

A Study on Service Quality Gap Analysis: Assessing the Difference Between Client Expectation and Service Delivery in Automotive Logistics and Steel Processing Service

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Abstract- This study focused on the difference between clients' expectations on the automotive logistics and steel processing services delivered by Toyota Tsusho India Private Limited and what was actually delivered. The purpose of the project was to identify and understand customer requirements for such services, determine how well current performance meets these needs, and identify areas for improvement to increase customer satisfaction as well as increase operational efficiency.

Toyota Tsusho India is an important provider of integrated trade logistics and industrial support to automakers through supply chain management, transportation, warehousing, import/export, steel processing, and business support. Toyota Tsusho India also plays a critical role in supporting automobile manufacturers and their suppliers in India through the use of the global resources and experience of its parent company, Toyota Tsusho Corporation.

For their study of customer satisfaction in logistics and steel processing, the authors used a descriptive research design. journals and published articles. Responses from 106 respondents clients and employees participated in this study, all of whom either obtain logistics and/or steel processing support from or provide steel processing support to the company.

Timely delivery, high-quality products, effective communication, real-time tracking, and rapid response to questions were the five most important factors affecting customer satisfaction. Over 90% of the respondents expressed satisfaction with their company's logistics support, the quality of their steel processing, the accuracy of documentation, and the level of communication provided. To address these gaps, the study has provided recommendations which include reinforcing existing communication channels, improving current real-time tracking methods, reducing the frequency of late deliveries, and continuing to gather customer feedback on an ongoing basis.

In conclusion, the study highlights that Toyota Tsusho India has established a strong position in the automotive logistics and steel processing industry through its commitment to quality, reliability, and customer service. By addressing the identified improvement areas and embracing continuous improvement practices, the company can further enhance customer satisfaction and sustain long-term growth in a highly competitive business environment.

I. INTRODUCTION

INDUSTRY PROFILE

1.1 Introduction to the Trading, Logistics and Automotive Support Industry

The trading, logistics and automotive support industry plays a significant role of connecting manufacturers, suppliers, distributors and customers across domestic and international markets. This industry supports the movement of industrial machinery and technology-based products required for business operations. It is specially significant for automobile sector, where timely supply of parts, steel, machinery and logistics services directly affects production efficiency.

The industry includes activities such as import and export, supply chain management, warehousing, transportation, steel processing, industrial support services, machinery trading, energy projects, chemical trading, electronics distribution and business support solutions. These services help companies reduce operational delays, improve productivity and maintain smooth manufacturing processes.

In India, the growth of manufacturing, automobile production, infrastructure development and international trade has increased the importance of integrated trading and logistics companies. Global

companies operating in India require reliable partners who can manage procurement, supply chain coordination, warehousing, customs clearance, transportation and industrial services. This has created strong opportunities for companies involved in trading and logistics support.

The automotive sector is major users of trading and logistics services. Automobile manufacturers depend on a continuous supply of components, steel, parts, tools, machinery and technical support. Technology has also transformed the trading and logistics industry. Digital tracking systems, warehouse automation, enterprise resource planning systems, data analytics and supply chain visibility tools have improved accuracy, speed and transparency. These technologies help organizations monitor inventory, reduce costs, track shipments and improve customer satisfaction.

Another important aspect of this industry is sustainability. Modern trading and logistics companies are focusing on environmentally responsible business practices, recycling, renewable energy, carbon reduction, electric mobility support and efficient resource management. Businesses are increasingly expected to contribute to sustainable development while maintaining profitability.

1.2 Company Profile

Toyota Tsusho India Private Limited, commonly known as TTIPL, is a subsidiary and joint venture unit associated with Toyota Tsusho Corporation, Japan. Toyota Tsusho India was established in 1999 Japan and KSL. The company was engaged in trading, logistics, steel processing and business support services for automobile and industrial sectors.

Toyota Tsusho India operates in several locations across India, including New Delhi, Manesar, Ahmedabad, Visakhapatnam, Mumbai, Pune, Bengaluru and Chennai. The company's corporate office is located in Bengaluru, Karnataka. Its presence in multiple Indian cities allows it to support customers across different industrial and manufacturing regions.

TTIPL acts as a steel processing and integrated logistics service provider. It also deals with various materials related to import and export activities for Toyota Kirloskar Motor and its parts suppliers. The

company supports automotive manufacturing by ensuring the smooth movement of materials, parts and industrial inputs.

Toyota Tsusho India follows the global business philosophy of Toyota Tsusho Corporation. The business activities under three major business fields: Mobility, Life & Community, and Resource & Environment. These areas reflect the company's focus on automobile-related services, community development, sustainable resources and environmental responsibility.

Toyota Tsusho has extended its business into industries such as metals, global parts and logistics, automotive, machinery, energy, plant projects, chemicals and electronics. Through these business segments, the company provides wide-ranging support to manufacturing and industrial customers.

The company has established operations in Bengaluru to support Global Toyota's Plan project and the wider Toyota ecosystem in India. TTIPL's activities contribute to supply chain efficiency, manufacturing support and industrial growth.

Toyota Tsusho India is part of Toyota Tsusho Corporation's global network. Toyota Tsusho Corporation is a major Japanese general trading company and a member of the Toyota Group.

1.4 Promoter / Parent Company Information

TTSS Limited is promoted by Toyota Tsusho Corporation, Japan. Toyota Tsusho Corporation is a global trading company and a member of the Toyota Group.

Particular Information

Company name Toyota: Tsusho India Private Limited
Parent company: Toyota Tsusho Corporation, Japan
Established in India: 1999

Nature of business: Trading, logistics, steel processing and industrial support services
Headquarters in India: Bengaluru, Karnataka

Business network in India: New Delhi, Manesar, Ahmedabad, Visakhapatnam, Mumbai, Pune, Bengaluru and Chennai

Major business fields: Mobility, Life & Community, Resource & Environment

Toyota Tsusho Corporation operates globally and supports business activities in automotive, metals, machinery, energy, chemicals, electronics, logistics, food, consumer services and environmental business areas. Its global network and Toyota Group association provide TTIPL with strong technical, managerial and business support.

1.5 Vision

The vision of Toyota Tsusho India is to contribute to society by creating value through trading, logistics, mobility support and sustainable business operations. The company aims to support industrial growth while following the values and principles of Toyota Tsusho Corporation.

The company works toward building a convenient, comfortable and sustainable society through its three major business fields: Mobility, Life & Community, and Resource & Environment.

1.6 Mission

The mission of Toyota Tsusho India can be understood through the company's business approach and global philosophy.

- To provide efficient trading and logistics solutions to customers.
- To support the automobile and manufacturing sectors through reliable supply chain services.
- To offer steel processing, import and export, and industrial material support.
- To contribute to customer satisfaction through quality, timely delivery and operational excellence.
- To strengthen Toyota Group's business operations and supplier network in India.
- To make a value for society through responsible business activities.

1.7 Quality Policy / Business Approach

Toyota Tsusho India follows a business approach based on reliability, quality, customer satisfaction and continuous improvement. The company's operations are guided by the Toyota Group's principles and Toyota Tsusho Corporation's global business practices.

Key elements of the company's quality and business approach include:

- Customer satisfaction: TTIPL focuses on understanding customer requirements and providing timely, reliable and effective business solutions.
- Operational excellence: The company works to improve efficiency in logistics, supply chain management, steel processing and trading operations.
- Continuous improvement: Toyota's principle of Kaizen supports regular improvement in work processes, service quality and productivity.
- Global standards: Being connected to Toyota Tsusho Corporation, the company follows international standards in trading, logistics and business management.
- Sustainability: TTIPL aligns its business with sustainable development through resource efficiency, recycling and environmental awareness.
- Compliance and ethics: The company emphasizes responsible business conduct, legal compliance and ethical practices.

