

SUPPLIER DIVERSITY

NEWSLETTER



MAXIMIZING THE 'NOW'
IN YOUR PROFESSIONAL JOURNEY

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FROM THE EDITOR

Chuck Hendrix
Senior Manager,
Purchasing Supplier Diversity
TOYOTA



“
Each day presents us with endless possibilities to find a better way – in how we work and do business and also in how we evolve as leaders in our field.

GREETINGS,

While attending our recent Power of Exchange event in Plano, Texas, I overheard a meaningful conversation unfold between a local diverse company and one of TOYOTA's supplier partners. After a quick introduction facilitated by the MBE, the conversation quickly shifted to cover a range of topics – from similar contacts within their networks to value propositions and current company needs.

It wasn't long before I was reminded of a quote by motivational speaker Les Brown. “In every day, there are 1,440 minutes,” he observes. “That means we have 1,440 daily opportunities to make a positive impact.”

As an advocate for continuous improvement, I couldn't agree more. Each day presents us with endless possibilities to find a better way – in how we work and do business and also in how we evolve as leaders in our field. Evident by the numerous introductions and connections made at this year's Power of Exchange, for example, there's real opportunity to take advantage of the new and exciting doors in front of us.

That's why, in this issue, we explore the importance of maximizing the 'now' in your professional career. Engaging TOYOTA executives, team members and strategic partners, we take a look at how to optimize 'today' professionally and the different resources available to help you and your team reach your highest potential.

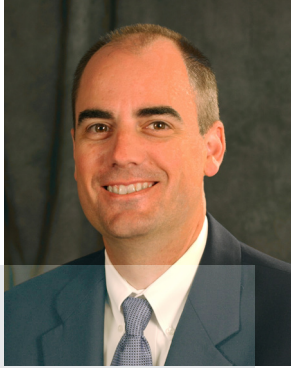
With 2017 headed into its last stretch, there's still time to make the most of the months ahead. As you look to close out the year strong, I hope you'll join us at the 28th TOYOTA Opportunity Exchange on November 9th in Detroit, Michigan. This event is a free professional development and networking conference that invites hundreds of companies and suppliers looking for greater business growth and success. We look forward to seeing you there!

Best regards,
Chuck

EXECUTIVE MESSAGE

Jim Holloway

General Manager,
Purchasing Supplier Relations
TOYOTA



“
Challenge yourself to capitalize on the resources, shared insight, and contacts available to you and your company.

In 1992, I participated in my first Opportunity Exchange. I was a young buyer based out of our Georgetown, Kentucky plant with high hopes of connecting our Tier 1 suppliers with capable diverse businesses. The experience was remarkable. Within a matter of hours, I shook hands, consulted and even laughed with countless diverse entrepreneurs and corporate leaders eager to build new relationships. Amazed at the tangible energy in the room, as well as the overwhelming passion for Supplier Diversity, I made attending TOYOTA's supplier development conference a priority from that day forward.

Since launching in 1990, Opportunity Exchange has grown tremendously - from a small event in a hotel conference room to one of the largest of its kind in the U.S. My role, too, has evolved. For instance, I now lead the Supplier Diversity team in planning, organizing and executing our outreach efforts each year.

Though a lot has changed, the supplier development event's goal remains the same: to provide Tier 1s and diverse companies with opportunities to make new business relationships. TOYOTA has always been a strong advocate for cultivating a supply chain representative of our consumers, team members and partners. Dedicated to cultivating opportunities for diverse companies, events like Opportunity Exchange, as well as Power of Exchange, our Plano-based conference, are just a couple of steps we're taking to achieve this goal.

Having several Opportunity Exchanges under my belt, I'm often asked how attendees can optimize their time at TOYOTA's annual events. My answer is always simple: seize the moment! Don't just show up - come with a plan for what you want to achieve. For example, who specifically do you want to connect with? Can you organize that connection in advance? Also, practice your delivery to get the best out of each encounter. From the educational seminar sessions to the dynamic trade show, there's countless opportunities to maximize that day - whether it's introducing yourself to new people, handing out business cards, or reconnecting with an old contact.

