengthen engagement and productivity (Toyota, 2026). This approach supports a positive work culture and helps Toyota maintain a committed and motivated workforce.

6.6 Process

Toyota provides a simple purchase and after-sales process to improve customer satisfaction.

Customer Complaint Process

- In the UK, customers can view vehicle information online, book a test drive, buy through authorised dealers, and receive warranty and servicing support (Toyota UK, 2026).
- In China, Toyota offers customer support and after-sales service through its official website and joint-venture service networks, including FAW Toyota and GAC Toyota (Toyota China, 2026). This process helps Toyota give customers a smooth experience before and after purchase.

6.7 Physical Evidence

Toyota's physical evidence plays an important role in shaping how customers perceive the brand. The company's store environment, website and digital presence, staff uniform, and packaging design all contribute to a professional, reliable, and high-quality image (Kotler and Keller, 2022; Toyota UK, 2025; Toyota China, 2025).

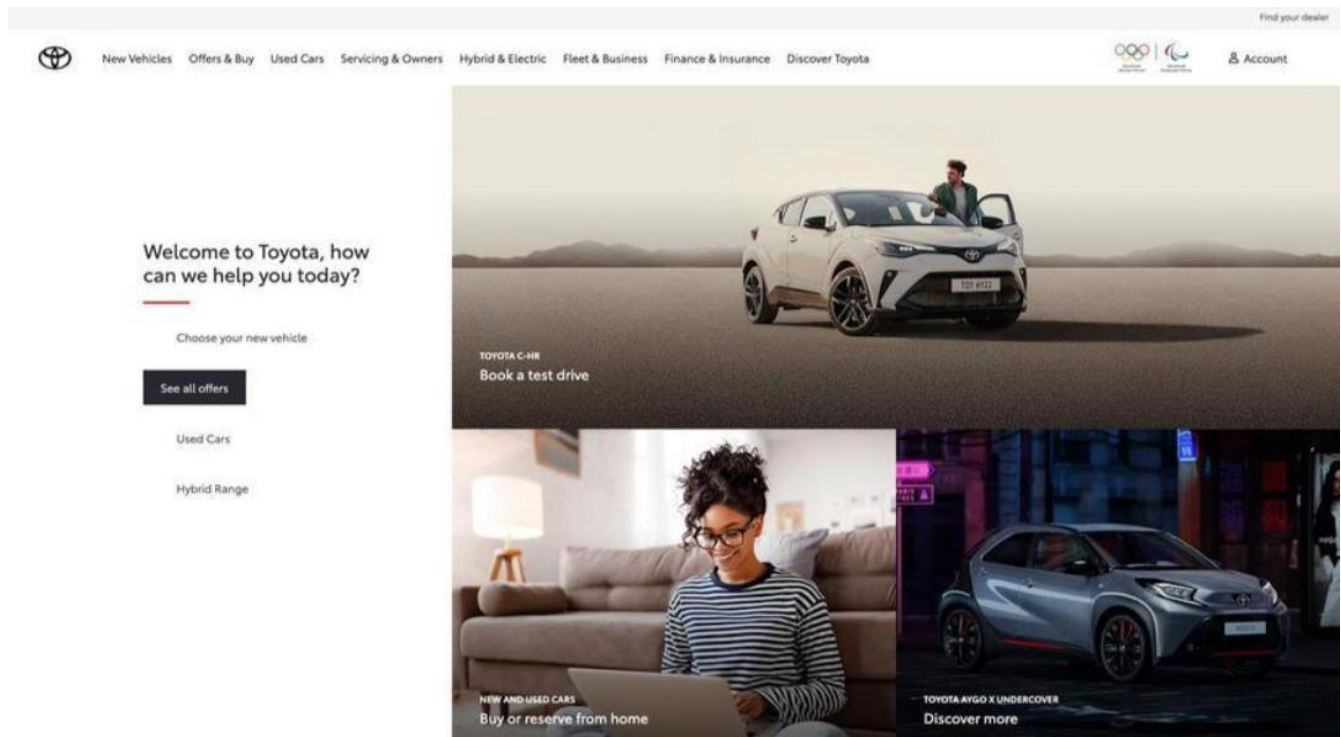
6.7.1. Store Environment and Facilities

Toyota dealerships are designed to create a clean, modern, and welcoming environment that reflects the brand's emphasis on quality and reliability. Showrooms usually display vehicles in an organised and visually appealing way, while service centres are built to present efficiency, professionalism, and trust. In both the UK and China, the design of Toyota facilities helps customers feel confident in the brand and supports a positive buying and servicing experience (Toyota UK, 2025; Toyota China, 2025).