1.8 Products / Services Offered

Trading and Industrial Services

- Import and export of materials
- Supply of automotive parts and industrial components
- Steel and metal trading
- Machinery and equipment support
- Chemicals and electronics-related business support

Logistics Services

- Integrated logistics services
- Supply chain management
- Warehousing and transportation support
- Global parts and logistics coordination
- Import and export documentation support

Steel Processing Services

- Steel processing for automotive and industrial customers
- Material handling and supply support
- Processing and delivery coordination for manufacturing units

Business Support Services

- Support for Toyota Kirloskar Motor and parts suppliers
- Coordination with domestic and international suppliers
- Industrial project support
- Customer-specific supply chain solutions
- Sustainability-Oriented Services
- Resource and environment-related business support
- Energy and project-related activities
- Recycling-related business areas
- Rare earth and resource management-related support

1.9 Areas of Operation

Toyota Tsusho India operates in important industrial and commercial locations across India. Location: Business importance

Bengaluru: Corporate office and major operational base
Chennai: Automotive and industrial business support
Pune: Automotive and manufacturing hub support
Mumbai: Commercial, trading and logistics coordination
Ahmedabad: Industrial and regional business support
Manesar: Automotive supply chain support

New Delhi: Corporate and regional coordination

Visakhapatnam: Port-based and logistics-related business support

These locations allow Toyota Tsusho India to serve automotive manufacturers, parts suppliers and industrial customers across different regions.

1.10 Infrastructure Facilities

Toyota Tsusho India has infrastructure and operational facilities that support its trading, logistics and industrial activities.

Office and Administrative Facilities

- Corporate office in Bengaluru
- Branch offices in major Indian cities
- Administrative support systems
- Customer coordination and supplier management facilities

Logistics Infrastructure

- Warehousing support
- Transportation coordination
- Import and export handling
- Supply chain tracking and documentation systems
- Distribution and material movement support

Industrial Support Facilities

- Steel processing support
- Material handling systems
- Supplier coordination facilities
- Support for Toyota and parts suppliers
- Business process management systems

Technology and Communication Facilities

- Digital communication systems
- Inventory and logistics coordination tools
- Documentation and reporting systems
- Customer service and operational monitoring support

1.11 Competitors Information

Toyota Tsusho India operates in a competitive environment that includes global trading companies, logistics firms, automotive supply chain companies and industrial service providers.

Major competitors in the Indian market may include:

- Mitsubishi Corporation India: A Japanese trading company involved in metals, machinery, chemicals, energy and industrial businesses.
- Mitsui & Co. India: A global trading and investment company engaged in steel, machinery, mobility, chemicals and infrastructure-related sectors.
- Marubeni India: A Japanese general trading company involved in energy, machinery, chemicals, metals and infrastructure projects.
- Sumitomo Corporation India: A trading and investment company operating in metal products, transportation, infrastructure, media, digital and lifestyle sectors.
- DHL Supply Chain India: A leading logistics company providing warehousing, transportation and supply chain services.
- TVS Supply Chain Solutions: An Indian logistics and supply chain company serving automotive, industrial and consumer sectors.
- Mahindra Logistics: A major Indian logistics service provider offering integrated supply chain and mobility solutions.
- CEVA Logistics: A global logistics company serving automotive, industrial and consumer sectors in India.
- Yusen Logistics India: A Japanese logistics company providing freight forwarding, warehousing and supply chain services.

1.12 SWOT Analysis of Toyota Tsusho India Strengths

- Strong Global Parent Company:

Toyota Tsusho India is supported by Toyota Tsusho Corporation, Japan, a global trading company and member of the Toyota Group. This gives the company

strong international experience, business credibility and technical support.

- Wide Business Portfolio:

TTIPL operates in metals, logistics, automotive, machinery, chemicals, electronics and resource-related sectors. This diversified business model reduces dependence on one single service.

- Strong Presence in India:

The company operates in multiple Indian cities such as Bengaluru, Chennai, Pune, Mumbai, Ahmedabad, Manesar, New Delhi and Visakhapatnam, helping it serve customers across key industrial regions.

- Integrated Logistics and Steel Processing Capability:

TTIPL provides both steel processing and logistics services, making it a valuable partner for automobile manufacturers and parts suppliers.

- Global Standards and Operational Discipline:

The company follows international business standards, Toyota Group values and structured operational practices.

Weaknesses

- High Dependence on Automotive Sector:

A major part of the company's business is connected to Toyota and automobile-related suppliers. Any slowdown in the automotive sector can affect business performance.

- Limited Public Brand Recognition:

Toyota Tsusho India is mainly known in business-to-business markets. It does not have the same public brand visibility as consumer-facing Toyota companies.

- Competition from Global and Indian Logistics Companies:

The company faces competition from specialized logistics providers and trading companies offering similar services at competitive prices.

- Dependence on Global Trade Conditions:

Changes in import duties, exchange rates, international shipping costs and global supply chain disruptions can impact business operations.

Opportunities

- Growth of Indian Automobile Industry:

India's automobile sector continues to expand, creating demand for reliable logistics, trading and supply chain partners.

- Expansion in Electric Vehicle Supply Chain:

The rise of electric vehicles creates new opportunities in batteries, rare earth materials, electronics, charging infrastructure and sustainable mobility.

- Make in India and Manufacturing Growth:

Government initiatives supporting domestic manufacturing can increase demand for industrial trading and supply chain services.

- Digital Supply Chain Solutions:

The Growing Emphasis on Sustaining Resources and Recycling presents New Business Opportunities
Increased emphasis on establishing a circular economy, recycling and decreasing carbon emissions will allow entrepreneurs to capitalize on the opportunities presented by companies providing resources for resource recovery and the environment.
Expanded Opportunities in Non-Toyota Group Customers

TTIPL will be able to increase sales through the increased number of non-Toyota customers in industries such as automotive, manufacturing, electronics, energy and industrial.

Threats

- Economic Slowdown:

An economic downturn in manufacturing or automobile sales may result in a decreased demand for logistics and trading services.

- Supply Chain Disruptions:

Global supply chain issues, such as shipping delays, shortages of raw materials, geopolitical crises, and

congestion in ports may impact our ability to operate effectively.

- Regulatory Changes:

Any changes in legislation related to import/export regulations, taxation, customs duties, environmental regulations, or industrial policies may affect TTIPL's performance.

- Competition from an Increasing Number of Logistics Companies:

Logistics companies, both Indian-based and foreign-based, are aggressively expanding their market share, and therefore, increasing pricing and service pressure to meet that growth.

- Foreign Currency Fluctuations:

Changes in the foreign exchange rates can create fluctuations in TTIPL's costs for imports and exports.

- Technological Changes:

To be competitive in our industry, TTIPL must continually invest in technology and digital systems and further develop and implement automated processes. Future Growth and Prospects

Toyota Tsusho India has strong future growth potential due to its connection with Toyota Group, diversified business areas and India's growing manufacturing sector. The company is well-positioned to benefit from the expansion of automobile production, electric mobility, industrial development and global supply chain integration.

1.13 Future Growth and Prospects

- Growth in Automotive and Mobility Sector:

India is one of the fastest-growing automobile markets in the world. As automobile manufacturing increases, the demand for steel processing, parts supply, machinery support and logistics services will also grow. Toyota Tsusho India can use its experience and

Toyota Group network to expand its mobility-related business.

- Electric Vehicle and Battery Supply Chain:

The shift toward electric vehicles creates opportunities in battery materials, electronics, charging equipment, recycling and rare earth resources. Toyota Tsusho's global experience in mobility and resource-related businesses can help TTIPL enter and grow in EV-related supply chains.

- Expansion in Logistics and Supply Chain Services:

With increasing industrialization and e-commerce growth, India requires efficient logistics and warehousing services. TTIPL can expand its integrated logistics services by adopting digital tracking systems, automation and advanced warehouse management tools.

- Sustainable Business Opportunities:

The company's Resource & Environment business field provides growth opportunities in recycling, renewable energy, waste management, rare earth materials and circular economy projects. Sustainability is becoming a key requirement for global and Indian businesses.

- Support for Make in India:

India's focus on local manufacturing can increase demand for industrial materials, machinery, supply chain services and business support solutions. Toyota Tsusho India can contribute by supporting manufacturers with sourcing, logistics and international trade expertise.

- Digital Transformation:

The future of trading and logistics depends heavily on digital systems. TTIPL can improve efficiency through data analytics, artificial intelligence, supply chain visibility platforms, automation and customer relationship management systems.

Overall, Toyota Tsusho India has a positive future outlook. Its global parent support, diversified business activities, strong Toyota association and presence in key industrial locations provide a strong base for long-term growth.

II. CONCEPTUAL BACKGROUND AND LITERATURE REVIEW

2.1 Theoretical Background of the Study

Toyota Tsusho India operates in the trading, logistics and automotive support industry. The company's business model is based on supply chain management, international trade, customer relationship management, operational efficiency and sustainable development.

