



Ensuring Digital Quality Across Multiple Markets at Toyota

*How Toyota Motor Europe use Crownpeak
Digital Quality Management (DQM) to protect
the DNA of their global brand*



Industry: Manufacturing

Employees: 20,000+

Locations: 53



THE CHALLENGE:

“Quality in all aspects” is a guiding principle at Toyota. They often refer to the Japanese concept of “Omotenashi”, which means being the perfect host by anticipating and respecting visitors’ needs in order to make their experience with Toyota effortless and enjoyable. However, like all global brands, protecting that experience across their expanding digital properties presents a challenge.

In 2015, Toyota set about creating a set of core digital standards to provide guidance to markets for maintaining quality. However, as the complexity, size and scope of their digital presence expanded, they needed to mature their digital governance process by gaining central control and visibility of the compliance of their online properties. Emanuela Tasinato, Digital Experience at Toyota Motor Europe, says: “With 30 markets and 45 websites covering multiple languages, we needed a way to centrally manage consistent delivery of digital content that reflected our digital vision and the Toyota brand.”

A critical requirement was to ensure that the localization requirements of the markets would be fully supported. “There is a balance between making quality management as simple and centralized as possible, and catering to every market’s specific needs. We needed a solution with the power and flexibility to do both, which is why we selected Crownpeak DQM,” says Tasinato.

THE SOLUTION:

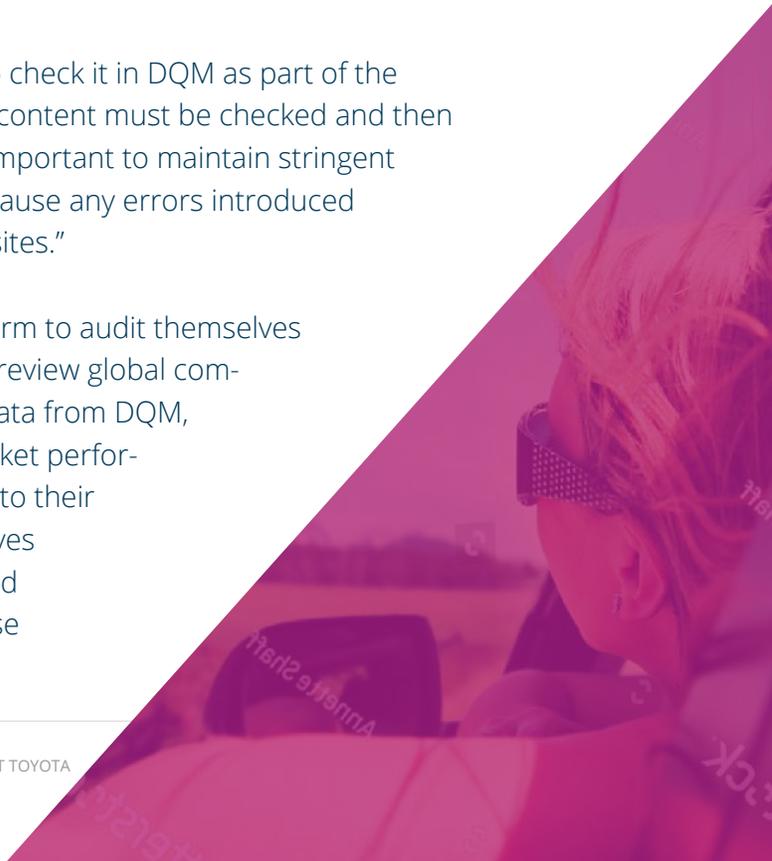
DQM works to automate the verification that Toyota's digital standards are being followed at both a central and local level. The platform comes with an extensive library of best practice compliance rules 'out-the-box', including Accessibility, SEO, Usability, Mobile, Legal and Site Integrity standards. As part of the on-boarding process, additional custom checkpoints were created to match Toyota's brand, business rules, and localization requirements. "As much as possible, we ensure that our digital standards translate to DQM checkpoints so markets can easily monitor compliance in the DQM dashboard rather than relying on manual checks," says Tasinato. "For example, Toyota has this standard: 'Imagery should be carefully selected and previewed for different screen sizes / devices with mobile, legibility and reduced file size especially considered.' We translated this to two corresponding automated checkpoints in DQM: 'Images should not exceed 400KB.' And 'Check that there is a mobile image in place'".