6.7.2. Website and Digital Presence

Toyota's official websites in the UK and China strengthen its brand image by providing a clear, user-friendly, and informative online experience. Customers can explore models, compare features, book test drives, and access after-sales information through digital platforms, which shows that Toyota values convenience and accessibility. This digital presence supports the company's premium image by combining professionalism with ease of use (Toyota UK, 2025; Toyota China, 2025).

Figure 12: Toyota's Uk Website



Source: Toyota (UK), 2025.

Figure 13: Toyota's China Website



Source: Toyota China, 2025.

6.7.3. Staff Uniform

Toyota's staff uniforms also form part of its physical evidence because they help create a consistent and professional brand image. Uniforms give employees a neat and identifiable appearance, which reinforces trust and makes the service experience feel more organised. In dealerships and service centres, this visual consistency helps customers recognise staff easily and supports Toyota's reputation for professionalism and customer care (Kotler and Keller, 2022).

6.7.4. Packaging Design

Although Toyota is not a packaging-intensive business like FMCG companies, packaging still matters for parts, accessories, brochures, and other customer materials. Toyota's packaging and printed materials are usually simple, clean, and branded in a way that reflects the company's quality-focused identity. This attention to detail helps reinforce brand consistency and gives customers a sense of reliability and professionalism across all touch points (Kotler and Keller, 2022; Toyota, 2025).

6.8 Table-2 Similarities and Differences of the 7Ps (Toyota UK vs China)

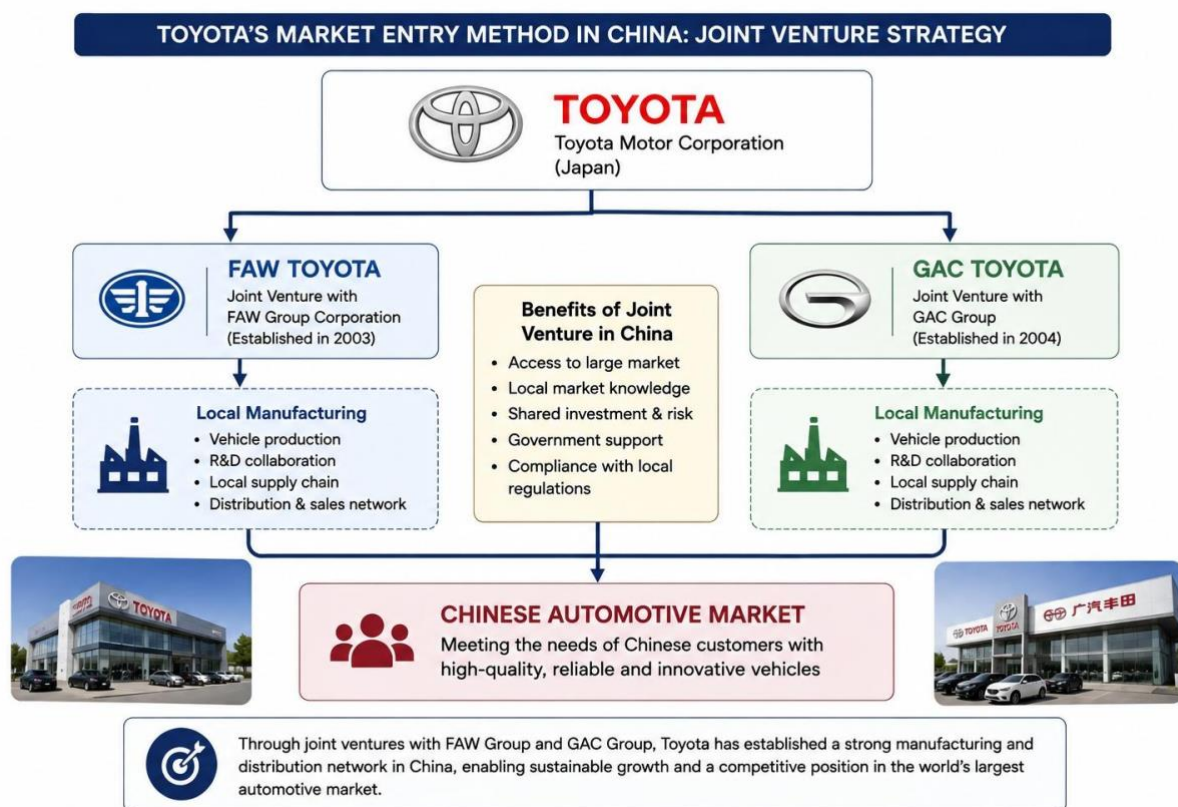
7Ps Element	Similarities	Differences
Product	Toyota provides high-quality, reliable, and environmentally friendly vehicles in both markets.	UK: Focuses mainly on hybrid and fuel-efficient vehicles. China: Offers a wider range of hybrid and electric vehicles through FAW Toyota and GAC Toyota.
Price	Toyota uses market-oriented and value-based pricing strategies in both countries.	UK: Prices are generally higher due to import costs, VAT, and labour costs. China: Local production allows more competitive pricing.
Promotion	Toyota uses digital marketing, social media, dealerships, and integrated promotional campaigns in both markets.	UK: Promotion focuses on sustainability, reliability, and environmental benefits. China: Emphasises innovation, smart technology, and electric mobility.
Place	Vehicles are distributed through authorised dealerships, online platforms, and after-sales service centres.	UK: Operates mainly through Toyota GB dealership networks. China: Uses FAW Toyota and GAC Toyota joint-venture dealer networks.
People	Toyota invests in employee training, customer service, and continuous improvement (Kaizen) in both markets.	UK: Smaller workforce due to market size. China: Larger workforce supporting manufacturing and a bigger consumer market.
Process	Both markets provide efficient purchasing processes and strong after-sales support.	UK: Uses Toyota GB service systems.