In my experience, the most successful relationship-building efforts begin with initiative. So, at the next industry conference or business opportunity fair you attend, I highly recommend stepping out of your comfort zone. Challenge yourself to capitalize on the resources, shared insight, and contacts available to you and your company. After all, you never know what doors may open with a simple handshake or 'hello!'



Many Paths. One Goal. Building Opportunities.

Thursday, November 9

Cobo Center | 1 Washington Blvd | Detroit, MI 48226

Whether you're a new business just getting started or a leader in your industry, there are countless approaches to finding new and innovative ways to work together. Impassioned to build connections in the marketplace, the Toyota Opportunity Exchange invites hundreds of certified diverse companies every year to explore real opportunities within the company's nationwide supply base. Featuring a tradeshow, educational seminars, as well as informal networking, Toyota's professional development and networking conference provides a dynamic forum to gain knowledge and build relationships with current Tier I Suppliers.



PARTNER SPOTLIGHT



COMPANY PROFILE

CORE CAPABILITIES

Manufacturing - Consumer Goods

HEADQUARTERS

Cincinnati, Ohio

ORGANIZATIONAL PARTNERSHIPS/AFFILIATIONS

Nationally: NMSDC, WBENC, NLGCC, USBLN, NaVOBA, WEConnect International

Locally: OMSDC, ORV-WBC, Minority Business Accelerator, Cincinnati Chamber of Commerce

SUPPLIER RELATIONSHIP WITH TOYOTA

Strategic Partner // Fellow Member of the Billion Dollar Roundtable

SEVEN QUESTIONS WITH... ANDY BUTLER ASSOCIATE DIRECTOR, SUPPLIER CITIZENSHIP

Dedicated to “touching lives, improving life” through its consumer products, Procter & Gamble (P&G) is also making a tremendous impact in the marketplace through Supplier Diversity. Through the past nine years alone, the global corporation has spent more than \$2 billion with diverse suppliers across the country. Passionate about continuous improvement and innovation, P&G, however, realizes there’s more work to do. Led by Andy Butler, the company’s corporate supplier diversity program continues to amplify its efforts to connect and develop even stronger relationships with U.S. diverse suppliers. Thanks to the company’s strong leadership, P&G remains committed to creating sustainable value for their consumers, partners and the communities they serve.

First - tell us how you got your start with P&G and how you ultimately landed in Supplier Diversity?

Coming out of college, I had a real desire to work for an organization that made something tangible. So, I interviewed with P&G, fell in love and soon started working in Purchasing. As a young buyer, I had a chance to work with a minority-owned enterprise (MBE) called SeaAlaska. At the time, the MBE made plastic components for P&G and was owned by 18,000 Inuits in Juneau, Alaska. Thanks to dividends from the company, shareholders were able to supplement the local community’s traditional occupations, such as hunting, fishing and artistry.

One year, I was afforded an opportunity to visit company leaders and employees at their bi-annual cultural celebration. I came back from that trip with a different view of myself as a P&G employee. I also realized our power as an organization to impact the world and how we could amplify this by engaging more diverse suppliers. Fast forward a few years, I was given an opportunity to lead our Supplier Diversity efforts and have remained passionate about this role ever since.

CONTINUED ON PAGE 6

PARTNER SPOTLIGHT

CONTINUED

How have the experiences and responsibilities throughout your career positioned you for success in your current role?

Early in my P&G career, I served in various capacities in Purchasing - ranging from product packaging to contract manufacturing. During this time, I gained insight into how the different functions worked together to achieve spend target goals. I also collaborated with senior leadership on various projects, helped develop global strategies, and learned how to manage a group of people.

