

P46

Leaders in
Advancing
Continuous
Improvement



2018 SUPPLIER DIVERSITY

NEWSLETTER

ISSUE
No.1

TOYOTA

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CHUCK HENDRIX

Senior Manager,
Purchasing Supplier Diversity
TOYOTA Motor North America

AS PROFESSIONAL LEADERS, WE
HAVE THE POWER TO CHAMPION
PROGRESSIVE CHANGE, AS
WELL AS USE THIS MINDSET
TO EXPLORE IMPACTFUL NEXT
STEPS FOR OUR TEAMS, AS WELL
AS FOR OUR ORGANIZATIONS.

GREETINGS,

Whether on the job or in our own backyards, people looking for change are everywhere. From today's fast-paced digital age to the growing diversity of our communities, the current social and business landscape is requiring organizations, in particular, to move swiftly and efficiently to keep up.

This begs the question: how can companies remain flexible and anticipate "what's next" for their business? To me, it all starts with people - including you and I. As professional leaders, we have the power to champion progressive change, as well as use this mindset to explore impactful next steps for our teams, as well as for our organizations.

Take for instance TOYOTA's Supplier Diversity team. Through a company-wide commitment to *continuous improvement*, we're driven to challenge the status quo in our daily tasks and interactions. Whether it's questioning how and why we do what we do or simply being open to thinking more boldly, we find ourselves driven to discover better ways to work together every day.

So, in our first issue for 2018, we take a look at the value of supporting (and creating!) evolution as professionals. Author and researcher Max McKeown remarks: "adaptability is about the powerful difference between adapting to cope and adapting to win." Focusing on how we can all embrace being leaders of change, it's our hope that you'll be inspired to do the same, as well as find new ways to advance your business. Here's to a strong and productive 2018!

Best regards,
Chuck

EXECUTIVE MESSAGE

Hailing from Hamilton, Ohio, I like to think of myself as an old-fashioned guy. So, let me first start by introducing myself! I'm Randall Anderson, the General Manager of Purchasing Supplier Relations, and what an honor it is to serve in this new role.

For nearly 30 years, I've worked in Purchasing in various capacities - as a buyer in the chassis and stamping groups to serving in a few managerial roles. As a result of this experience on the procurement side, I decided to switch lanes a bit, using this opportunity to learn, grow and develop within the Supplier Diversity space.

I've been asked what I'm looking forward to most in my new role and it's simple: meeting and building connections with new people. I'm also eager to jump in and find new and different ways to enhance our Supplier Relations efforts and ultimately engage more diverse suppliers.

With transition, though, comes risks and uncertainty. I remember once working as a purchasing department champion for a buying team roll-out project. This involved major change efforts - ranging from realigning the type of work that our buyers and administrators were doing to implementing a process that ensured the new roles and work assignments would be successful.

Talk about a shift. Thanks to teamwork, collaboration and perseverance, this organizational transition was universally recognized as an overall success. Our buyers were able to focus on their core job of sourcing, pricing, and cost planning, and our administrators were able to take on more challenging assignments to assist in their development.

In closing, efforts to continuously improve are central to the TOYOTA Way. Even my beloved Cincinnati Reds are embracing this philosophy and finally revamping their bullpen! By cultivating a culture where people are always learning and looking for ways to do and be better, team members at all levels, including myself, are driven to find more meaningful and tangible opportunities for growth.



RANDALL ANDERSON

General Manager,
Purchasing Supplier Relations
TOYOTA Motor North America

I'VE BEEN ASKED WHAT
I'M LOOKING FORWARD TO
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IT'S SIMPLE: MEETING AND
BUILDING CONNECTIONS WITH
NEW PEOPLE.