		China: Relies heavily on joint-venture service networks for customer support.
Physical Evidence	Toyota maintains a consistent global brand image through modern dealerships, professional staff, and official websites.	UK & China: Dealership designs, websites, and customer experiences are adapted according to local market preferences.

7. Analysis of the Market Entry Method – China

Toyota entered the Chinese market mainly through a joint venture strategy by partnering with FAW Toyota and GAC Toyota. This approach helps Toyota meet local regulations, take advantage of domestic manufacturing, and gain a better understanding of Chinese consumer preferences. As a result, the joint venture model has supported Toyota's market share growth, expanded its distribution network, and boosted sales of hybrid and electric vehicles in China (Toyota Motor Corporation, 2025).

Figure 14: Toyota's Joint Venture Market Entry Strategy in China



Source: Created by the learner adapted from (Toyota Motor Corporation, 2025).

7.1 Advantages and Disadvantages

Advantages of the Joint Venture Strategy

- Access to the world's largest automotive market (**Toyota Motor Corporation, 2025**).
- Shared investment costs and business risks (**Kotler and Keller, 2022**).
- Better local market knowledge and stronger distribution networks (**Kotler and Keller, 2022**).
- Improved manufacturing efficiency and government support (**Toyota Motor Corporation, 2025**).

- Faster development and production of hybrid and electric vehicles through collaboration and local market expertise (**Toyota Motor Corporation, 2025**).

Disadvantages of the Joint Venture Strategy

- Shared decision-making can limit Toyota's control (**Kotler and Keller, 2022**).
- Profits must be divided with local partners (**Kotler and Keller, 2022**).
- There is a risk of technology and intellectual property transfer (**Kotler and Keller, 2022**).
- Differences in management styles and business goals may create conflicts between partners (**Kotler and Keller, 2022**).

Overall, the joint venture strategy has been very effective for Toyota in China because it combines Toyota's international expertise with the local knowledge, resources and distribution capabilities of its Chinese partners (**Toyota Motor Corporation, 2025**). Although the strategy has some drawbacks, it remains a strong market-entry method for supporting Toyota's long-term growth and competitiveness in China's automotive market (**Kotler and Keller, 2022; Toyota Motor Corporation, 2025**).

8. Ethical and Unethical Issues in the Marketing Mix – United Kingdom

8.1 Ethical Practices

- **Product Transparency:** Toyota UK provides clear and accessible information about vehicle specifications, safety features, fuel efficiency, CO₂ emissions, and pricing. This transparency enables customers to make informed purchasing decisions and strengthens trust in the brand (Toyota UK, 2025).
- **Sustainable packaging:** Toyota UK demonstrates ethical practice through its commitment to sustainability. The company uses environmentally responsible materials where possible, reduces carbon emissions during production, and promotes hybrid and electric vehicles as part of its wider environmental strategy (Toyota Motor Manufacturing UK, 2025). Toyota's manufacturing approach also reflects a broader lifecycle focus, including waste reduction and recycling at the end of vehicle use (Toyota Motor Manufacturing UK, 2025).

8.2 Unethical Practices

- **Greenwashing Concerns:** Toyota has faced criticism from some environmental commentators for presenting hybrid vehicles as strongly environmentally friendly while moving into battery electric vehicles more slowly than some rivals. This can raise concerns about whether environmental marketing messages always fully reflect the company's wider product strategy (TIME, 2023; CNBC, 2022).
- **Pricing Strategies:** Toyota may also use subtle pricing adjustments, such as small increases in model prices or optional extras, that customers may not immediately notice. While this is legal, it can be seen as ethically questionable if consumers are not fully aware of gradual price changes or how they affect the total cost (Kotler and Keller, 2022).

9. Strategic Recommendations

Based on the findings of this report, the following strategic recommendations are proposed to strengthen Toyota's competitive position in both China and the United Kingdom (Kotler and Keller, 2022).

