

Guest Experience Survey Policy

| | |
|---------------------|---|
| Version | 1.0 |
| Supersedes | GE Coaching Policy GE Survey Fraudulent Activity Breach Policy |
| Issued on | 26/07/2023 |
| Effective on | 01/08/2023 |
| Updated by | Meg Otsuka |

This document must not be distributed to any person outside Toyota or the authorised Toyota Dealer Network. Authorised third parties may receive this document with the express consent of Toyota.

In the event of any conflict or inconsistency between the terms of this Policy and the terms of a particular Toyota Dealer Agreement (including the schedules to the Toyota Dealer Agreement), the conditions and requirements outlined in the Toyota Dealer Agreement will prevail over this Policy to the extent of the inconsistency or conflict.

Nothing in this Policy shall in any way derogate from, amend, or otherwise affect the rights and obligations under the Toyota Dealer Agreement.

1. Policy Owner & Contact

Owner Division: Guest First

Owner Position: General Manager

Policy Contact: Senior Guest Experience Coordinator, Guest Relationship Management

2. Objective

- Prevent improper practices in GE survey promotion (including follow-up) by outlining actions that do not contribute to capturing of the most organic voice of the guest.
- Encourage prompt implementation of recurrence prevention measures when a breach has occurred to prevent more guests having negative experiences.
- Adequately adjust Toyota Australia reward and recognition programme achievements for dealerships with breaches to ensure higher recognition for the same achievement by dealerships with no breaches will be recognised more.

3. Scope

This Policy applies to all Toyota Dealer Network as well as the Toyota WA Dealer Network. This policy is one of the Manuals discussed in the Dealer Agreement.

The applicable GE surveys are:

- GE Private & Bronze Fleet sales survey;
- GE TCPO sales survey;
- GE TSA service survey; and
- GE Warranty service survey.

This policy will be regularly reviewed.

4. Definitions

TMCA – Toyota Motor Corporation Australia Ltd

GE – Guest Experience

GRM – Guest Relationship Management, a department in TMCA Guest First Division

TCPO – Toyota Certified Pre-Owned

TSA – Toyota Service Advantage

VOG – Voice of the Guest

UV – Used Vehicle, a department in TMCA National Sales Division

5. Principles

5.1. Why does this Policy exist?

- To prevent negative guest experience through GE survey promotion.
- To ensure guests are invited to share their honest feedback.
- To prevent actions that lead to gathering inorganic VOG.
- To maximise the future value chain opportunities by maintaining correct guest contact details.

5.2. What actions breach this Policy?

The examples provided below are for demonstration purposes only. Other actions or situations may be deemed as a breach.

5.2.1. Coaching

- Allowing guests to complete a GE survey on dealership premises.
- Assist guests to complete a GE survey.
- Intentionally or unintentionally suggest or encourage guests to respond to a GE survey in a specific way.

Examples

- 'Our target is to receive __'
- 'Anything less than a __ is a failure'
- 'If you cannot give us a __, please contact us before you complete the survey'
- 'Please give us positive feedback'

5.2.2. Incentivising

- Intentionally or unintentionally advise guests of any benefit for responding to a GE survey in a specific way, regardless of whether the benefit information is true or false.

Examples

- If you can give us a __, we will thank you with a movie pass/voucher/accessory/etc'
- 'Please give us a __ to get a full warranty/capped-price services'

5.2.3. Pressuring

- Intentionally or unintentionally promoting GE survey excessively via existing or additional guest touchpoints.
- Regardless of the number of the occasions or length of the conversation, the guest felt that the GE survey promotion/reminder was excessive/annoying/poor experience.

Examples

- Intentionally or unintentionally making a guest feel that the purpose of a conversation or a post-delivery/service follow-up was to encourage them to respond to a GE survey.
- Contacting the guest multiple times to ask for their survey response.

5.2.4. Survey Avoidance

- Deliberately preventing a GE survey from being sent to a guest.

Examples

- Removing a guest's contact details.
- Falsifying or modifying a guest's contact details with or without the intention to intercept a GE survey (see below).
- Not recording a guest's contact details when supplied.

5.2.5. Survey Interception

- Changing the guest contact details to intercept a GE survey with or without the intention to respond to the survey impersonating the guest.