Toyota regularly launches new digital initiatives and continually refreshes their custom DQM checkpoints to ensure they remain up-to-date with the latest rules and regulations, as well as Toyota's brand and business requirements.

DQM fits seamlessly into Toyota's publication workflows and feeds into local market KPIs. Content is published first to the flagship European website where it is checked by DQM, and then supplied to other markets for translation and localization, where it is then re-verified for compliance.

"We expect everyone who creates content to check it in DQM as part of the publication process," says Tasinato. "Central content must be checked and then checked again when it is localized. It is very important to maintain stringent quality on the central European website, because any errors introduced there will be mirrored across our other websites."

Local markets are expected to use the platform to audit themselves on a regular basis, but the Digital Team also review global compliance centrally. Every month they extract data from DQM, create a summary report benchmarking market performance in a number of areas, and circulate it to their local teams. Tasinato says: "This report receives a lot of attention – both from the markets and from senior management. We see an increase



in compliance activity towards the end of the month, as the markets know that this is important to management. They are very competitive.”

Working with Crownpeak

Toyota have a small internal team which is dedicated to supporting the markets in their use of DQM and resolving compliance queries. They have a series of escalation points, and an open line to the Crownpeak support team for questions and implementation requests. “Crownpeak is very responsive and very knowledgeable. This is very much appreciated by Toyota and is reflected in their level of commitment to the platform,” says Tasinato.

THE BENEFITS:

Building market presence through effective localization

Flexibility is vital to the success of content localization, and our standards need to be adapted to ensure they are actionable and relevant in each target market.

“The ability to localize our standards is a major strength of DQM as it enables us to accurately deploy, measure, and manage standards for each market.” Says Tasinato. “For example, we have a DQM checkpoint for the number of words in a paragraph and that varies by country. It might be 68 words in English, and 100 in German.”

Creating competitive advantage through customer experience

Toyota sets two levels of priority compliance for their digital standards: Base Level and Gold Level. The base level ensures they achieve a minimum level of compliance to ensure accessibility and satisfy customer needs. “The base level is non-negotiable,” says Tasinato. “The Gold level is about creating competitive advantage through superior customer experience, which is where Toyota excels!”

Supporting Toyota’s culture of “Quality”

As a company, Toyota places a high value on quality and shows a strong commitment at the senior level that it’s effectively communicated to local markets. “We’re doing very well in terms of the level of engagement of the markets that prioritize digital quality. DQM plays a big part in that by ensuring that our digital standards are clear, performance is measurable, and that our local teams have the tools they need to do their jobs. We give awards to our markets for achieving high rankings in their DQM scores. What is really nice is that this award is available to any team, regardless of budget or number of web visitors, and it is often won by the small markets.”

What's next?

Toyota Motor Europe have used DQM to achieve excellent levels of quality and compliance across their European websites but they are not standing still. Tasinato says: "We are achieving top rankings in terms of our scores for Digital Quality. We get a lot of 10s for accessibility, usability, and SEO. However, our central content can come from multiple sources and we still have work to do in terms of catching errors before they get distributed to local markets where issues can get magnified. We are also working with Crownpeak to expand the scope of DQM to cover injected code on our sites and ensure that errors are caught in these components too".

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Emanuela Tasinato, Digital Experience, Toyota Motor Europe



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Founded in January 2001, Crownpeak was the first company to offer web content management through a SaaS solution. Today, leading brands trust Crownpeak's cloud-first Digital Experience Management (DXM) platform to quickly and easily create, deploy and optimize customer experiences across digital touchpoints at scale.

Crownpeak provides a complete solution for DXM featuring content management, personalization, search and hosting, in addition to fully integrated Digital Quality Management (DQM) to ensure brand integrity and meet compliance requirements. More than 180 enterprise companies rely on Crownpeak to deliver engaging experiences that delight customers, promote loyalty and deliver results.