KINTO

SHARE

DEALER BASED CAR SHARING MODEL

Index

Purpose of the document

Dealer model overview

Use cases

Organizational model

Purpose of the document

This document is a presentation of the dealer model for KINTO Share.

It includes use cases of such model and a high-level view of the organizational model required to run the service.

Overview

The KINTO Share dealer model aims at turning Toyota dealers into real mobility hubs in order to answer to any mobility needs of Toyota customers, in line with the company vision towards a mobility company.

It leverages on some key aspects such as:

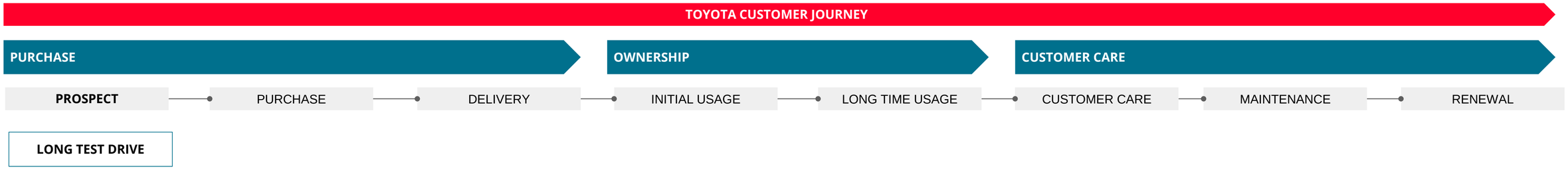
- using dealers structure and organization to manage fleet operations and service promotion at the dealer
- Capillarity into the territory of the dealer network
- Trust of the dealer network as centre of excellence



Use cases



Use case 1| Long test drive



Value proposition:

Offering KINTO Share vehicles to customers who are interested in a model and want to try it over a longer period than a regular test drive.

Target customers:

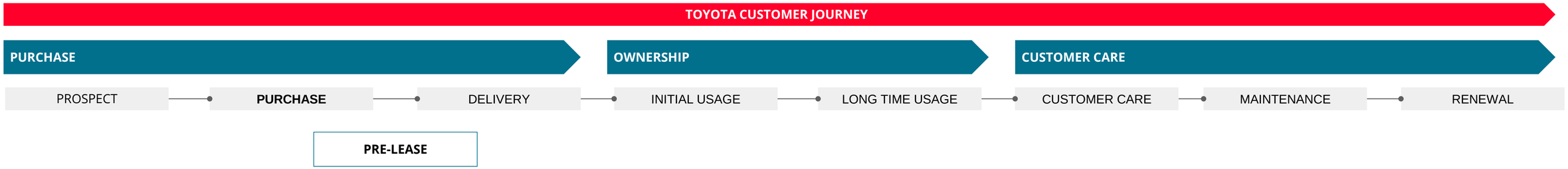
- Prospects for a purchase of a vehicle. Ideal for customers with doubts on powertrain performance, comfort, consumption, etc.

Targeting strategy: proposition integrated within the lead management process. Offered to customers with a quote and always as alternative to regular test drive.

Average length of use: 1, 2 days

Additional details: the expected outcome of this use case is the purchase of the vehicle. If the customer purchases a vehicle the cost of the rental is deducted from the purchase price.

Use case 2| Pre-lease



Value proposition:

Offering KINTO Share vehicles to customers with mobility needs who have bought a vehicle not immediately available.

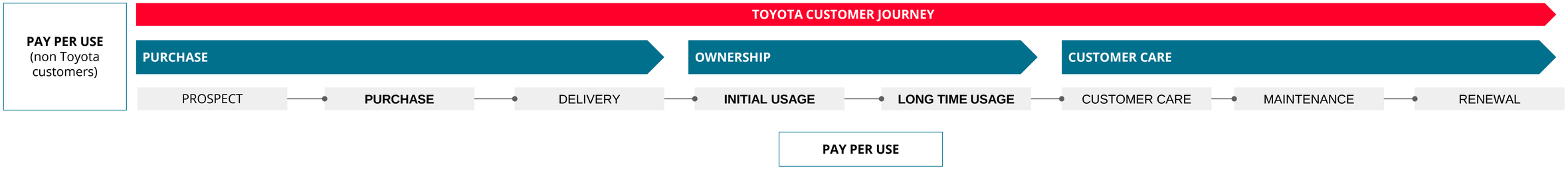
Target customers:

- Customers who bought a vehicle not immediately available
- Customers waiting between old and new lease

Targeting strategy: to be offered during the quote phase to all customers who intend to buy a vehicle not immediately available.