5.2.6. Assisting

- Complete a survey on behalf of a guest.
- Assist a guest to complete a survey.
- Allow guests to complete a survey on the dealership premises.
- Offer dealer-owned devices to a guest for them to complete a survey.

5.3. How does TMCA identify potential breaches of this Policy?

- Regular inspection processes using multiple systems and various data.
- Guest contacts to the Guest Experience Centre or the survey helpdesk.

- Other regular and ad hoc channels and methods.

5.4. What are best practice examples for GE survey promotion?

5.4.1. Plant the seed

- **[Sales]** Seek verbal feedback at key touchpoints prior to vehicle delivery including but not limited to a showroom visit, test drive, completing purchase documents while you are attending the guest in person to demonstrate the approach for continuous improvement.
- **[Service]** Prior to the timing where the guest comes into the dealership to drop off the vehicle for service/repair (eg when confirming service/repair booking), if the guest had responded the survey for the previous service, thank them for it and let them know that it was valuable for your dealership and that improvement is work in progress / in the pipeline (depending on the actual situation).

Examples

- **[Sales]** 'Thank you for [visiting us/test-driving/etc] today. Did you notice anything we could have done better for you?'
- **[Service]** '[...] Thank you for confirming your upcoming service/repair booking. In addition, we also thank you for your survey feedback on the previous service/repair. We really take our customer feedback seriously even when the improvement for it is a long journey rather than a quick fix. But we still want to prioritise our efforts based on the voice of customers and your survey feedback was a big part of it'
- **[Both Sales and Service where appropriate]** 'Is there anything we could do better next time we meet/connect?' (at any touch point)

5.4.2. Promote honest feedback through GE survey at vehicle delivery (Sales) / vehicle pick-up (Service)

- Advise that a survey will be sent out shortly. Do not call the survey 'GE survey' as it is an internal language.
- Encourage ALL feedback—positive, negative, or neutral.
- Explain the reason why we seek honest feedback, which is continuous improvement.