4 QUESTIONS WITH LOUIS GREEN

INTERIM PRESIDENT, NATIONAL MINORITY SUPPLIER DEVELOPMENT COUNCIL (NMSDC)



PARTNER SPOTLIGHT



COMPANY PROFILE

CORE CAPABILITIES

Advancing business opportunities for certified minority business enterprises; connecting these companies to major corporations

HEADQUARTERS

New York, NY

RELATIONSHIP WITH

TOYOTA

Strategic Partner

Steadfast in their commitment to advance “business connections that count,” the National Minority Supplier Development Council (NMSDC) remains one of the go-to hubs for today’s minority owned business enterprises (MBEs). Founded in 1972, the leading organization’s mission is clear: to provide a direct link between corporate America and diverse entrepreneurs. Thanks to dedicated initiatives, as well as engaging events and educational programs, that’s exactly what the Council - and its 23 regional affiliates - continue to do. In July 2017, the Council welcomed Louis Green, former president of the Michigan Minority Supplier Development Council (Michigan MSDC), as its interim president. Under Green’s leadership, NMSDC is continuing its quest to fuel economic growth in communities across the country.

SUPPLIER DIVERSITY HAS LONG BEEN A MAINSTAY IN YOUR PROFESSIONAL CAREER. WHAT INSPIRED YOU TO GET STARTED IN THIS FIELD?

My career actually began as an entrepreneur. I owned a facilities management and cleaning business that took off successfully before it crashed down almost as quickly as it had risen. Soon after, thanks in large part to my educational background in government, I began exploring opportunities working for the State of Michigan, where I gained experience in all things related to equal opportunity, civil rights and diversity. From working in corporate procurement to being an MBE myself, I’ve been fortunate to work on all sides of supplier diversity throughout my career.

IN WHAT WAYS HAS YOUR EXPERIENCE AS THE FORMER PRESIDENT OF THE MICHIGAN MSDC PREPARED YOU FOR THE INTERIM PRESIDENT ROLE AT NMSDC?

Serving as president of the Michigan council helped me better understand the value that NMSDC regional affiliates bring to our national organization, as well as the challenges we face collectively as a group. It’s clear that many of our regional affiliates have their own areas of expertise that can benefit and enhance the entire network. So by empowering and engaging our partners even further, we have an opportunity to foster even greater growth and innovation throughout our national network.

WHY DO YOU THINK IT’S IMPORTANT FOR COUNCIL PARTNERS AND MEMBERS TO TAKE STRATEGIC RISKS AND EXPLORE NEW BOUNDARIES, PARTICULARLY IN 2018?

Technology is changing everything rapidly right now. Artificial intelligence, automation, driverless cars, and Internet of Things are just a few of the examples that come to mind. So, it’s critical for a number of our MBEs to quickly adapt to stay competitive in this changing market. This includes taking initiative, particularly in pivoting towards areas like software, technology, and service. It’s also equally as important for our corporate members to proactively shepherd MBEs into their growth industries and areas of need as well.

LASTLY, WHAT’S ON THE HORIZON FOR NMSDC OVER THE NEXT FEW YEARS?

I see big, positive changes on the horizon for NMSDC in the coming years. With the demographic profile of our country rapidly changing, we, too, need to reconsider a lot of what NMSDC does and what we, as a national council, represent. For example, we have to continue building alliances with our sister organizations and work together in integrating supplier diversity into the fabric of our society. NMSDC has had a great 45 year run, but I truly believe that we are on the precipice of the most exciting changes in our network’s history.

LEADERS IN ADVANCING CONTINUOUS IMPROVEMENT



Gone are the days when companies played it safe and remained competitive. Looking to stay ahead in the current social and economic climates, organizations today are very much living and evolving entities with their own cultures, brands and consumer relationships. Inclined to discover bigger and better ways to do business, many enterprises have recently begun to welcome a new role internally - known as "change agents." Defined as individuals who advocate and spearhead efforts to enhance efficiency, ingenuity, and creativity within an organization, this position has become the "one to watch" in the professional world.

Although typically considered a more formal title, these progressive agents can and often take on a more broad and inclusive role. Casting a wider net, this function can include anyone empowered and driven to create viable advancements within a company. It's no secret that to succeed in the existing marketplace, leaders must be visionaries - both bold and courageous - in shifting the conversation and introducing new ideas. So, what's one way to do so? By taking a few cues from today's leading change agents in business.

THE BUSINESS CASE

FOR CHAMPIONING CONTINUOUS IMPROVEMENT

Steve Jobs. Sean Carter. Ellen DeGeneres. When thinking of notable professional “change agents,” similar names may come to mind. But what about the manager in HR or the group adviser on the manufacturing floor? Backed by an idea and the drive to see it through, every leader - regardless of background or role - has the capacity to spark impactful developments within an organization.