Average length of use: weeks

Use case 3| Pay per use



Value proposition:

Offer KINTO Share vehicle as complementary mobility to Toyota customer or to non-Toyota customers who do not own a vehicle and have mobility needs.

Target customers:

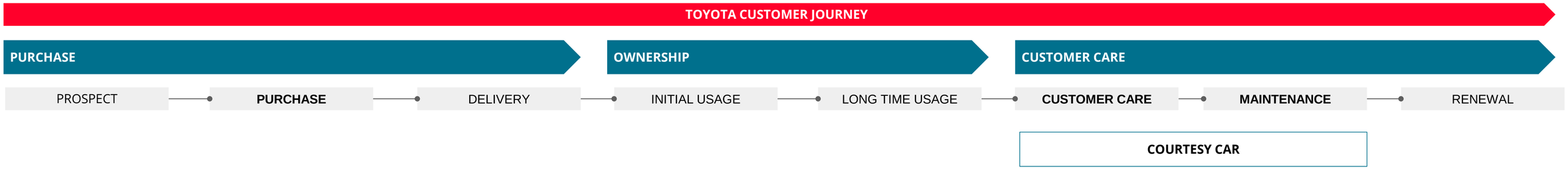
- Customers who bought a vehicle but might need other vehicles as complementary mobility options (e.g. RAV4 for family holidays)
- Loyal customers
- Non-Toyota customers

Targeting strategy (Toyota customers): include mobility credits in the offer to buy a vehicle (mobility pack). In case of financing the value of the credits can be split and included in the installments.

Average length of use: days to weeks

Additional details: to redeem the mobility credits acquired the customer has to download the KINTO Share app and insert a code in the profile section. The code can be created for a one time use in the KINTO Share back office (Vulog).

Use case 4| Courtesy car



Value proposition:

Provide KINTO Share vehicle as alternative mobility option to customers waiting for the repair or maintenance of their car.

Target customers:

- Customers awaiting maintenance at Toyota workshop or whose vehicle won't be available for a long period of time.

Targeting strategy: To be offered during SRS phase. BDC to propose the service to all customers opting for the fast track service for maintenance (where available).

Average length of use: hours/days

Target customers

WHO ARE THE CUSTOMERS

DEALERS CUSTOMERS

- Digital Leads
- Walk-In customers (showroom)
- Service (Maintenance & repair)
- Used car
- Workshop

LOCAL COMMUNITY

- Private users
- Local companies
- Local administrations

WHAT ARE THEIR NEEDS

B2C

- Temporary mobility needs
- Reducing costs of ownership
- Complementary vehicle needs
- Owned vehicle replacement (maintenance, damage..)
- Interest in testing a vehicle

B2B

- Reducing costs
- Sustainable mobility

FOCUS ON: KINTO promotion along Toyota Sales Process

1 **Digital lead & prospect mgmt**

Leaflets positioning in the waiting area and at the reception.

2 **Welcome**

Check for complementary mobility needs.

3 **Profiling**

Stickers on vehicle for long test drive with KINTO Share.

4 **Vehicle presentation**

Propose long test drive to evaluate the vehicle performance.

5 **Test drive**

Leaflets positioning in the waiting area and at the reception.

6 **Quotation**

Proposal of mobility credits for complementary mobility.
Also provide a document for registration and long test drive booking.

7 **Used car evaluation**

8 **Follow up**

Propose long test if customer still has doubts about the vehicle.

9 **Deal closure & contract signing**

Invite the customers who bought mobility credits to register to the app.

10 **Waiting mgmt**

Control if they registered and if needed contact them to support.

11 **Delivery**

Verify that the customer has registered and redeemed the credits and provide support if needed.

FOCUS ON: KINTO promotion along Toyota After Sales Process

1 **Meeting mgmt**

When making an appointment (both for inbound and outbound calls), notify the customer of the availability of courtesy cars provided through KINTO Share. Also remind in the email confirmation with a link to the app.