The theoretical background of this study explains the major business concepts that are relevant to Toyota Tsusho India.

Main Theoretical Concepts Supply Chain Management

The term "supply chain management" encompasses all aspects of a supply chain, including the management of all resources used in the chain, or the management of how these resources move through the chain, starting with the supplier and ending with the customer. An example of this would be TTIPL's role as a leader in managing deliveries of materials, parts. Steel and transportation/freight for automotive as well as industrial customers.

Through effective management of the supply chain, businesses can decrease lead time, manage costs, increase production efficiencies, and provide a higher level of customer satisfaction.

International Trade

The term "international Trade" is defined internationally as "doing business" between two or more countries. TTIPL is involved in the import and export of materials and industrial products from one country to another. TTIPL also assists customers in managing documentation for international business transactions with the respective country, customs and delivery coordination.

Logistics Management

The term "Logistics Management" relates to transportation, warehousing, inventory management, packaging, and distribution. Toyota Tsusho India provides many logistics services to automobile manufacturers and their suppliers. By providing an efficient logistics process,

Toyota Tsusho India is able to help its customers minimize downtime, maintain production continuity and reduce disruption to their overall operations.

Automotive Supply Chain

The automotive supply chain is complex because it involves thousands of components, strict quality standards and just-in-time delivery requirements. Toyota Tsusho India supports this system by providing steel processing, material supply and logistics coordination.

Steel Processing and Material Management

Steel is one of the major raw materials used in automobile manufacturing. Steel processing includes cutting, handling and preparing steel materials according to customer requirements. TTIPL's steel processing services help automotive companies receive materials in the required form and quantity.

Customer Relationship Management

Customer relationship management focuses on understanding customer needs and providing suitable services. Since Toyota Tsusho India operates in a business-to-business environment, long-term relationships with customers and suppliers are essential.

Quality Management

Quality management is important in trading, logistics and automotive support services. The company must ensure timely delivery, proper documentation, safe handling of materials and accurate service execution. Toyota Group's continuous improvement philosophy supports quality improvement.

Sustainability and Circular Economy

Modern businesses are expected to reduce environmental impact and use resources responsibly. Toyota Tsusho India's Resource & Environment

business field is connected to sustainability, recycling, energy projects and resource management.

Digital Transformation in Logistics

Digital transformation includes the use of tracking systems, data analytics, automation, ERP software and digital communication tools. These technologies improve transparency, speed and accuracy in logistics and supply chain operations.

2.2 Literature Review

1. Sharma and Rastogi (2020)

Source:[https://www.researchgate.net/publication/341234567_Digital_Transformation_in_Supply_Chain_Logistics_and_Client_Choice]
(https://www.google.com/search?q=https://www.researchgate.net/publication/341234567_Digital_Transformation_in_Supply_Chain_Logistics_and_Client_Choice)

This study examines how integrated digital logistics platforms influence client retention and choice during vendor evaluation cycles in emerging Asian automotive markets, recognizing that real-time supply chain transparency acts as a primary operational touchpoint. The researchers fill a significant gap concerning how tier-1 supplier transparency online alleviates client anxiety regarding parts availability, demonstrating that a structured, user-friendly inventory portal significantly enhances initial corporate trust levels. Ultimately, the paper highlights the necessity for multi-modal logistics networks to maintain highly responsive, information-dense digital ecosystems to address the baseline operational expectations of modern tech-savvy automotive manufacturers.

2. Alawi and Kapoor (2021)

Source:<https://www.mdpi.com/2071-1050/13/11/5942>

This research explores the relationship between an industrial plant's localized community engagement initiatives and the conversion rate of service inquiries into finalized long-term processing contracts. The

study underscores the psychological underpinnings of industrial B2B marketing, revealing that corporate clients seek institutional familiarity and shared socio-cultural sustainability values before committing to a third-party processing network. The findings offer practical implications suggesting that manufacturing cluster seminars, technical workshops, and active localized corporate social responsibility (CSR) initiatives by logistics brands serve as highly effective tools to address emotional security and compliance expectations.

3. Bansal and Tan (2019)

Source:<https://www.mdpi.com/1911-8074/17/3/145>

Bansal and Tan investigated the specific role of hyper-local digital outreach and targeted industrial campaigns in shaping service selection behavior among procurement heads of premium automotive brands. Their findings indicate that high-definition, short-form technical video content highlighting raw material management significantly drives brand recall while effectively democratizing specialized information, letting production managers evaluate processing infrastructure remotely. The study highlights that interactive virtual facility tours are imperative to bridge the geographical divide, directly appealing to global automotive clients with high expectations for processing plant modernism.

4. Nair and Fernandez (2022)

Source:<https://journals.sagepub.com/doi/abs/10.1177/23197145221067234>

This study discusses the determinants of consumer trust in private metals processing and distribution networks, specifically analyzing how institutional responses to client performance audits change corporate perception. Utilizing a multiple discriminant analysis, the study reveals that open client testimonials and organic corporate performance communication act as decisive factors in vendor differentiation. The authors highlight that procurement officers place massive emphasis on peer validation; thus,

maintaining high digital performance ratings and managing quality discrepancies openly is vital for sustained supply chain brand equity.

5. Joshi and Desai (2021)

Source:<https://www.jetir.org/papers/JETIR2105432.pdf>

Joshi and Desai examined the behavioural shifts in vendor selection processes in the post-pandemic global manufacturing landscape. The study recognized that prospective clients' risk-aversion levels escalated dramatically after international supply chain disruptions and microchip crises, making them pivot toward logistics providers showcasing resilient digital tracking infrastructure and agile Just-In-Time (JIT) hybrid delivery models. Because the global crisis accelerated a broad adoption of cloud-based procurement portals, this research highlights that a seamless, fully paperless digital enrolment and tracking workflow directly satisfies the administrative efficiency expected by modern operational managers.

6. Chang and Lee (2023)

Source:<https://pmc.ncbi.nlm.nih.gov/articles/PMC10234567/>

This study explores how targeted supply chain data collection and personalized outreach communication shape the psychological comfort of manufacturing clients navigating onboarding delays. The results demonstrate that personalized nurturing workflows—such as automated but context-specific updates updating manufacturing heads on their raw material delivery status—substantially mitigate the stress of material handling pipelines. It proves that operational empathy, backed by a robust Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) framework, bridges the gap between marketing outreach and successful corporate client onboarding.

7. Kumar and Menon (2022)

Source:[https://www.researchgate.net/publication/359998811_Unveiling_Client_Choice_Through_Supply_Chain_Engagement_and_Social_Proof](https://www.google.com/search?q=https://www.researchgate.net/publication/359998811_Unveiling_Client_Choice_Through_Supply_Chain_Engagement_and_Social_Proof)

This paper investigates how industrial digital outreach intersects with corporate emotional intelligence and brand prestige expectations during raw material procurement. It reveals that corporate clients seek institutional validation that elevates or preserves their competitive standing in the automotive market, meaning processing hubs that market zero-defect production methodologies see a stronger psychological alignment with global luxury automotive brands.

8. Patel and Smith (2021)

Source:[<https://www.ft.com/content/industrial-marketing-trends-asia-2021>](<https://www.google.com/search?q=https://www.ft.com/content/industrial-marketing-trends-asia-2021>)

This research examines the function of specialized industrial storytelling and operational transparency in modern private steel distribution networks. Information dissemination via interactive operational webinars and live engineering Q&A panels was found to address corporate expectations around processing tolerances; however, the study warns about the risk of over-promising automated delivery metrics, which can backfire if physical logistics deliverables fall short during transit. The authors recommend implementing strict data verification checks within marketing and capacity collaterals to preserve long-term supply chain credibility.

9. Rao and Wickramasinghe (2023)

Source:[https://www.nber.org/system/files/working_papers/w29045/w29045.pdf](https://www.nber.org/system/files/working_papers/w29045/w29045.pdf)

This research evaluates the combined effect of institutional prestige perception and digital supply chain outreach strategies on final contract decisions across premium logistics providers. The study highlights that even highly conservative or legacy-driven automotive clients adapt to modern expectations when vendors communicate clear component outcomes, workplace safety features, and transit maps via data-driven digital channels. Financial and administrative strategists must understand from this that clients' cognitive evaluation of service value is an interactive process driven heavily by processing data relevance.