And there’s no better time than now. Technology advancements, as well as fluctuating demographics and consumer behaviors, are definite factors in determining how companies think strategically and make daily decisions. The result? An even greater internal push for companies to innovate and secure a return on their investments of time, and most importantly, capital.

Courageous, as well as forward-thinking, change agents possess a keen ability to anticipate what’s next and better prepare the company for a strong future. Although sometimes encountering temporary, internal road blocks, individuals committed to continuous improvement have the capability to engage and involve key stakeholders seamlessly to create meaningful advancements for their organization, as well as themselves.

TRAITS OF TODAY’S INSTRUMENTAL LEADERS:

LIVES IN THE FUTURE RATHER THAN THE PRESENT

// Champions a strategic vision that aligns with company and professional goals

FUELED BY PASSION, INSPIRES PASSION IN OTHERS

// Boasts ability to empower individuals who are integral to the change process

STRONG ABILITY TO SELF-MOTIVATE

// Confident and hopeful, identifies ways to stay excited and engaged throughout any transition

IN-DEPTH UNDERSTANDING OF THE PEOPLE AROUND THEM

// Has an insightful awareness of diverse perspectives, experiences and needs and how various parties will be impacted

FIVE STAGES

TO EFFECTIVE CHANGE LEADERSHIP

Whether improving processes, launching a new product or service, or completely redirecting a company's course, leaders may find themselves at various phases during their journey to successfully create change. Although everyone's road and circumstances vary, five general stages - as outlined by businessmapping.com - include:

1

ACCEPTS NEED FOR IMPROVEMENT

Experienced professionals will agree: meaningful transformation begins through acknowledgement and discovery. By identifying and articulating what needs improvement - and most importantly, why - individuals take the first step in exploring available opportunities for growth.

2

DEFINES/INITIATES WHAT'S NEEDED

For phase two, it's all in the details. Nailing down the specific areas where growth is needed, change advocates progress forward by pinpointing distinct leverage points to improve work processes, habits and structures.

3

MANAGES PROCESS

With specifics determined, the adjustment process gains steam with the engagement of managerial colleagues and/or senior executives. Including stakeholder feedback and insight, a well-defined strategy for execution begins to form.

4

MANAGES COMPLEXITIES

With a strategy in tow, the change leader rolls out the transition process to targeted individuals, teams and departments for successful implementation. This stage includes an analysis into each group's needs, challenges and reservations to ensure support amongst those affected most.

5

CHAMPIONS TRANSFORMATION

The final step? Being the process' most vocal supporter. Taking a bold approach, successful agents see to it that they drive dynamic transformation until its full execution - all while also being responsive to imbalances and any challenges that may arise.