When transitioning over to Supplier Diversity, there was obviously a base level of business acumen needed. However, I found that my experience in leading a team truly helped prepare me for my current role. This included fostering an ability to listen and involve suppliers and internal stakeholders, as well as influence and empower people through a shared vision. Thanks to the knowledge and experience acquired through my previous roles with P&G, I've been more strongly empowered to position my team and our program for sustainable success.

Describe what's been most helpful to you and your team when transforming the company's Supplier Diversity program?

Honestly, it was returning to the basics. We took a step back and asked, "Why do we do Supplier Diversity at P&G?" Because we were doing so well with our numbers, nobody had really questioned that before. So, we drilled it down to two fundamental principles. One, we believe a diverse supply network will out-smart, outperform and out-innovate a non-diverse supply network.

Second, we believe that when our supply network reflects the diversity of our consumers, employees and stakeholders, our business grows and our community thrives. Guided by these two principles, we've been able to renew our vision, strategy and overall commitment to Supplier Diversity.

What steps are you and your team taking today to elevate P&G's ongoing inclusion of diverse businesses throughout the company?

Everything we do now to advance our Supplier Diversity program falls in three specific categories. The first track we target is internal. Here, we explore how we can enhance the value our diverse suppliers create - whether that's through innovation, supplier performance or cost savings. The second is external. This involves focusing on growing the scope of outreach efforts and telling our story much more intentionally to our consumers and non-governmental organizations (NGOs). For example, right now, globalization is a huge priority for our team. Last year alone, we launched Supplier Diversity programs in six countries with more anticipated during our new fiscal year.

The third way is through our employees. My vision is to have every single one of our 95,000 team members at P&G involved in engaging more diverse suppliers in some way, shape or form. We realize it's not going to happen overnight; however, we find ourselves taking a lot of different approaches to achieve this goal. In addition to partnering much more closely with our Prime Suppliers, we're also looking at how can we bring our partners together - through innovation and technology - to be able to create something that is greater than the sum of its parts.

PARTNER SPOTLIGHT

CONTINUED

As professionals, it's so easy to look ahead to where we want to be, which is OK. Why do you think it's important to take advantage of the 'present' and the different stages seen in career progression?

When you work for a company or a small business, every day is an opportunity to be the best you've ever been. Garmin has a great slogan that I like, which is "beat yesterday." For me, regardless of age, experience or current job title, it's always important to attack what's in front of you with maximum effort and determination. I'll use baseball as an example. Barring a few exceptions, if you're a high round draft pick, starting in the minor or summer league is a part of the process. Although your goals and capabilities may far exceed what's required for your current position, it's critical to prepare today so you can truly maximize any future opportunities.

With TOYOTA Opportunity Exchange coming up, any tips on how diverse companies can maximize the 'now' and build meaningful connections at the event?

Here's my biggest advice: articulate your position as a diverse enterprise and how this enables you to provide incremental value. We now live in a world where most companies consider Supplier Diversity a business strategy. And so there's a sentiment that "I can deliver good value and I happen to be a diverse supplier." We're also moving to a place where engaging more diverse companies is becoming an even better competitive advantage.

So, rather than saying, "Hey, I'm a great supplier and by the way, I'm diverse," explain to me the distinct capabilities you're able to provide because you're a diverse supplier. That, to me, becomes the big opportunity area. It is hard to articulate, but it's an incredible way to stand out and better impact your organization.

Lastly, fast forward five to ten years from now - where do you see yourself and/or P&G's supplier diversity program?

Professionally, I see myself moving back into a role in Purchasing with an even greater passion and knowledge of Supplier Diversity. And I think that's why me being in this role so early in my career is so powerful. As far as our program, I see it transforming the way consumers look at Supplier Diversity. It's remarkable to think that about 10 years from now, we may now have 3 or 4 senior leaders who have had my job. This will ensure diversity and inclusion remains ingrained throughout our organization, creating an even bigger impact for our company and the business community at-large.