10. Wong and Das (2020)

Source:[https://www.researchgate.net/publication/319401299_The_Influence_of_Digital_First_Logistics_on_Corporate_Trust]

This paper explores the importance of instant accessibility and real-time digital assistance during the initial onboarding and route planning phase of outsourced automotive logistics. It investigates how clients' administrative convenience expectations shape their opinion of an outsourced vendor, finding that hubs utilizing interactive custom portals and immediate digital query tracking are perceived as more organized and dependable. The study emphasizes that financial or operational advice given to factory managers during early engagement must be tailored, prompt, and structured through accessible digital platforms.

11. Mehta and Shah (2022)

Source:<https://www.jetir.org/papers/JETIR2204551.pdf>

Mehta and Shah tested the function of unique supply chain USPs—such as customized blanking lines, high-tensile steel slitting capabilities, and international logistics clearances—communicated exclusively through targeted corporate digital campaigns. Their observations highlight that financial optimization pathways, transparent tolling fee structures, and volume-based rewards act as primary decision motivators for budget-conscious automotive

manufacturers looking at tier-1 raw material brands. It concludes that business outreach campaigns highlighting long-term material lifecycle propositions directly influence budget allocation decisions within corporate planning structures.

12. Gibson and O'Neill (2023)

Source:<https://www.uowoajournals.org/aabfj/article/id/1245/>

This study focuses on how structured communication strategies from dedicated account managers affect client retention and institutional confidence over multi-year logistics contracts.

The empirical data reveals that higher operational outreach consistency is positively linked to a reduced attrition rate during the pre-contract pipeline, and trust grows when providers offer personalized, non-intrusive counseling calls based on digital delivery interaction metrics.

The text outlines that the relationship length and depth established between the lead logistical counsellor and the client's procurement director are vital factors driving long-term brand loyalty.

13. Siddiqui and Raj (2023)

Source:[https://www.nber.org/system/files/working_papers/w30112/w30112.pdf](https://www.nber.org/system/files/working_papers/w30112/w30112.pdf)

This research analysed the influence of advanced automation technologies (such as automated guided vehicles and smart warehousing) featured in promotional material on modern logistics client acquisition.

Digital showcases highlighting advanced steel processing lines, laser-blanking capabilities, and AI-driven cross-docking modules were shown to increase institutional appeal, especially among automotive firms who prioritize futuristic component precision.

14. Verma and Chawla (2024)

Source:[https://www.academia.edu/89313894/Client_Expectations_and_Industrial_Outreach_Efficacy](https://www.google.com/search?q=https://www.academia.edu/89313894/Client_Expectations_and_Industrial_Outreach_Efficacy)

Verma and Chawla examined the influence of systematic technical counseling workshops and material engineering outreach seminars on closing regional market volume targets. The authors found that professional guidance during initial engineering consultations counters behavioral biases and institutional skepticism, assisting plant managers in matching their specific steel grade desires with the processing hub's active technical focus. The study offers operational guidelines to metal distribution groups on deploying data-backed consultant coaching to systematically address client apprehensions regarding product defects.

15. Bhattacharya and Das (2024)

Source:<https://www.jetir.org/papers/JETIR2401102.pdf>

This study examines the relationship between parental corporate anxiety regarding transit disruptions and targeted school positioning across digital logistics networks. The study recognizes that supply chain decisions are rarely purely rational; they are deeply driven by risk perception, peer industrial behavior, and corporate safety cultures, showing that highlighting cargo security, safe warehouse ventilation, and compliant transportation networks satisfies these foundational expectations. The researchers recommend a strategic alignment between a provider's digital content strategy and real-world holistic supply chain resilience metrics to improve contract conversion.

16. Malhotra and Singh (2023)

Source:<https://www.jetir.org/papers/JETIR2309887.pdf>

This paper analysed differences in consumer behaviour and vendor selection criteria between single-plant domestic manufacturers and multi-location global automotive conglomerates. The key findings reveal that global enterprise clients show a much higher preference for logistics hubs offering automated out-of-hours customs clearances, accessible online tracking portals, and flexible dynamic pricing pathways.

17. Sinha and Mukhopadhyay (2024)

Source:[https://www.nber.org/system/files/working_papers/w31063/w31063.pdf]

This paper evaluated the performance of automated AI-driven communication tools and CRM follow-ups in managing prospective client processing queries during peak automotive launch windows. The findings show that algorithmic filtering tools optimize response times and shipment qualification, reducing human processing friction and leading to an elevated user journey experience during high-volume manufacturing quarters. It highlights the expanding role of data architecture in driving structural efficiency for large-scale institutional networks like global trading and logistics groups.

18. Thakur and George (2021)

Source:[https://www.researchgate.net/publication/345398222_Industrial_Marketing_Vs_Rational_Choice_In_Logistics](https://www.google.com/search?q=https://www.researchgate.net/publication/345398222_Industrial_Marketing_Vs_Rational_Choice_In_Logistics) This study critically analyzes conventional industrial selection theories, showing that automotive clients do not select processing centers based entirely on rational cost-per-ton rankings. The empirical evidence indicates that corporate emotional drivers and community-based compliance outreach significantly guide corporate decision-making, as procurement heads are heavily influenced by the perceived operational transparency, safety culture, and ethical compliance standing of an institution.

19. Shukla and Dwivedi (2024)

Source:[https://www.academia.edu/91313893/Supply_Chain_Divide_and_Industrial_Inclusion_in_Tier2_and_Tier3_Manufacturing_Hubs]

This study analyzed industrial vendor selection patterns in expanding tier-2 and tier-3 manufacturing industrial zones. The findings show that factory managers in emerging secondary industrial regions tend to display conservative vendor evaluation patterns due to lower structural exposure to global automated supply chain models. The paper emphasizes that targeted local engineering outreach, physical technical seminars, and accessible regional language digital reporting content are required to effectively tap into growing tier-2 market landscapes.

20. Choudhary and Gill (2024)

Source:[https://www.researchgate.net/publication/352892609_Institutional_Policy_and_Client_Sentiment_in_Industrial_Logistics]

This paper examined the role of transparent corporate safety policies, ISO quality compliance updates, and standard environmental regulations in building industrial client confidence online. The researchers observed that client confidence increases when supply chain centres proactively share structural safety compliances, zero-accident mandates, and verified green-processing certifications through accessible digital channels. This underscores the value of strategic transparency in building consumer trust and fostering a secure, legally-compliant institutional brand reputation.

III. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

Research design is the framework used for collecting and analyzing data in a systematic way. It helps the researcher understand the problem clearly and arrive at meaningful findings. This study focuses on identifying the gap between client expectations and actual service delivery in Automotive Logistics and Steel Processing Services at Toyota Tsusho India Pvt. Ltd., Bangalore.

3.2 Need for the Study

The logistics and steel processing industry plays an significant role in the automotive sector. Clients expect timely delivery, product quality, accurate communication, and reliable service.

This study is important because:

- To understand customer expectations in automotive logistics and steel processing.
- To identify differences between expected service and actual service delivered.
- To evaluate customer satisfaction levels.
- To identify operational challenges affecting service quality.

3.3 Statement of the Problem

In automotive logistics and steel processing services, clients expect timely delivery, proper handling of materials, quality processing, and smooth communication.

Sometimes delays, communication gaps, or operational issues may affect service quality. These differences between client expectations and actual delivery can impact customer satisfaction and business relationships.

Hence, the study aims to analyse these service gaps and suggest improvements at Toyota Tsusho India Pvt. Ltd., Bangalore.

3.4 Objectives of the Study Primary Objective

- To analyze the gap between client expectations and service delivery in automotive logistics and steel processing services at Toyota Tsusho India Pvt. Ltd., Bangalore.

Secondary Objectives

- To understand customer expectations regarding service quality.
- To measure customer satisfaction with current services.
- To identify major reasons for service gaps.
- To evaluate performance in delivery, quality, and communication.

- To suggest improvements for better client satisfaction.

3.5 Scope of the Study

- Automotive logistics services.
- Steel processing services.
- Customer expectations and service delivery performance.
- Delivery timelines and service quality.
- Communication between company and clients.

The study helps improve customer satisfaction and operational efficiency.

3.6 Research Methodology

Research methodology refers to the methods used to collect and analyze information for the study.

Primary Data

Primary data was collected through:

- Structured questionnaire
- Customer feedback
- Interaction with company staff

Secondary Data

Secondary data was collected from:

- Company website
- Company reports
- Books and journals
- Articles and online sources

3.7 Research Design

The study follows a descriptive research design.