THE POWER OF CHANGE

REAL WORLD EXAMPLES

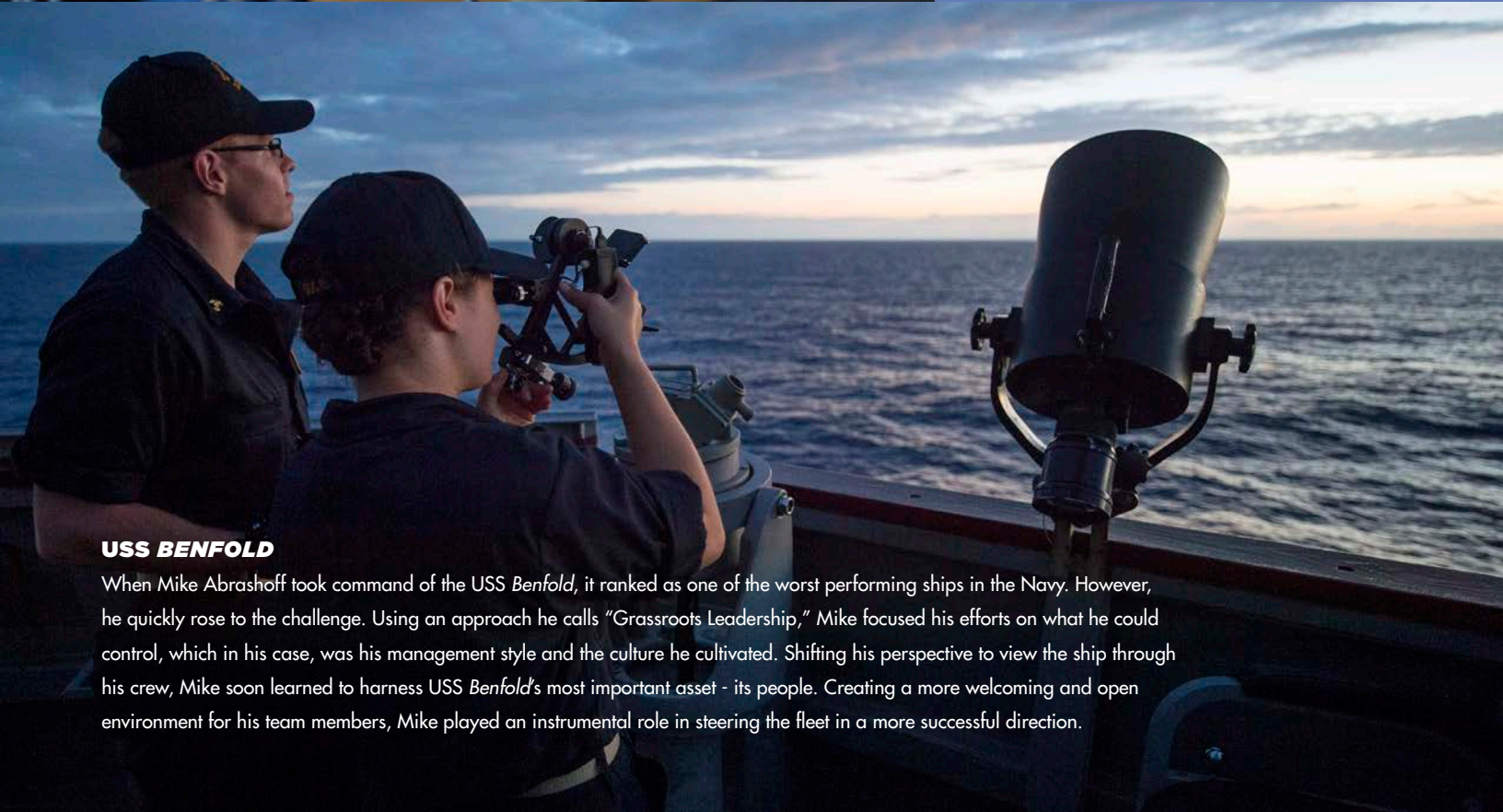
Here are a few ways leaders and their organizations - from start-ups to corporations - have driven sustainable and impactful transitions and solutions for their companies:



BRIGHT FUNDS

A one-stop shop for charitable giving, matching and volunteering, the Bright Funds start-up ran into an issue early after its launch: they needed to increase incoming donations fast! In order to truly make an impact, it was imperative for the organization to expand their target audience from individual donors (who typically made smaller donations) to larger entities.

So, who advocated and spearheaded the enterprises' organizational change? The company's members and strategic partners. Encouraging the company to redirect its focus to corporate donations and employee matching, this influential group helped the growing firm successfully expand its customer base while also maintaining its initial company vision and mission.



USS BENFOLD

When Mike Abrashoff took command of the *USS Benfold*, it ranked as one of the worst performing ships in the Navy. However, he quickly rose to the challenge. Using an approach he calls "Grassroots Leadership," Mike focused his efforts on what he could control, which in his case, was his management style and the culture he cultivated. Shifting his perspective to view the ship through his crew, Mike soon learned to harness *USS Benfold's* most important asset - its people. Creating a more welcoming and open environment for his team members, Mike played an instrumental role in steering the fleet in a more successful direction.



NOKIA

Going from dominating the mobile phone market to exiting the business due to low profits, Nokia has experienced a few bold change cycles as an organization to say the least. Missing the smartphone revolution, Nokia's new management team took a risk and decided to sell the company's phone division to Microsoft. The company's new selling point? Networking equipment. Buying out its leading equipment manufacturer Siemens, the Finnish company and its leadership reorganized its corporate structure and business portfolio. As a result, the company is now successfully building networking and mapping technologies to compete within the digital age.