2 **Meeting preparation**

3 **Acceptance**

Offer to customer the possibility to use a KINTO Share vehicles even for few hours.

4 **Working**

5 **Delivery**

Remind to customers the possibility to use KINTO Share for their next maintenance or any other complementary mobility need.

6 **Follow up**

Organizational model



Overview

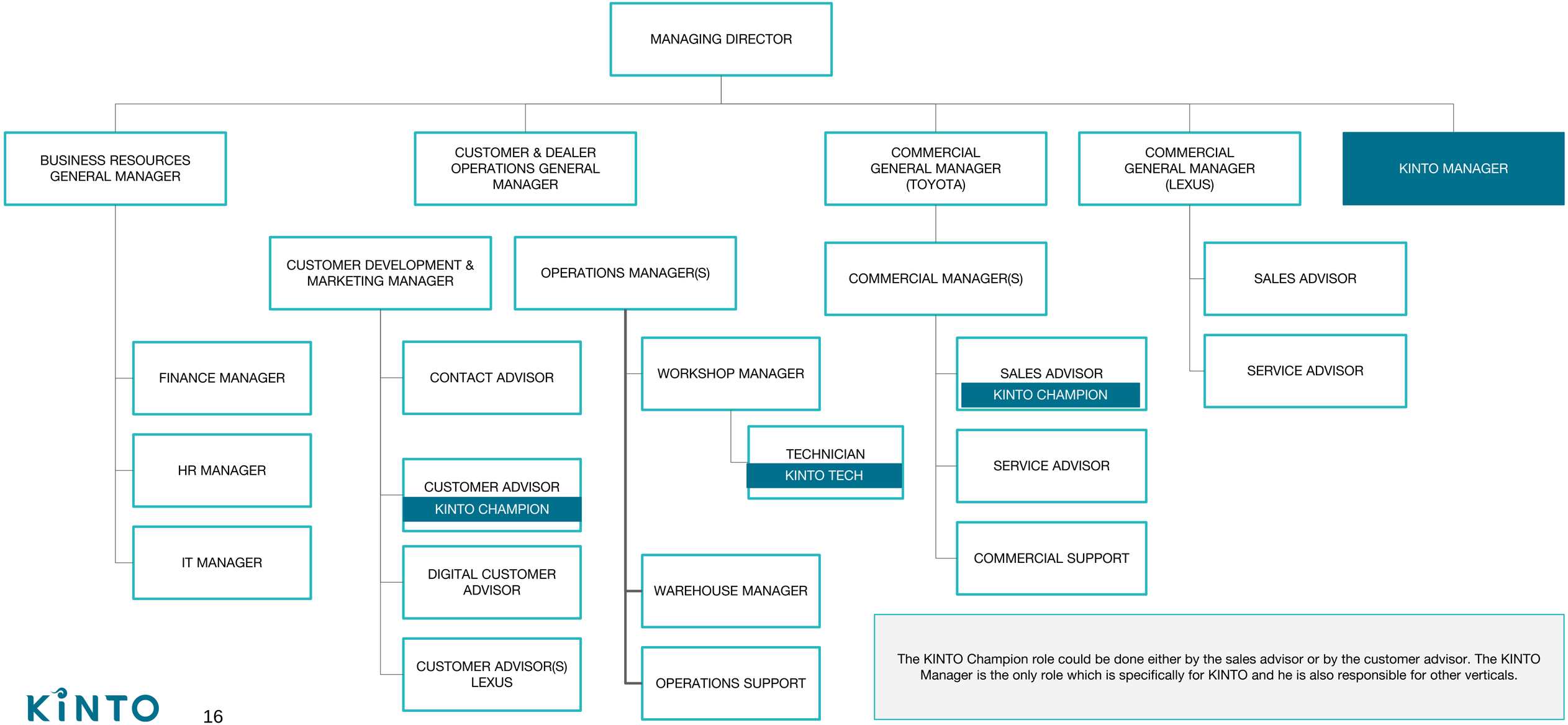
LAYER	DESCRIPTION	OWNER	ORGANIZATIONAL IMPACT
Service provider	Who provides the service (contractual party), earns the money, manages privacy and is the ultimate responsible for the service.	**Market**	Dedicated roles have to be in place both at Market and Dealer level (slide 15).
Customer support 1st level	Support to customers with service information, booking issues, billing issues and road assistance.	**Market**	Contact center at Market level needs to be in place with a proper monitoring for quality and customer satisfaction and with standard procedures.
Customer support 2nd level *	Support customer with more complex cases regarding to billing, invoicing, insurance (car accident), etc.	**Market**	Contact center at Market level needs to be in place with a proper escalation process in order to act for the 2nd level customer support and with standard procedures.
Control Room	Monitoring of the service, repositioning of the vehicles, critical and urgent issues (platform down, roadside assistance).	**Market**	Control Room at Market level needs to be in place with a proper monitoring for quality and customer satisfaction.
Fleet management	Cleaning, maintenance, tyres change, refuel, recharge, vehicle replacements.	**Dealer**	Fleet management at Market level needs to be in place with a proper monitoring for vehicles positioning, availability and status (charge, fuel…).
Fleet provider	Who provides the vehicles for the fleet.	**Dealer/Market ***	Fleet provider needs to ensure availability of the vehicles with insurance and ready to be used for the rentals
Technology provider	Who provide technology platforms and digital touchpoints (website, mobile app).	**TME (with Vulog)**	Service Maintenance process and owners in place to manage bugs and service issues