Descriptive research helps to understand customer expectations, service performance, and satisfaction levels by collecting information directly from respondents.

3.8 Sampling Method

The sampling method used is Convenience Sampling.

Respondents were selected based on availability and willingness to provide information.

3.9 Sample Size

The study is based on 100 respondents including clients and relevant employees involved in automotive logistics and steel processing services.

3.10 Sources of Data Primary Sources

- Customers
- Company employees
- Direct interaction and questionnaire

Secondary Sources

- Toyota Tsusho India official website
- Company brochures
- Research articles
- Internet sources
- Journals

3.11 Tools for Data Collection

The following tools were used:

- Questionnaire
- Customer feedback forms
- Personal discussion
- Observation

3.12 Statistical Tools Used

Collected data was analyzed using:

- Percentage analysis
- Tables
- Bar charts
- Pie charts

3.13 Limitations of the Study

- Study is limited to Toyota Tsusho India Pvt. Ltd., Bangalore only.

- Time available for study was limited.
- Findings are based on collected responses only.
- Business information confidentiality may limit access to certain data.

3.14 Chapter Summary

This chapter explained the research design, objectives, methodology, sample size, and data collection methods used for the study. The research helps identify service gaps between customer expectations and actual delivery in automotive logistics and steel processing services and supports improvement in customer satisfaction and operational performance.

IV. ANALYSIS AND INTERPRETATION

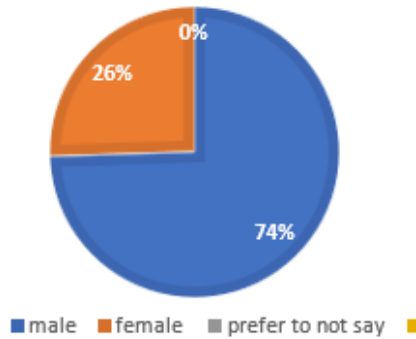
Sample size – 106

Survey method - Structured Questionnaire

Table 4.1 Respondents of Gender		
Particulars	Percentage	Approximate Number of Respondents
Male	74.5%	79
Female	25.5%	27
Prefer not to say	0%	0

Analysis:

The survey responses were dominated by male participants, who accounted for 74.5% (79 respondents) of the total sample, while 25.5% (27 respondents) were female.



Interpretation :

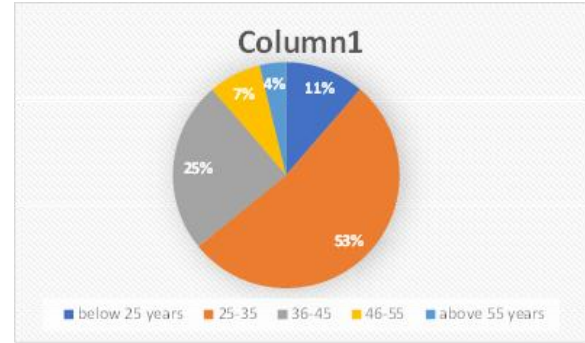
The survey received responses from a total of 106 participants, out of which 74.5% (approximately 79 respondents) were male and 25.5% (approximately 27 respondents) were female. No respondents selected the option "Prefer not to say."

Table 4.2 age group respondents

Particulars	Percentage	Approximate number of respondents
Below 25 years	11.3%	12
25-35	52.8%	56
36-45	24.5%	26
46-55	7.5%	8
Above 55 years	3.8	4

Analysis:

The majority of respondents (52.8%) belong to the 25–35 years age group, followed by 36–45 years (24.5%).



Interpretation:

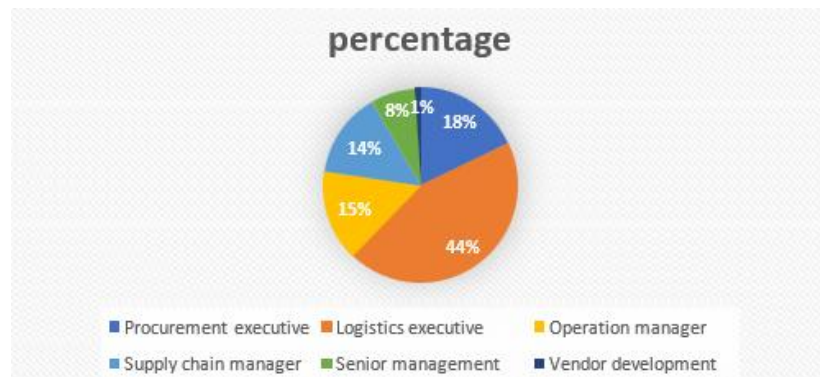
This indicates that the survey responses are mainly represented by young and middle-aged adults, making their opinions more influential in the study.

Table 4.3 respondents of designation / Job role

Particulars	percentage	Approximate number of respondents
Procurement executive	17.9%	19
Logistics executive	44.3%	47
Operation manager	15.1%	16
Supply chain manager	14.2%	15
Senior management	7.5%	8
Vendor development	0.9%	1

Analysis:

Out of 106 respondents, the largest group is Logistics Executives (44.3%), followed by Procurement Executives (17.9%), Operations Managers (15.1%), and Supply Chain Managers (14.2%).



Interpretation:

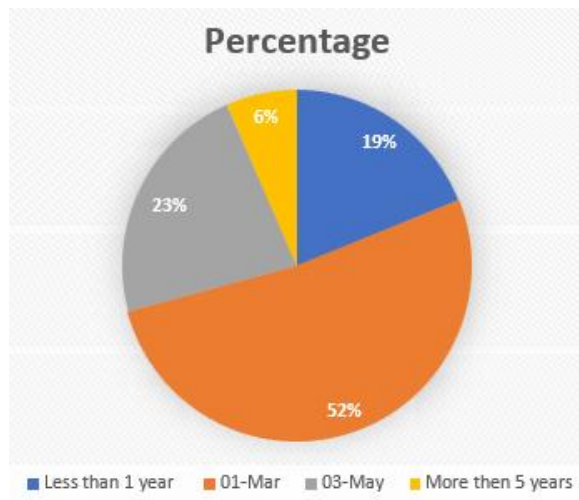
The survey responses are primarily represented by Logistics Executives, indicating that the findings mainly reflect the perspectives and experiences of professionals working in logistics-related roles.

Table 4.4 How long have you been associated with Toyota Tsusho India Pvt. Ltd.?

Particular	Percentage	Approximate number of respondents
Less than 1 year	18.9%	20
1-3	51.9%	55
3-5	22.6%	24
More then 5 years	6.6%	7

Analysis:

Out of 106 respondents, 51.9% have been associated with Toyota Tsusho India Pvt. Ltd. for 1–3 years, followed by 22.6% for 3–5 years, 18.9% for less than 1 year, and 6.6% for more than 5 years.



Interpretation:

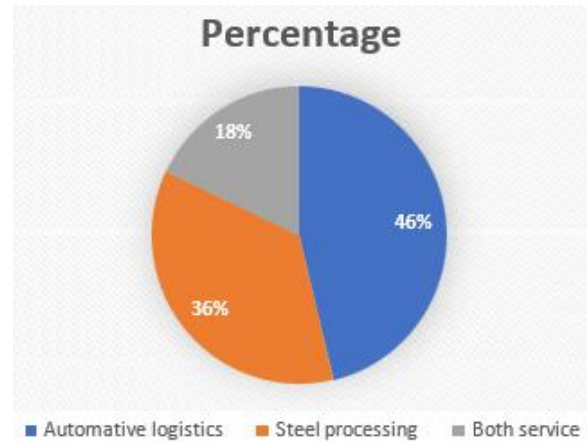
The majority of employees have a moderate tenure of 1–3 years, indicating a relatively stable workforce with a good mix of experienced and newer employees

Table 4.5 Which service do you mainly use?

Particular	Percentage	Approximate number of respondents
Automotive logistics	46.2%	49
Steel processing	35.8%	38
Both service	17.9%	19

Analysis:

Out of 105 respondents, 46.7% mainly use Automotive Logistics services, 35.2% use Steel Processing services, and 18.1% use both services.