MAXIMIZING THE 'NOW' IN YOUR PROFESSIONAL JOURNEY



For many professionals, the phrase “rise through the ranks” extends well beyond the military. From entry-level positions right out of college to managerial roles later down the road, career progression - and all of its ups and downs - is a common experience for those active in the workforce. And though everyone’s professional journeys differ, there’s often an end goal in mind - from getting a promotion to landing that coveted ‘dream job.’


What makes this process of professional growth within a corporation most rewarding, however, is the different stages required to get there. Regardless of industry, level of experience or background, each phase of career advancement - from an admin role to one in leadership - provides unique opportunities to broaden existing capabilities and learn new skills. Whether you are still tracking ahead on your goals or already where you want to be, there’s endless possibilities to maximize your professional journey, as well as empower and inspire aspiring leaders to do the same.

WHAT'S YOUR PATH?

Steven Sinofsky, former president of Microsoft's Windows division, likens career progression to one of three ways: as a journey, a destination or a hybrid of both. Taking on a more adventurous perspective, journey-goers seek to gain expertise through a variety of experiences. Either working in different capacities within a company - or even various jobs across several industries - their fluid and cumulative approach to reaching the next level includes expanding their breadth of knowledge in several diverse arenas.

Individuals on the 'destination' track, on the other hand, are more focused on achieving specific milestones. Often tied to a tangible and measurable goal - for instance, becoming a senior level manager - their path often involves a more linear approach. Then, of course, there are many who experience a combination of both throughout their line of work.

Whether your sights are on exploring a wide-range of vocational experiences or simply moving up within the company, each path requires a strategic approach. By identifying which one most aligns with your career goals, you'll be more strongly positioned to make more informed decisions on your next steps - and the best resources to help you get there.



**THE BEST
PREPARATION
FOR TOMORROW
IS DOING YOUR
BEST TODAY.**

H. Jackson Brown Jr.

SO, WHY TODAY?

New York Times best-selling author H. Jackson Brown Jr. once said: "the best preparation for tomorrow is doing your best today." And he's right. Wherever you are in your professional quest, there's no better time than the present to capitalize on the opportunities available and gain as much insight and knowledge possible. First, this helps to build a toolbox of transferable gifts and talents helpful and needed in higher positions. This also shifts your

perspective, motivating you to view current day-to-day activities as chances to get better. Perhaps your weekly team huddles can turn into case studies on how to productively run a meeting. Or maybe, reviewing those monthly spend reports can help strengthen your budget planning skills. By placing greater emphasis on the possibilities around you today, you'll open new doors to professional advancement not previously considered before.

ACHIEVING NEXT LEVEL GROWTH

Whether working toward advancing your career - or looking to aid those around you - there are several ways to help you and/or your team members facilitate professional development:

EXPAND YOUR CAPABILITIES

LET'S BE HONEST:

it's common to work on the same projects or towards the same set of goals every day. Although daily routines and tasks provide structure, they can also stifle creativity and growth. To keep skills up-to-date (and also gain some new ones!), consider:



GOING BACK TO SCHOOL...KIND OF!

Enroll in a formal degree program or course in your field or pursue certificates or other accreditations to expand your expertise.



UPPING THE PARTICIPATION ANTE!

In addition to attending local, regional and national meetings and conferences, get involved! Serve as an officer, board or committee member or help coordinate events sponsored by the organization.



SAYING YES TO CHALLENGES!

Try volunteering for assignments at work that may be a stretch for you. See how you can get involved in programs or initiatives that test and refine your skills.



STAYING IN THE KNOW!

Sign up for your industry e-newsletters or set Google Alerts to remain in the loop on the latest developments, technology, systems and processes in your field.

BECOME A MENTEE OR MENTOR!

Having experienced, as well as aspiring, leaders as sounding boards can provide all the tools and perspectives you need to remain focused. Engaging trusted colleagues or experts in your network can also provide long-term career planning and direction, as well as constructive criticism and guidance.