* During the launch phase if volumes are low customer support can have only 1 level + the control room.
* Ownership can be either be entirely of the dealer or shared with the Market according to the business model agreed.

Dealer roles - KINTO Italy model reference

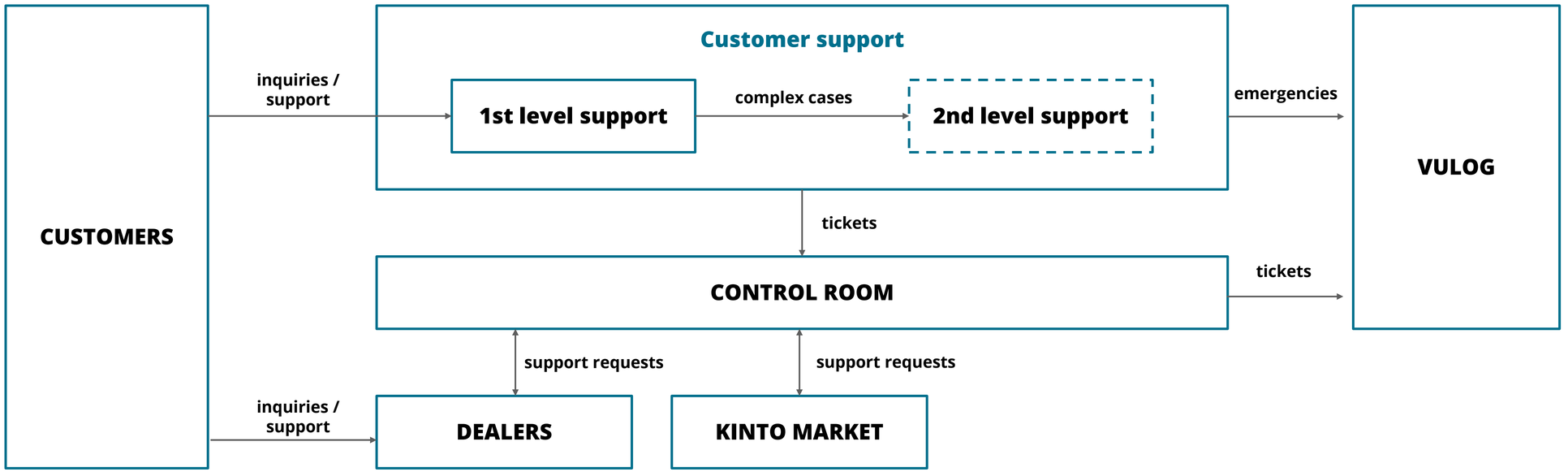
		DESCRIPTION	RESPONSIBILITIES
DEALER	KINTO Manager	Ultimate responsible within the dealer for the service.	• Responsible for dealer's targets • Responsible for dealer organization and commitment • Assets selection • Setting and monitoring targets
	KINTO Champion	Responsible for the correct implementation of the service and referent to the Market for operational activities.	• Correct implementation and promotion of KINTO Share service • Assets selection • Setting and monitoring targets • Customers management
	KINTO Tech	KINTO Share service technician.	• OBU installation • Vehicle maintenance
	Dealer cross functional team	All other departments involved across customer journey.	• Service promotion and sale • Marketing and promotion on the territory • Back office
MARKET	Field team (lead + resources per area)	Coordination between DLR and the Market.	• Dealer support • Tasks planning • KPI monitoring
	Market cross functional teams	All the departments supporting KINTO Share service.	• Sales and marketing strategy • Customers management • Legal support • Finance support • Etc.