CONCLUSION

Whether on a small or large-scale, empowering and engaging employees to inspire positive tweaks and improvements is essential in today's rapidly progressing work environments. As noted in *Forbes*, "without strategy, change is merely substitution - not evolution." As you think more innovatively and critically, explore how you and others can become agents of change in identifying and advancing practical and realistic growth opportunities for your business.

Alphabet



GOOGLE

By the early 2000s, Google had emerged as an undeniable force in daily human interaction. Experiencing widespread success - through products like its search engine, Google Maps, and Gmail - many would surmise that Google was running without a hitch. Wrong! Within their accelerated growth, the powerful conglomerate became nearly impossible to manage with intertwining goals, teams, funds and managers. So, instead of waiting for the ball to drop, Google's leadership, including CEO Larry Page, took action. Breaking up the company into its constituent parts, Page made each its own company with all of them owned by a new umbrella corporation called Alphabet. By including everyone at Google into his thinking with the launch of Alphabet, Page gained the buy-in, support and engagement he needed to take the corporation to the next level.

ONE TOYOTA NORTH AMERICA



TOYOTA

Although its North American business was successful, TOYOTA knew there was still room for improvement. After all, its manufacturing, sales and research functions were operating in different parts of the country and creating a few challenges to how the organization made decisions. So, in 2014, the company - led by CEO Jim Lentz - embarked on a journey now known as One TOYOTA. With a goal of enhancing collaboration and increasing competitiveness, One TOYOTA unified the automaker's sales, marketing and administrative leadership in its new Plano, Texas headquarters. R&D team members also joined the move, coming together in Southeastern Michigan, as well as manufacturing in Georgetown, Kentucky. Proving to be much more than a physical relocation, this new mindset and way of working together is consistently enhancing the experience of TOYOTA customers, communities and team members.

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TOYOTA SUPPLIER DIVERSITY SPOTLIGHT

The latest TOYOTA Supplier Diversity news and happenings

ROBERT YOUNG, GROUP VICE PRESIDENT OF PURCHASING, SUPPLIER ENGINEERING DEVELOPMENT & COST PLANNING, BRINGS HOME “EXECUTIVE OF THE YEAR” HONORS

Recognized at Michigan Minority Supplier Development Council’s annual A.C.E. Awards, Young was awarded for his work in driving positive transformational impact for Michigan’s minority businesses.



FUELING ECONOMIC GROWTH

Corporation of the Year

NMSDC honors three with top corporate award for supplier diversity excellence

BY MELISSA LOWERY

For the first time in its 45-year history, the National Minority Supplier Development Council honored three corporations with coveted Corporation of the Year awards. AT&T, Ford and Toyota Motor North America received the awards at a gala dinner closing the 2017 NMSDC National Conference and Business Opportunity Exchange, held recently in Detroit, Michigan.

“We had a very unusual situation this year in that we had three corporations that virtually tied,” said Louis Green, NMSDC interim president. “They each did well in different areas, and they all have a track record of excellence. The common thread that you see in all three winners is true dedication to supplier diversity throughout the company. It’s something they believe in and live, it’s who they are. They clearly put in the effort.”

When judging applications for Corporation of the Year, the award committee considers spend levels and the percentage of total spend with minority business enterprises. But, spend is not the only factor considered in awarding excellence.

“It’s easy to just look at data, at the numbers. But that doesn’t always tell the full story,” Green said. “You can have one company that’s spending \$2 billion with one MBE and another that’s spending \$2 billion with 100 different companies and helping them grow and develop. That’s what we look at, the innovation and effort that goes into supplier diversity. We ask, ‘Is it really a part of the company’s DNA? Is its reported diversity spend a by-product of doing great work?’”

AT&T, Ford and Toyota excelled by not only achieving significant diversity spend, but also increasing year-over-year spend, investing in the development of MBEs, establishing and expanding international programs and creating and executing policies which lend themselves to improve relationships between corporate America and minority-owned businesses.