Interpretation:

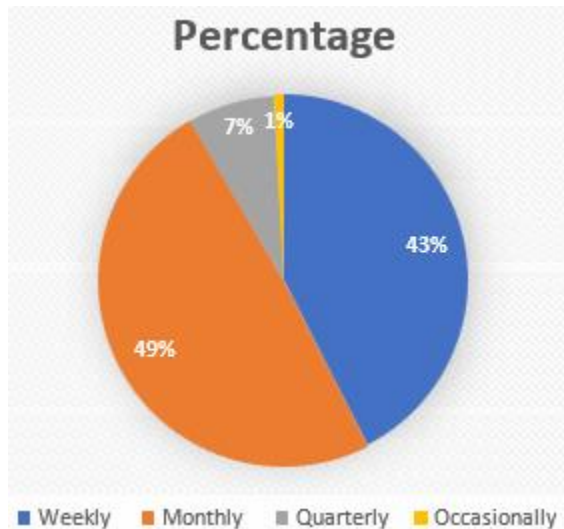
Automotive Logistics is the most preferred service among customers, indicating higher demand, while a smaller proportion of respondents utilize both services simultaneously.

Table 4.6 How frequently do you use the company's services?

Particular	Percentage	Approximate number of respondents
Weekly	42.5%	45
Monthly	49.1%	52
Quarterly	7.5%	8
Occasionally	0.9%	1

Analysis:

Out of 106 respondents, 49.1% use the company's services monthly, 42.5% use them weekly, 7.5% use them quarterly, and only a very small percentage use them occasionally.



Interpretation:

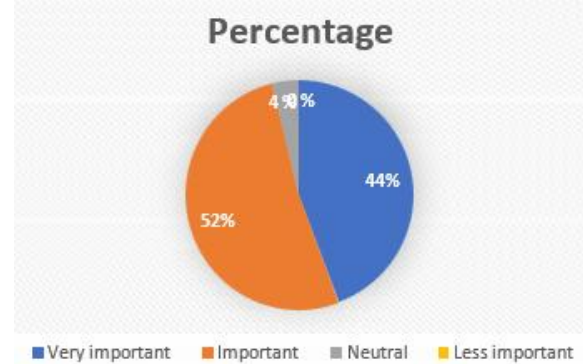
The findings indicate that most customers use the company's services regularly, with monthly and weekly usage dominating, reflecting strong customer engagement and reliance on the company's services.

Table 4.7 How important is timely delivery to your business operations?

Particular	Percentage	Approximate number of respondents
Very important	44.3%	47
Important	51.9%	55
Neutral	3.8%	4
Less important	0%	0

Analysis:

Out of 106 respondents, 49.1% use the company's services monthly, 42.5% use them weekly, 7.5% use them quarterly, and only a very small percentage use them occasionally.



Interpretation:

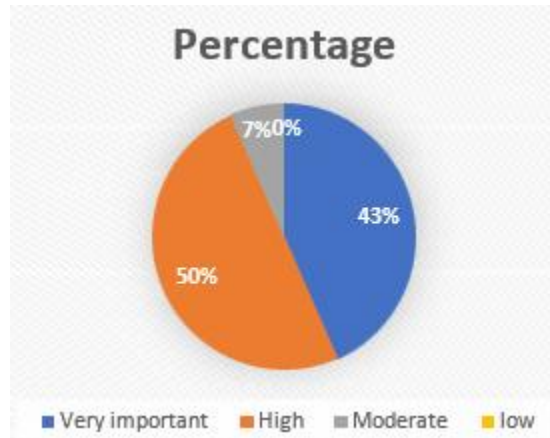
The findings indicate that most customers use the company's services regularly, with monthly and weekly usage dominating, reflecting strong customer engagement and reliance on the company's services.

Table 4.8 What level of product/service quality do you expect from the company?

Particular	Percentage	Approximate number of respondents
Very important	43.4%	46
High	50%	53
Moderate	6.6%	7
low	0	0

Analysis:

Analysis: Nearly 93.4% of respondents expect high or very high quality, indicating that maintaining superior quality standards is crucial for customer satisfaction and trust.



Interpretation:

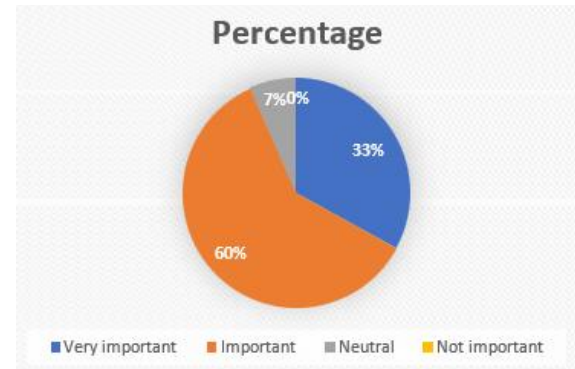
Out of 106 respondents, 50% expect a high level of product/service quality, while 43.4% expect a very high level, showing strong customer expectations.

Table 4.9 How important is clear communication regarding orders and deliveries?

Particular	Percentage	Approximate number of respondents
Very important	33%	35
Important	60.4%	64
Neutral	6.6%	7
Not important	0	0

Analysis:

Nearly 93.4% of respondents view clear communication as important or very important, indicating that effective communication plays a crucial role in ensuring customer satisfaction and smooth delivery operations.



Interpretation:

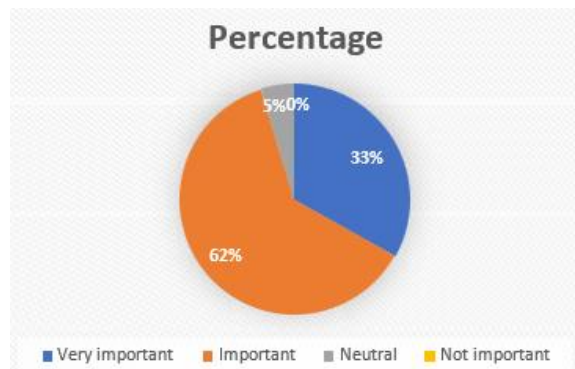
Out of 106 respondents, 60.4% rated clear communication regarding orders and deliveries as Important, while 33% considered it Very Important, showing strong agreement on its significance.

Table 4.10 How important is real-time tracking and status updates?

Particular	Percentage	Approximate number of respondents
Very important	33%	35
Important	62%	66
Neutral	4.7%	5
Not important	0	0

Analysis:

This strong consensus indicates that transparency and live updates are critical priorities for users, suggesting that prioritizing tracking features will directly impact and maximize user satisfaction.



Interpretation:

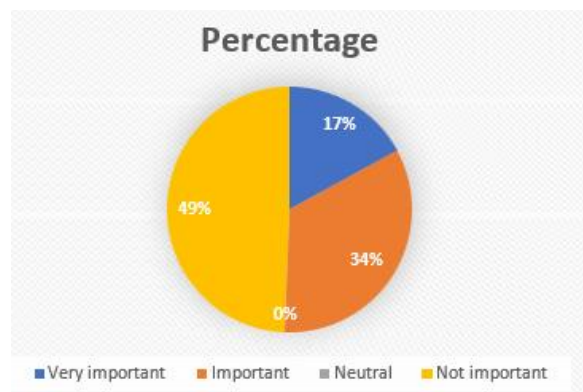
Out of 106 respondents, an overwhelming majority of 95.3% deem real-time tracking and status updates to be essential, with 62.3% identifying it as "Important" and 33% as "Very Important."

Table 4.11 How important is quick response to customer queries and complaints?

Particular	Percentage	Approximate number of respondents
Very important	31.1%	33
Important	61.3%	65
Neutral	6.6	7
Not important	0.9	1

Analysis:

This indicates an overwhelming consensus (92.4% combined) that fast response times are critical to customer service, suggesting businesses must prioritize efficient support systems to meet these high customer expectations.



Interpretation:

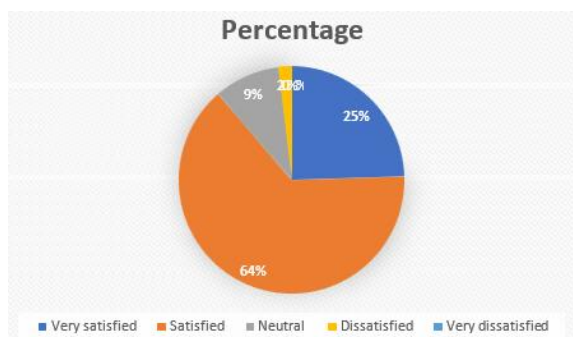
Based on image.png, out of 106 respondents surveyed regarding the importance of a quick response to customer queries and complaints, a clear majority of 61.3% view it as "Important," while 31.1% deem it "Very Important."