KINTO roles in the dealer group organization (example)



The KINTO Champion role could be done either by the sales advisor or by the customer advisor. The KINTO Manager is the only role which is specifically for KINTO and he is also responsible for other verticals.

Customer support organizational model



VOLUMES (KINTO Italy ref.)

In KINTO Italy the customer support is made of 11 ppl (which however also manage TMI operations. This for a fleet of 130 vehicles and 4500 customers.

1st/2nd LEVEL SUPPORT

The 1st level support manages general inquiries and information about the service. More complex cases related to insurance, invoicing, car accidents are passed to the 2nd level.

If the service presents low volumes the tasks of the 2nd level can be split between 1st level and control room.

In case of emergencies that cannot be solved independently by the operators from the back office the call centre also has a number to contact Vulog.

CONTROL ROOM

The control room manages tickets and requests coming from the 1st and 2nd level.
It also support dealers and is in direct contact with KINTO Team (market) to also manage specific requests (e.g. set up of a new service, parking, users management...)

The control room also opens tickets to Vulog in case of anomalies or incidents flagged by dealer, 1st or 2nd level support or the market.

DEALERS

Dealers mostly focus on the promotion of the service and on the maintenance of the fleet present at their dealership.
They can also manage directly customer support in case the customer is in person or related to special cases where the customer might be in direct contact with the dealer (courtesy car, long test drive...)

Dealers can always rely on the support of the control room.

It is recommended to delegate as much as possible customer support to the centralized operations in order to guarantee the same experience and level of service and to allow dealers to focus on more value adding activities related to the promotion on the service.

Customer support mapping

Below is an overview of the split of areas of responsibilities between the different parties involved in customers support.

CONTROL ROOM	CALL CENTER	DEALER
Fleet management . Real time monitoring . Displacements . Service & repairs . Time management **Users' validation** . Validation of new users registered to the service **Emergency** . Breakdowns . Crashes **Monitoring** . Car usage . Car status **Other** . Set up of corporate entities . Management of traffic offences	**Customers inquiries** . General information on the service and service pricing **Booking support** . Manage failed bookings . Make new bookings . Extend or cancel bookings **Usage support** . Open/close vehicle . Support with any malfunctioning of the vehicle or the app during usage	**Support to onsite customers** . Information about the service . Registration . Booking **Support upon pick up of the vehicle** . Issues encountered with the vehicle . Opening the vehicle /starting the trip **Specific use cases** . Courtesy car . Long test drive

Responsibilities split across the customer journey (example)

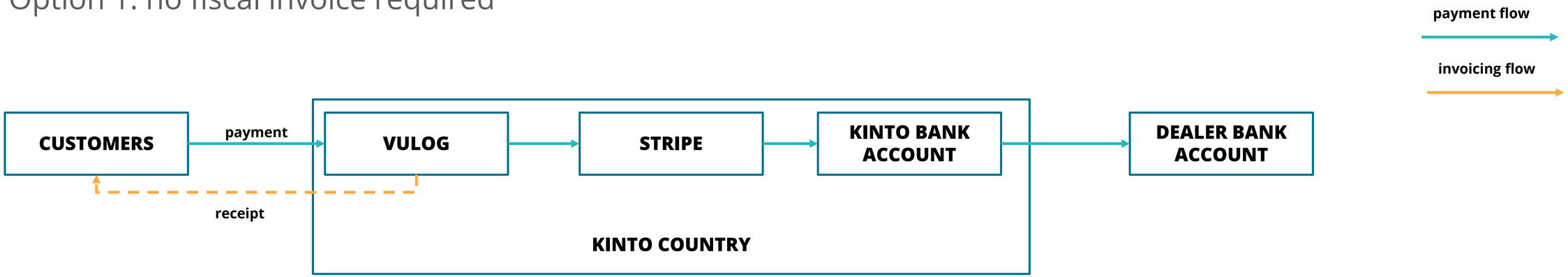
	Call center	Control Room	Dealer
REGISTRATION			
Private users validation	x		x
Company account set up and activation		X	
BOOKING			
Make a booking	x		x
Cancel or modify a booking	x		x
Manage failed bookings	x	x	
START A TRIP			
Open vehicle	x		x
DURING RENTAL			
Pause trip (open/close vehicle)	x		
Car accident	x	x	x
Theft or damage	x	x	x
Vehicle malfunctioning	x	x	x
END A TRIP			
Force end trip	x		
POST RENTAL			
Refund		x	