The 2017 Corporation of the Year are leaders in supplier diversity, and Green said the best practices they used to reach that status are no secret.

“One of the things I really encourage people to do is sit with us and look at their applications to see how they stacked up against the winners,” he said. “Very few companies actually do that, but we welcome companies to come in and benchmark their programs against the winners. We have a high degree of transparency about what excellence looked like last year. Talk to us, we’ll help you lay out a pathway to help you get there.”

NMSDC CORPORATION OF THE YEAR: AWARD CRITERIA

The National Minority Supplier Development Council’s Corporation of the Year award recognizes world-class leadership in:

- Policies: supplier diversity is a guiding principle within the corporation
- Leadership and engagement
- Procurement: showing increases year over year
- Minority business enterprise development:
- Providing development and contracts to MBEs
- International programs: providing global opportunities for MBEs
- Influence: demonstrating leadership in supplier diversity to other corporations

MBN USA Special Edition




The Toyota Motor North America Inc. leadership and supplier diversity team celebrate their 2017 NMSDC Corporation of the Year award. The team includes: Jia Holloway (seated from left with award), purchasing general manager; Robert Young (fifth from left with award), group vice president, supplier engineering development and cost planning; and Chuck Hendrix (next to Young), senior manager, purchasing supplier diversity.

PHOTO BY ANDREA PAVANELLO/CONVALL CONSULTING SERVICES/EMPLOYEE

Beyond the contract

Toyota prioritizes relationship-building with diverse suppliers

BY MELISSA LOWERY

Toyota Motor North America Inc. launched its supplier diversity program in 1987 as part of a broader corporate commitment to diversity and inclusion. Since inception, its supplier diversity processes have remained rooted in “The Toyota Way” — the company’s corporate philosophy supported by two main pillars: “Continuous Improvement” and “Respect for People.”

Reflecting the people-oriented focus of the company, TMNA prioritizes relationship-building with diverse suppliers, said Robert Young, group vice president of purchasing, supplier engineering development and cost planning.

“A key aspect of our commitment to supplier diversity is ensuring that purchasing focuses on building strong, sustainable relationships with diverse businesses,” he said. “This [commitment] shifts our perspective away from a traditional buyer/vendor relationship to what we term ‘going beyond the contract’ with our suppliers.”

Supplier diversity personnel — as well as procurement team members — engage in on-site visits to help develop and improve existing processes, mentor suppliers individually or in a group and partner with National Minority Supplier Development Council affiliate councils through business modules called Centers of Excellence.

The COEs are designed to strengthen corporate supplier diversity processes and help minority businesses compete in a global environment. Each COE lasts for 18 to 24 months and includes corporate and small business members, as well as an affiliate council president from a regional NMSDC affiliate.

(continued on page 33)

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Special Edition MBN USA

◀ **TOYOTA SUPPLIER DIVERSITY FEATURED IN MBN USA**

Highlighted alongside two of our Billion Dollar Roundtable colleagues (Ford & AT&T), TOYOTA was recognized for winning the 2017 National Minority Supplier Development Council’s Corporation of the Year award. Check out the full article here.

THE 2017 OE ATTENDEE EXPERIENCE

This past November, TOYOTA hosted its 28th Opportunity Exchange (OE) in Detroit, Michigan for the very first time. Eager to get feedback on the new event format, location and overall experience, we asked attendees to share their honest thoughts through an event survey. The responses were remarkable. Thanks to insightful points of view and ideas shared by those in attendance, we remain inspired to ensure Opportunity Exchange, as well as all of our Supplier Diversity activities, remain valuable for diverse entrepreneurs and suppliers.