9.1 Toyota Recommendations – China

Toyota should accelerate the development and launch of battery electric vehicles (BEVs) and smart mobility solutions to compete more effectively in China’s fast-growing EV market. The company should also strengthen collaboration with FAW Toyota and GAC Toyota, expand its presence in lower-tier cities, and improve digital marketing to attract younger consumers. In addition, greater investment in connected vehicle technologies and artificial intelligence could enhance customer experience and support long-term growth (Toyota China, 2025; Toyota Motor Corporation, 2025).

9.2 Toyota Recommendations – United Kingdom

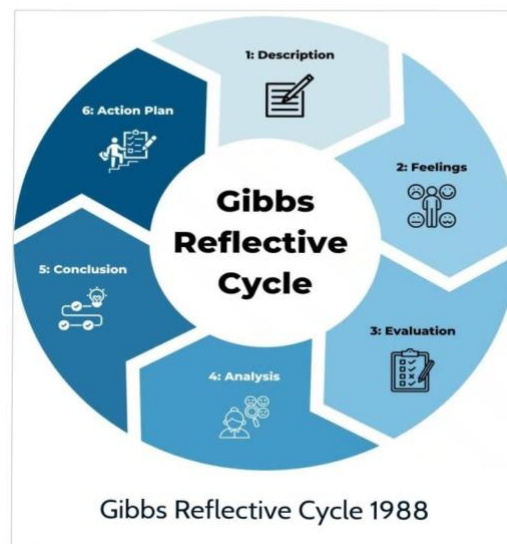
Toyota should continue expanding its battery electric vehicle portfolio to support the UK’s transition to zero-emission transport. The company should strengthen online sales channels, invest in partnerships to improve charging infrastructure, and enhance digital customer services. Toyota should also continue promoting sustainability initiatives and transparent marketing communications to build brand loyalty and maintain its competitive advantage in the UK market (Toyota UK, 2025; Toyota Motor Europe, 2025; Kotler and Keller, 2022).

10. Reflective Account Using Gibbs’ Reflective Cycle (China)

This reflective account uses Gibbs’ Reflective Cycle to evaluate the learning gained from analysing Toyota’s marketing strategy in the Chinese market (Gibbs, 1988).

Figure -15: Gibbs’ Reflective Cycle

Gibbs Reflective Cycle Diagram



Source: TSW, 2024

10.1 Description

This report examined Toyota’s marketing strategy in China by analysing the macro-environment, marketing mix, Ansoff Matrix, and ethical issues. The analysis showed how Toyota adapts its products and marketing activities to meet the needs of Chinese consumers while responding to the highly competitive automotive market (Toyota China, 2025).

10.2 Feelings

At the beginning of this task, I found it challenging to understand how Toyota adapts its global marketing strategy for China. However, as I carried out further research and analysis, I became more confident in applying marketing theories such as PESTEL, the 7Ps, and the Ansoff Matrix to a real business context (Kotler and Keller, 2022).

10.3 Evaluation

This project improved my understanding of international marketing strategy and the importance of adapting products and promotional activities to local market conditions. Although finding reliable and current sources was time-consuming, the process strengthened my research skills and critical thinking abilities (Doole and Lowe, 2020).

10.4 Analysis

Following this reflection, I used Hofstede's Cultural Dimensions, STP analysis, and the 7Ps marketing mix to gain a deeper understanding of Toyota's international strategy. Hofstede's model highlighted how cultural differences between the UK and China affect consumer behaviour and marketing choices. STP analysis helped me identify how Toyota positions itself toward different customer segments, while the 7Ps framework showed how the company adjusts its product, pricing, promotion, and customer experience to suit local market conditions. This also enhanced my ability to apply marketing theories to practical business contexts and improved my analytical skills (Hofstede, Hofstede and Minkov, 2010; Kotler and Keller, 2016; Toyota Motor Corporation, 2025).

10.5 Conclusion

Overall, this assignment enhanced my knowledge of international marketing and demonstrated the importance of adapting strategies to different cultural and economic environments. It also increased my confidence in analysing multinational organisations using academic models (Kotler and Keller, 2022).

10.6 Action Plan

In future studies, I will improve my research skills by using a wider range of academic journals and industry reports. I also plan to strengthen my critical analysis by comparing different international markets and applying marketing theories more effectively to practical business situations (Gibbs, 1988).

11. Conclusion

This report analysed Toyota's international marketing strategies in the United Kingdom and China using the **PESTEL framework, Hofstede's Cultural Dimensions, STP, the 7Ps marketing mix, and the Market Entry Method**. The findings show that Toyota effectively adapts its marketing approach to meet the distinct needs of each market while maintaining a strong global brand identity. Although challenges such as rising competition and changing consumer preferences remain, continued investment in innovation, electric vehicles, and digital marketing will support Toyota's long-term competitiveness and sustainable growth in both countries.

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