Fleet

	FLEET OWNERSHIP	MONITORING	MAINTENANCE
Owner	Dealers can opt between using their own vehicles (used cars) or leasing KINTO One vehicles (these can also be bought by the dealer at the end of the leasing).	The fleet is monitored by the control room. Each dealer can also have access to the monitoring of their fleet.	The management of the fleet it is usually done by the KINTO tech.
Task	NA	. The control room monitors the status of the whole fleet to guarantee the service quality and can flag to the dealer any action required (failed bookings, damages, recharge..). . Each dealer can also monitor the status and usage of their fleet to support the customer directly where needed. The level of support provided directly by the dealer or centrally has to be decided by the market.	. The dealer is responsible for the status of the fleet including refueling, recharging, and cleaning.
Resources	NA	1 resource for the control room every 150 vehicles (multiple dealers).	1 KINTO Champion, tech and manager per dealer. For bug dealer groups a KINTO Manager for the whole group could be necessary.
Additional notes	. All KINTO One vehicles have Eurocare coverage at European level. . Having the dealer to bear the cost of the fleet can be used as an incentive to push him to promote and push the service (this however implies a lower fee for the market).		. The dealer staff can use Vulog maintenance app to carry out these task without having customers book the vehicle and to have a simple way to visualize any maintenance required flagged by customers (damages, cleanness), the control room or other staff within the dealer (e.g. KINTO Manager).