ONE GREAT PLACE TO SEEK MENTORING?

Your local or national supplier development council! In addition to a wide network of corporate members and diverse entrepreneurs, there's also programs dedicated to establishing this type of connection. Take for instance the WBENC Reverse Mentors program. Launched at the 2017 National Conference, this initiative connects seasoned leaders with experienced and talented WBE or Supplier Diversity leaders under the age of 40. Putting a twist on traditional mentoring, WBENC's latest relationship-building efforts demonstrate that there's always value in having an adviser.



Women's Business Enterprise
National Council
WBENC

SEEKING CURRENT WORKPLACE RESOURCES

Maybe your organization has an intranet portal filled with accessible training material or tutorials. Or, perhaps hosts monthly lunch and learn sessions on various relevant topics. Every work culture and environment is unique, so discover what tools are available at your organization - and what you can do to create new ones.

EMPLOYEE RESOURCE GROUPS (ERGS)

are becoming increasingly popular in workplaces and for good reason. Also known as affinity or business partnering groups, ERGs are voluntary, diverse employee-driven groups organized around common interests or backgrounds. Offering individuals a pathway to leverage their diverse talents and passions, ERGs are just one more way to connect with team members, the company and the community.

INVESTING IN WORK-LIFE BALANCE

Based on findings from a 2015 Ernst and Young global survey, managing both work and life is a tall task for many workers. For example, nearly 46% of managers surveyed are now working more than 40 hours per week with 40% saying their hours have increased over the past five years. Although long hours are sometimes a part of the job, it's important to sometimes step away. Finding a balance that works for you - and your team members - provides a clearer mind to better contribute and overall, enhances productivity across the company.

QUICK TIPS:

1. STEP AWAY!

Log out of your email. Leave your laptop at the office. Simply unplug.

2. FIND STRESS RELIEVERS

Read. Go for a walk. Meditate. Learn what calms your senses.

3. MAKE SMALL CHANGES FIRST

Everyone's work demands are different. Pinpoint what meshes well with your lifestyle and job expectations and start with incremental changes.

CONCLUSION

Everyone's professional journey is filled with its own individual experiences, lessons and tasks that shape where one is headed and the road it takes to get there. Words of advice? Embrace the process! American author Mark Twain once revealed, "the secret to getting ahead is getting started." To put this into action, make it a habit to regularly set tangible goals, as well as invest in expanding your capabilities. And if already at the pinnacle of your career journey? Continue to discover fresh and engaging ways to help your team members and colleagues, too, reach their highest potential. Over time, it's these consistent efforts that can ultimately turn 'dream jobs' into realities.

Sources:

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2017 POWER OF EXCHANGE RECAP

On July 20th at the Fairmont Hotel in Dallas, TX, over 700 attendees representing 502 different companies united to participate in professional development sessions and countless networking opportunities at the 3rd Annual TOYOTA Power of Exchange. We appreciate all of the diverse companies, corporate partners, TOYOTA Team Members and Suppliers for joining us and look forward to seeing you next year.

HIGHLIGHTS FROM THIS YEAR'S EVENT:



Attendees enjoying the breakfast program



◀ Luncheon Keynote Speaker, Hill Harper



◀ TOYOTA Tier 1 Suppliers in the "Developing a Diverse Supply Chain" seminar session, hosted by Toi Clarke Jones and Cheryl El-Alfi



◀ From L to R: Robert Young (TOYOTA), Jim Holloway (TOYOTA), Rosa Santana (Santana Group), Albert Smith (TOYOTA), and Chuck Hendrix (TOYOTA) at the Breakfast Program