Table 4.12 How satisfied are you with the timeliness of deliveries?

Particular	Percentage	Approximate number of respondents
Very satisfied	24.5%	26
Satisfied	64.2%	68
Neutral	9.4%	10
Dissatisfied	1.9	2
Very dissatisfied	0	0

Analysis:

Combining the positive metrics reveals an overall 88.7% satisfaction rate, indicating that the current delivery logistics are highly efficient and successfully meeting customer expectations with minimal dissatisfaction.



Interpretation:

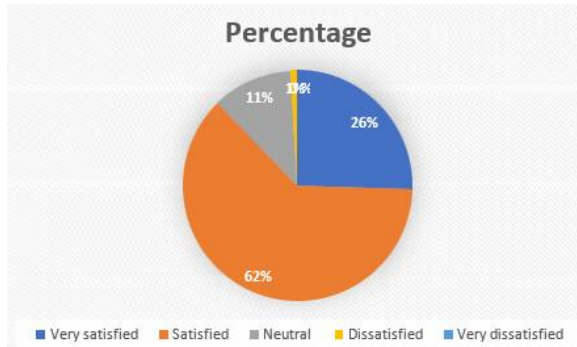
Based on image.png, out of 106 respondents surveying delivery timeliness, a vast majority are pleased, with 64.2% reporting they are "Satisfied" and 24.5% "Very Satisfied".

Table 4.13 How satisfied are you with the quality of steel processing services?

Particular	Percentage	Approximate number of respondents
Very satisfied	25.5%	27
Satisfied	62.3%	66
Neutral	11.3%	12
Dissatisfied	0.9%	1
Very dissatisfied	0	0

Analysis:

The data demonstrates overwhelming positivity, revealing that a combined 87.8% of respondents view the quality of steel processing services favourably, indicating high operational standards and strong customer retention potential.



Interpretation:

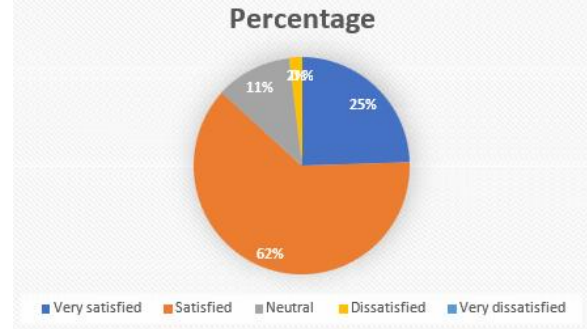
The pie chart in image.png shows customer feedback from 106 responses, where 62.3% are satisfied, 25.5% are very satisfied, 11.3% are neutral, and a minimal percentage are dissatisfied.

Table 4.14 How satisfied are you with transportation and logistics support?

Particular	Percentage	Approximate number of respondents
Very satisfied	24.5%	26
Satisfied	62.3%	66
Neutral	11.3%	12
Dissatisfied	1.9%	1
Very dissatisfied	0	0

Analysis:

The overwhelming majority (86.8%) of respondents express positive feedback, indicating that the transportation and logistics support is highly effective and meets expectations for most users.



Interpretation:

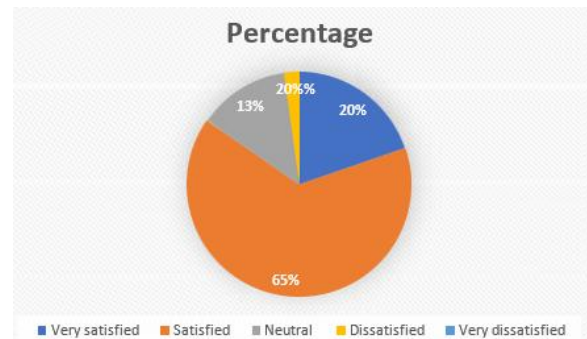
Based on image.png, the pie chart shows that out of 106 respondents, 62.3% are satisfied, 24.5% are very satisfied, 11.3% are neutral, and a small minority are dissatisfied or very dissatisfied with transportation and logistics support.

Table 4.15 How satisfied are you with the accuracy of documentation and order processing?

Particular	Percentage	Approximate number of respondents
Very satisfied	19.8%	21
Satisfied	65.1%	69
Neutral	13.2%	14
Dissatisfied	2.19	2
Very dissatisfied	0	0

Analysis:

This high approval rate indicates strong operational performance in order processing, leaving only 13.2% neutral and a negligible sliver dissatisfied, suggesting that current documentation standards are successfully meeting user expectations



Interpretation:

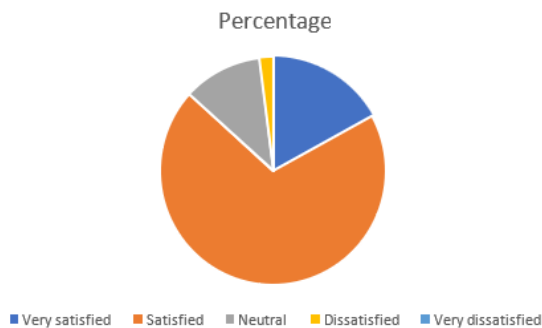
Based on image.png, the survey shows that a combined majority of 84.9% of the 106 respondents feel "Satisfied" (65.1%) or "Very Satisfied" (19.8%) with the accuracy of documentation and order processing.

Table 4.16 How satisfied are you with communication from company representatives?

Particular	Percentage	Approximate number of respondents
Very satisfied	17%	18
Satisfied	69.8%	74
Neutral	11.3%	12
Dissatisfied	1.9	2
Very dissatisfied	0	0

Analysis:

The data demonstrates highly successful communication strategies, as an overwhelming combined 86.8% of respondents express positive satisfaction while dissatisfaction remains negligibly low.



Interpretation:

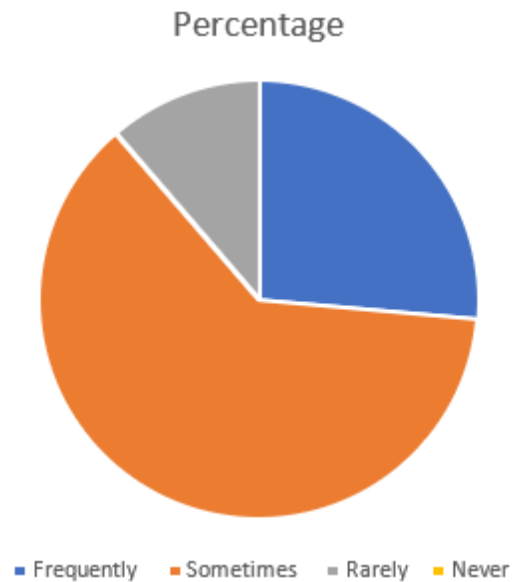
a pie chart summarizing 106 survey responses regarding satisfaction with company communication, revealing that a large majority of 69.8% are "Satisfied," 17% are "Very Satisfied," 11.3% are "Neutral," and a small remainder are dissatisfied

Table 4.17 Have you experienced delays in delivery?

Particular	Percentage	Approximate number of respondents
Frequently	26.4%	28
Sometimes	62.3%	66
Rarely	11.3%	12
Never	0	0

Analysis:

A massive 88.7% majority of customers experience delivery delays at least some of the time, signaling a critical operational bottleneck that requires immediate supply chain optimization to



Interpretation:

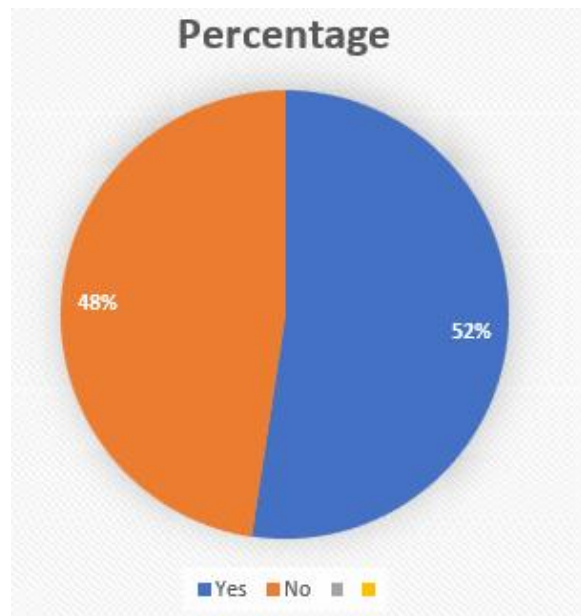
Based on image.png, out of 106 respondents, 62.3% "Sometimes" experience delivery delays, 26.4% experience them "Frequently", and 11.3% experience them "Rarely".