Payment/invoicing flow

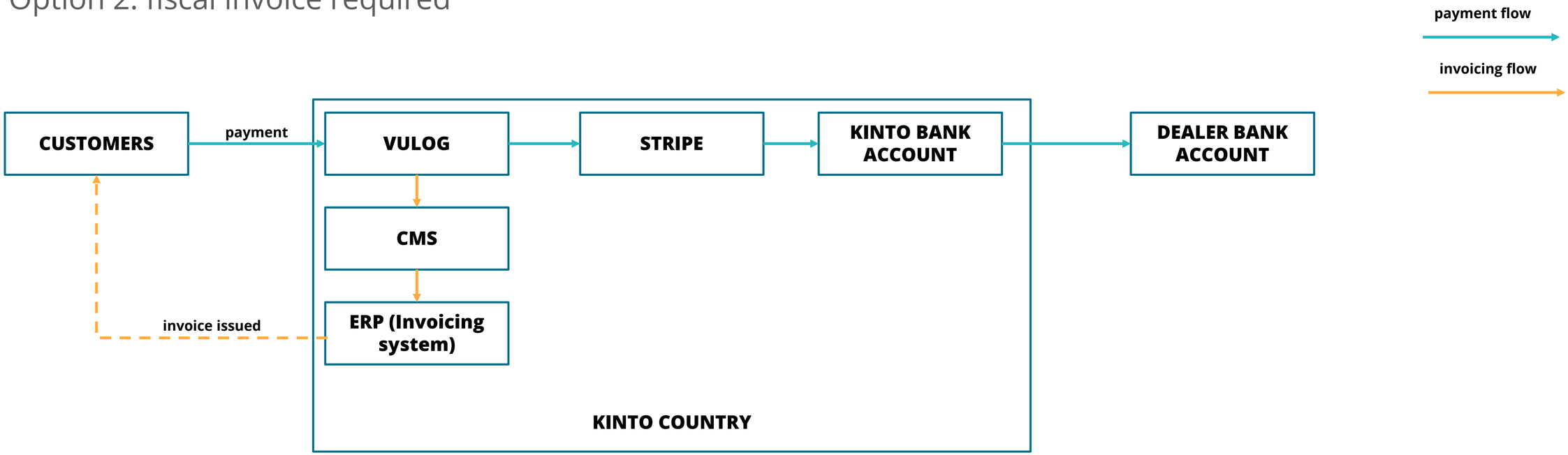
Option 1: no fiscal invoice required



The customer pays through KINTO Share app and receives a receipt of his/her trip.	Vulog processes the payment through Stripe.	KINTO receives the amount of the transaction with the customer.	The dealer is paid by KINTO which keeps a percentage of the amount.

Payment/invoicing flow

Option 2: fiscal invoice required



The customer pays through KINTO Share app and receives the invoice by email after being processed by the invoicing system.

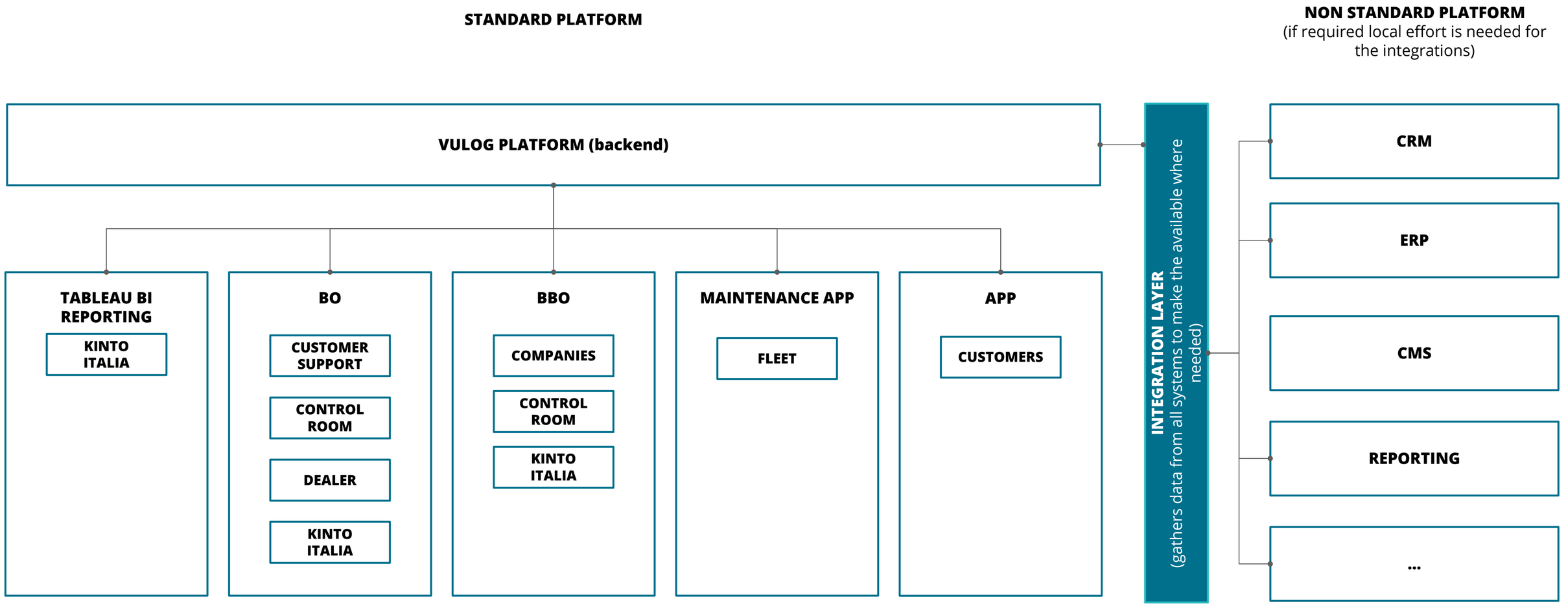
Vulog processes the payment through Stripe and sends the information to the CMS and other systems for the invoicing.

The integration between Vulog and local systems is managed locally.

KINTO receives the amount of the transaction with the customer.

The dealer is paid by KINTO which keeps a percentage of the amount.

Platform architecture and operations



KINTO

SHARE

DEALER BASED CAR SHARING MODEL