▲ Diverse companies and TOYOTA Tier 1 Suppliers networking

CALENDAR

OCTOBER

01-03/ DALLAS, TX | USHCC NATIONAL CONVENTION

02/ DETROIT, MI | NBL 4TH ANNUAL BLACK SUPPLIER GOLF CHALLENGE

10/ LOS ANGELES, CA | SCMSDC LEADERSHIP AWARDS DINNER

21/ DETROIT, MI | MBCC NATIONAL BLACK SUPPLIER SUMMIT & WELCOME FOR NMSDC

22-25/ DETROIT, MI | NMSDC CONFERENCE & BOF

NOVEMBER

07/ GRAPEVINE, TX | WBC-SOUTHWEST HARVEST PARTNERSHIPS

9/ DETROIT, MI | **TOYOTA 28TH ANNUAL OPPORTUNITY EXCHANGE**

10/ INDIANAPOLIS, IN | MID-STATESMSDC ANNUAL DINNER & AWARDS

16/ HOUSTON, TX | WBEA CUTTING EDGE AWARDS AND SCHOLARSHIP RECEPTION

17/ DETROIT, MI | MBCC SANKOFA BLACK BUSINESS AWARDS GALA

17/ CINCINNATI, OH | OHIOMSDC ANNUAL AWARDS GALA & AFTER GLOW

DECEMBER

01/ HUNTSVILLE, AL | WBEC-SOUTH COFFEE & CONVERSATION

01/ DETROIT, MI | MHCC 28TH ANNUAL FIESTA HISPANA GALA

05/ HOUSTON, TX | WBEA HOLIDAY WBE MIXER & TOY DRIVE

07/ NEW ORLEANS, LA | SRMSDC ANNUAL MEETING & HOLIDAY MIXER

07/ NEW ORLEANS, LA | WBEC-SOUTH ANNUAL MEETING & HOLIDAY LUNCHEON

08/ DETROIT, MI | MICHIGANMSDC A.C.E. AWARDS

11-12/ LOUISVILLE, KY | TRISTATEMSDC BUSINESS MARKETPLACE

MEET THE TEAM



CHUCK HENDRIX | SENIOR MANAGER

Oversees the Manufacturing and Sales Divisions; Building of TOYOTA's Supplier Diversity Processes; Development of Diverse Companies



STEPHANIE BURTON | MANAGER

Internal Strategy Development; Development of Diverse Companies; Opportunity Exchange



SAHAR HAQUE | MANAGER

Internal Strategy Development; Development of Diverse Companies



MONETTA STEPHENS | MANAGER

Internal Strategy Development; Development of Diverse Companies; Power of Exchange



TIMOTHY YAMADA | MANAGER

Internal Diversity Strategy Development - Financial Services; Sponsorship of Diverse Companies; Organizations: NGLCC, WBCS, WBEC West



ERIN CAUDILL | ANALYST

Tier II Program Management; Opportunity Exchange; Organizations: NMSDC, BDR, Southern Region MSDC, and WBEC South



DANIEL ELLIS | ANALYST

Tier I Reporting & Activities; Opportunity Exchange; Organizations: NVBDC, Great Lakes - WBC, MHCC, NBL, Michigan MSDC, APACC



ADRINA WALKER | ANALYST

Marketing/Branding; Opportunity Exchange; Organizations: WBENC, Mid-States MSDC, Ohio MSDC, ORV - WBC, TriState MSDC, WBE Canada, CAMSC, CGLCC



TAYLOR YOUNG | ANALYST

Internal/External Supplier Diversity Websites; Internal Content Development; Power of Exchange; Organizations: ABA, AICCCAL, Dallas-Fort Worth MSDC, Southern California MSDC, Southwest MSDC, WBEA - Texas



ALYSSA KIRKOPOLOUS | ADMINISTRATOR

Executive Management Coordination; Opportunity Exchange; Power of Exchange; Execution of the Team's Sponsored Events

2017 READERSHIP SURVEY

In the spirit of continuous improvement, we're excited to announce our second readership survey, where we'd love to hear your thoughts on content, layout and other areas where we can enhance our quarterly communication.

To complete our short survey, please [click here](#) or visit toyotasupplierdiversity.com!