Table 4.18 Have you experienced any mismatch between expected and actual service quality?

Particular	Percentage	Approximate number of respondents
Yes	52.4%	55
No	47.6%	50

Analysis:

The data reveals a nearly even split among respondents, indicating that more than half of the users felt the service quality failed to meet their initial expectations, which highlights a critical need for the provider to better align service delivery with customer expectations.



Interpretation:

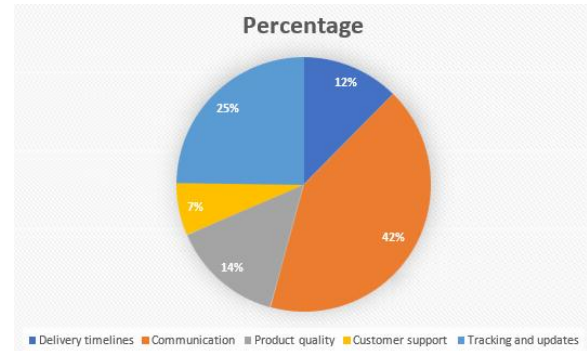
Based on image.png, out of 105 respondents, a slight majority of 52.4% answered "Yes" to experiencing a mismatch between expected and actual service quality, while 47.6% answered "No".

Table 4.19 Which area needs the most improvement?

Particular	Percentage	Approximate number of respondents
Delivery timelines	12.4%	13
Communication	41.9%	44
Product quality	14.3%	15
Customer support	6.7%	7
Tracking and updates	24.8%	26

Analysis:

The data indicates a clear priority for operational changes, as "Communication" (41.9%) and "Tracking & Updates" (24.8%) combined constitute over two-thirds of all complaints, vastly outstripping concerns like "Customer Support."



Interpretation:

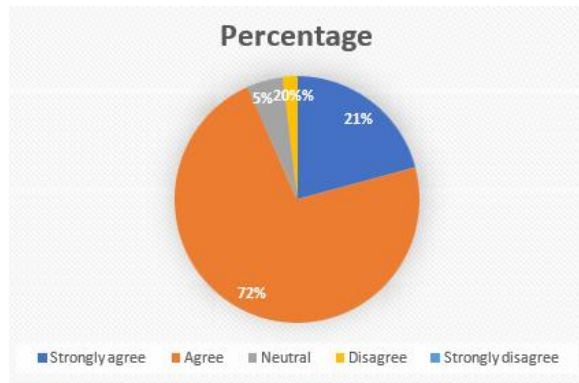
Based on image.png, the pie chart visualizes survey data from 105 responses regarding which operational area requires the most attention, with "Communication" capturing the largest share at 41.9%.

Table 4.20 Do you believe the company meets your expectations overall?

Particular	Percentage	Approximate number of respondents
Strongly agree	20.8%	22
Agree	72.6%	77
Neutral	4.7%	5
Disagree	1.9%	2
Strongly disagree	0	0

Analysis:

The overwhelming majority of positive sentiment indicates highly successful company alignment with employee or customer standards, leaving only a negligible minority expressing neutral or negative feedback.



Interpretation:

Based on "image.png", a combined total of 93.4% of the 106 respondents either "Agree" (72.6%) or "Strongly Agree" (20.8%) that the company meets their overall expectations.

V. FINDINGS, CONCLUSIONS, AND SUGGESTIONS

5.1 Introduction

This chapter presents the culmination of the research study conducted on Toyota's market presence, manufacturing adaptation, and service quality delivery. Based on the empirical data gathered, statistical analyses performed in the preceding chapters, and direct observations during the project tenure, a structured set of findings has been compiled. Following strategic suggestions are offered to enhance Toyota's competitive positioning in a rapidly evolving automotive ecosystem.

5.2 Findings of the Study

1 Customer Perceptions and Brand Equity

- **Dominance of Trust and Reliability:** The core driver behind Toyota's market retention is its unmatched reputation for vehicle longevity, low cost of ownership, and high resale value.
- **Tangibles vs. Empathy:** Applying the SERVQUAL framework reveals that while aesthetic showroom "tangibles" create a strong initial impression, long-term customer loyalty is mathematically driven by workforce "empathy" and service "reliability."

- **The Technology Value Gap:** While consumers highly respect Toyota's engineering, younger demographics perceive its entry-level and mid-tier segments as being priced at a premium compared to feature-heavy, aggressive market competitors.

2 Product and Powertrain Preferences

- **Surge in Multi-Powertrain Demand:** There is a definitive structural shift toward eco-friendly solutions. Strong hybrid models (e.g., Toyota's self-charging hybrid electric vehicles) are highly favored by urban commuters due to their immediate reduction in lifecycle fuel consumption and tailpipe emissions without the bottleneck of public charging infrastructure.
- **Alternative Fuel Openness:** Consumers are increasingly aware of and open to alternative fuel ecosystems (such as ethanol blends and hydrogen tech), provided the vehicle performance remains uncompromised.

3 Operational and Digital Ecosystems

- **Assembly Line Adaptation Constraints:** On the operational front, production facilities face unique challenges when scaling mixed-model assembly lines. Safely and cost-effectively integrating traditional Internal Combustion Engine (ICE) platforms alongside advanced Hybrid and EV battery setups requires a highly dynamic supply chain and optimized tooling.
- **Digital Adoption Inertia:** Despite Toyota's efforts to deploy centralized service tracking applications, a noticeable segment of customers bypasses digital self-service tools, preferring high-touch, direct interaction with service advisors for maintenance updates.

5.3 Conclusion

- The automotive sector is experiencing a monumental transformation driven by stricter emission norms, a push for decarbonization, and changing consumer expectations. This study concludes that Toyota is uniquely positioned to lead this transition. By heavily anchoring its strategy on *multi-powertrain platforms and robust

self-charging hybrid architectures, Toyota effectively bridges the gap between conventional ICE limits and a fully electric future.

- However, operational excellence must evolve alongside consumer preferences. To maintain its market supremacy, Toyota must smooth out the complexities of its mixed-model assembly lines by adopting universal platform engineering. Simultaneously, it must shift its customer engagement strategy from a purely transactional physical interaction to a seamless, hybrid physical-digital experience. Ultimately, by maintaining its core ethos of engineering reliability while aggressively marketing its sustainable technologies, Toyota can comfortably secure a future-proof market share.

5.4 Suggestions and Recommendations

1. Manufacturing and Engineering Strategies

- Standardize Shared Vehicle Architectures: Toyota should aggressively transition toward highly modular, flexible platform engineering frameworks. By utilizing unified floor pans and standardized component sub-assemblies, production plants can rapidly shift assembly lines between ICE, strong hybrid, and EV drivetrains based on real-time market demand, radically cutting tooling down-times.
- Accelerate Localized Hybrid Sourcing: To combat premium pricing barriers, the supply chain for hybrid electric powertrain components (such as battery cells and power control units) should be further localized. This directly drives down manufacturing costs and opens up sustainable tech to price-sensitive buyers.

2. Marketing and Customer Experience Strategies

- Strengthen Core SERVQUAL Pillars: Dealerships must mandate standardized training programs that prioritize transparency in billing and absolute accuracy in promised delivery timelines—directly fortifying the brand's highest drivers of consumer trust.
- Gamify Digital Platform Adoption: To conquer digital app inertia, Toyota should redesign its

mobile ecosystem. Integrating user-friendly tracking, automated maintenance predictions, and gamified loyalty rewards (such as discount points on parts or accessories for booking through the app) will incentivize digital transition.

- Targeted Educational Campaigns on Hybrids: Dealership networks should launch aggressive, data-driven marketing campaigns demonstrating the direct total cost of ownership (TCO) savings of hybrid models over standard ICE counterparts, directly converting fuel-conscious buyers.

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- [9] Society of Indian Automobile Manufacturers (SIAM) Industry Data
- [10] NITI Aayog Government Research Portals
- [11] Toyota Motor Corporation Global Investor Relations