KEY TAKEAWAYS FROM SEVERAL 2017 OPPORTUNITY EXCHANGE ATTENDEES:

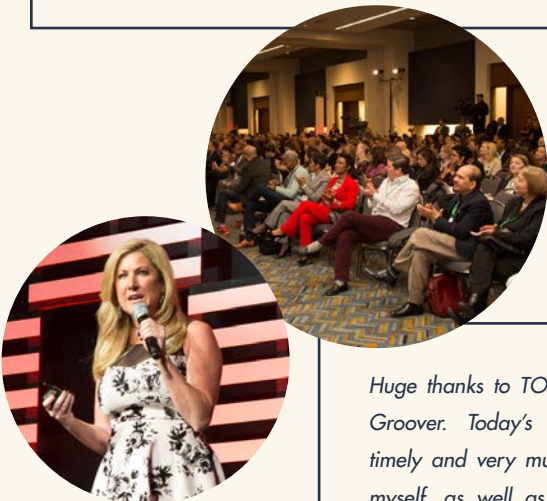
I really appreciated the confidence-building in the message. I feel that by being a female in the engineering and automotive manufacturing industry, I'm already a disruptor. I felt valued learning that it's okay to have those feelings but still have the confidence to win.

The tips of how to become a disruptor (and keep your job) are most beneficial because they are doable. Dr. Johnson's amazing energy reminded me of my ability to stop and think how I can disrupt.

The collaboration of the industries' top companies was inspiring. Their insights provided us with a greater appreciation of their roles.

Huge thanks to TOYOTA and Jen Groover. Today's message was timely and very much needed for myself, as well as my company.

The trade show was great. Looking forward to next year!



TOYOTA

Opportunity Exchange and Power of Exchange return in 2018!

Event details will be announced soon. Stay in the loop with updates on TOYOTA's Supplier Diversity events by visiting online:

toyotaopportunityexchange.com | toyotapoe.com

 twitter.com/ToyotaSD |  facebook.com/ToyotaSupplierDiversity

Believing there is always a better way, we continue to welcome your feedback and ideas for improvement. Send your thoughts and suggestions to Supplierdiversity@toyota.com.

EVENTS CALENDAR

APRIL

4.9

WBE-Canada Automotive Networking Event
Toronto, ON

4.10 & 4.11

CAMSC Procurement Fair
Toronto, ON

4.11

Mid-States MSDC Procurement Conference
Carmel, IN

4.12

Southern Region MSDC Swing into Spring Golf
New Orleans, LA

4.17

WBC-Southwest Power to Potential Business Forum
Hurst, TX

4.17 & 4.18

ORV-WBC Catch the Wave
Columbus, OH

4.23 & 4.24

Southern California MSDC Minority Business
Opportunity Day
Pasadena, CA

4.26

TriState MSDC Impact Awards Gala
Nashville, TN

4.26

Great Lakes WBC Award Celebration
Novi, MI

4.27

DFW MSDC Buy Those That Buy Us Breakfast
Dallas, TX

4.28

APACC 17th Annual Gala
Detroit, MI

MAY

5.7 - 5.8

DFW MSDC Access 2018 Business Expo
Irving, TX

5.8 - 5.10

Michigan MSDC MMPC
Detroit, MI

5.24

NMSDC Leadership Awards
New York, NY

5.31

WBEC South Women in Business Leadership
Luncheon
Nashville, TN

JUNE

6.1

NACC Trade Fair | Houston, TX

6.4 & 6.5

Ohio MSDC ConnectingOhio Trade Fair
Columbus, OH

6.6

CAMSC Cross Border B2B Forum
Windsor, ON

6.6 & 6.7

WBEA Business Expo & Matchmaking
Houston, TX

6.7

MHCC 8th Annual Trade Fair
Dearborn, MI

6.7 & 6.8

Southwest MSDC Premier Face Time Expo
San Antonio, TX

6.11

Michigan MSDC Golf Outing
Taylor, MI

6.13

Mid-States MSDC Golf Networking Social
St. Louis, MO

6.19 - 6.21

WBENC National Conference & Business Fair
Detroit, MI

6.21

TriState MSDC Golf Outing
Franklin, TN

6.29

NVBDC Golf Outing
Harrison Township, MI

MEET THE TEAM



CHUCK HENDRIX
SENIOR MANAGER

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



ERIN CAUDILL
ANALYST

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MANAGER

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ANALYST

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TIMOTHY YAMADA
MANAGER

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TAYLOR YOUNG
ANALYST

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



ALYSSA KIRKOPOLOUS
ADMINISTRATOR

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

(CHALLENGE
WHAT'S
POSSIBLE



Fostering a more inclusive and diverse supply base
enables Toyota to build Always Better Cars.

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TOYOTA