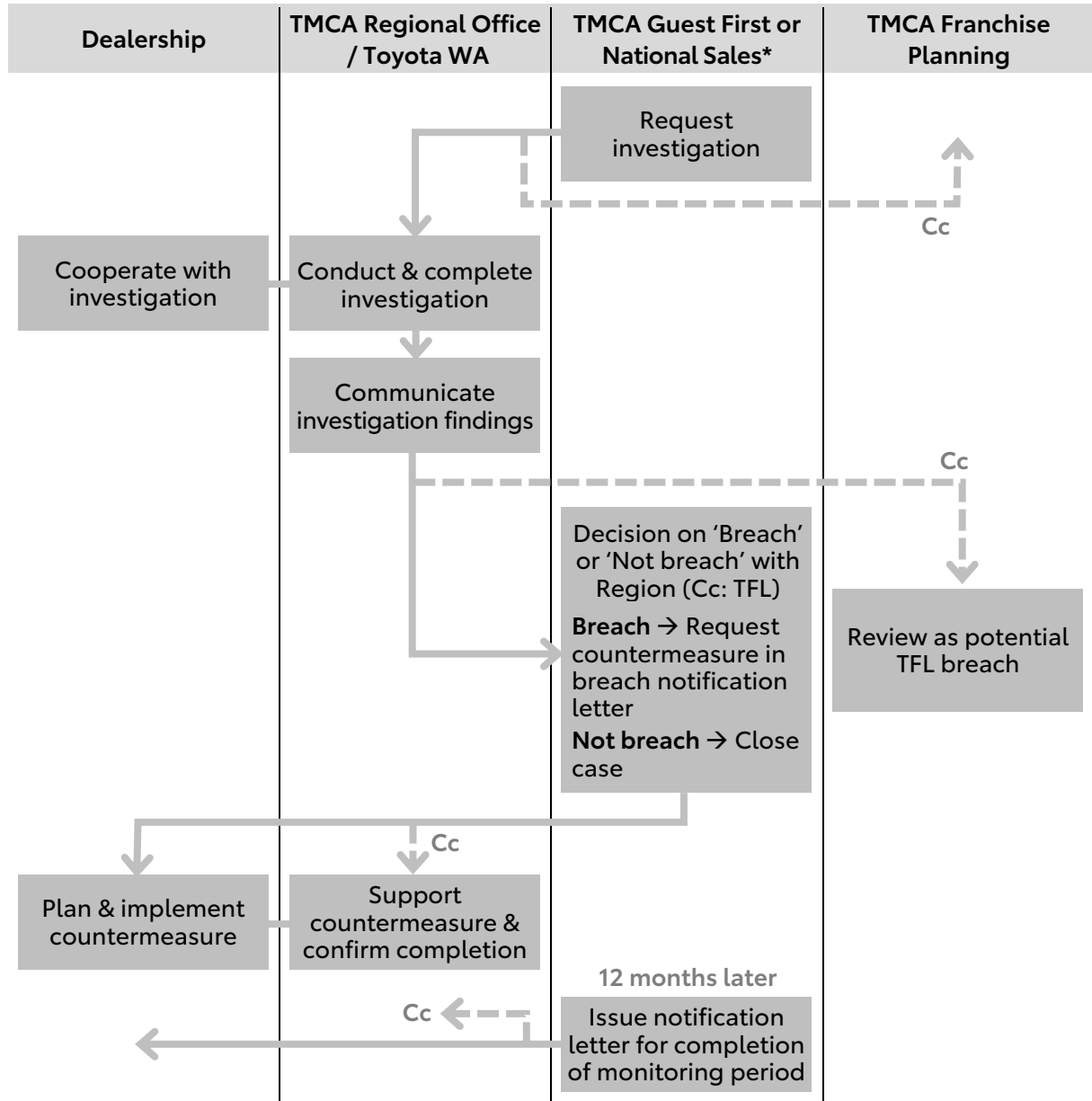
Example

- 'Thank you for [coming out/servicing with us/etc] today. We will send you an experience survey soon so we can improve based on your feedback. It will help us the most if you can let us know what you thought honestly.'

6. Investigation & Breach Management Processes

TFL breach management process is independent of this policy. TMCA Franchise Planning will review a breach of this policy as a potential TFL breach.

Investigation will be requested by Guest First/National Sales to the respective Regional Division. The investigation must complete within 30 calendar days from the request.



* Guest First for GE Private & Bronze Fleet sales and TSA/Warranty service surveys; National Sales for TCPO sales survey.

Any types of breaches outlined in [5. Principles](#) will be counted towards the total number of breaches. The breaches are counted by the dealership (ie all sites combined) rather than by each site.

When investigation concludes with confirmation of a breach occurrence, it will be counted as a breach even if the dealership’s detection and/or countermeasure application took place prior to the investigation request or any other process steps. This is to ensure that what is and is not a breach remains consistent regardless of the process step timings.



Second and third breaches within 36 months from the first breach notification letter date will result in impact on the Excellence Awards as below. The breach count goes back to zero upon completion of the 36-month monitoring period.

| Total # breaches | Penalty | Timing |
|------------------|--|--|
| 1 | <ul style="list-style-type: none"> No penalty. The 36-month monitoring period starts for the dealership (including all sites). | Breach notification letter date |
| 2 | <ul style="list-style-type: none"> -10% from total points of GE criteria of the Marketing & GE Excellence Award. <p style="text-align: center;"><u>PLUS</u></p> <ul style="list-style-type: none"> If the breach was related to the GE Private & Bronze Fleet sales survey, -10% from total points of the Sales Excellence Award. If the breach was related to the GE TCPO sales survey, -20% from total points of the Used Vehicle Excellence Award. If the breach was related to the GE TSA or Warranty service survey, -10% from total points of the Service Excellence Award. | Upon end of calendar year of 2 nd breach notification letter date |
| 3+ | <ul style="list-style-type: none"> Disqualification of the dealership from the Marketing & GE Excellence Award. <p style="text-align: center;"><u>PLUS</u></p> <ul style="list-style-type: none"> If the breach was related to the GE Private & Bronze Fleet sales survey, disqualification from the Sales Excellence Award. If the breach was related to the GE TCPO sales survey, disqualification from the Used Vehicle Excellence Award. If the breach was related to the GE TSA or Warranty service survey, disqualification from the Service Excellence Award. <p style="text-align: center;"><u>ALSO</u></p> <ul style="list-style-type: none"> If there are more breaches within the 36-month monitoring period in a separate year, the same applies. | Upon 3 rd breach notification letter date |

Example

